

**RESILIENCE, SUBJECTIVE WELL-BEING AND
COMMITMENT AS PREDICTORS OF OCB**

Ph.D. THESIS

by
HAPPY



**DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES
INDIAN INSTITUTE OF TECHNOLOGY ROORKEE
ROORKEE-247 667, INDIA
JULY, 2014**

**RESILIENCE, SUBJECTIVE WELL-BEING AND
COMMITMENT AS PREDICTORS OF OCB**

A THESIS

*Submitted in partial fulfilment of the
requirements for the award of the degree
of*

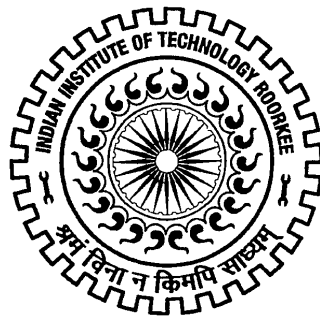
DOCTOR OF PHILOSOPHY

in

ORGANIZATIONAL BEHAVIOR

by

HAPPY



**DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES
INDIAN INSTITUTE OF TECHNOLOGY ROORKEE
ROORKEE-247 667, INDIA
JULY, 2014**

**©INDIAN INSTITUTE OF TECHNOLOGY ROORKEE, ROORKEE-2014
ALL RIGHTS RESERVED**



INDIAN INSTITUTE OF TECHNOLOGY ROORKEE ROORKEE

CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled **“RESILIENCE, SUBJECTIVE WELL-BEING AND COMMITMENT AS PREDICTORS OF OCB”** in partial fulfilment of the requirements for the award of the degree of Doctor of Philosophy and submitted in the **Department of Humanities and Social Sciences of the Indian Institute of Technology Roorkee, Roorkee** is an authentic record of my own work carried out during a period from December, 2010 to July, 2014 under the supervision of Dr. Pooja Garg, Assistant Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institute.

(HAPPY)

This is to certify that the above statement made by the candidate is correct to the best of my knowledge.

(Pooja Garg)
Supervisor

Date: July , 2014

ABSTRACT

Research on organizational citizenship behavior (OCB) has received considerable attention over the past few decades. While many dispositional and attitudinal antecedents to OCB have been established, little attention has been given to its relationship with psychological resource capacities like resilience. Similarly, resilience is a much explored construct in clinical and developmental psychology, however, little is known about how it operates in a workplace context. Also, the underlying mechanism as how resilience relates to OCB is vastly understudied. In this study, a path analytic model was developed and tested in which the effects of resilience on OCB were hypothesized to be mediated through the joint effect of affect balance, life satisfaction and organizational commitment components. The model also positions affective commitment as mediating the effects of normative and continuance commitment on OCB. Structural Equation Modeling supported the hypothesized model. Results were consistent with broaden-and-build theory of positive emotions and theory of reciprocity. There was particularly strong support for the role of affect balance and life satisfaction in mediating the influence of resilience on affective and continuance commitment respectively. In contrast to previous findings, it was found that resilience positively relates to continuance commitment. However, the hypothesis that normative and continuance commitment would positively relate to OCB through affective commitment could not be supported. The theoretical and applied significance of these findings is discussed. This way, the study tested the applicability of resilience in an organizational context to predict positive outcomes.

ACKNOWLEDGMENTS

I would first like to thank God Almighty for giving me good health, patience and wisdom to commence and accomplish this academic endeavor.

I express my sincere gratitude to my learned supervisor Dr. Pooja Garg for providing suggestions, timely feedback and guidance throughout the research phase. Her flexibility, untiring efforts, active interest and firm advice are worth appreciating. I am also indebted to Prof. Renu Rastogi for her invaluable guidance, moral support and words of encouragement.

I am also grateful to the Student Research Committee members and other faculty members especially Prof. Rashmi Gaur (Head of Department), Prof. D. K. Nauriyal, (Chairman), Prof. P. Jha (Ex- Chairman), Prof. J. P. Singh (External expert), and Dr. A. J. Mishra (Internal expert), Prof. S. P. Singh, and Dr. Santosh Rangnekar (Head, Department of Management Studies) for their thoughtful comments, wonderful support and encouragement.

I also acknowledge the support of all the staff members of the Department of Humanities and Social Sciences, I.I.T. Roorkee and administration of I.I.T. Roorkee for providing the indispensable facilities, without them this work could not be possible.

I am highly thankful to all the organizations and the respondents who have spared their valuable time in participating in the research. I also extend my thanks to Mr. Rajeev Kapoor, Ms. Piyusha Abbhi, Mr. Amit Koul, Mr. A.K. Jain, and Mr. Sheetal for helping in data collection.

I also thank Dr. Umesh Bamel, Assistant Professor, IIM Raipur, for his suggestions and stimulating discussions. Many rounds of discussions with him added quality to my research. Thanks to my friends Mr. Bhajan Lal Kardam and Mr. C. Naveen Kumar, for their unmatched support, encouragement and delectable food prepared by their wives. My special thanks to Ms. Nivedita Sharma, for helping me in the final phase of my thesis. She was not only available to bear my academic irritation and confused arguments, but also helped me keep my sense of humor. I also thank all my fellow research scholars of the

department for their support, well wishes and wonderful companionship. I will always cherish the rounds of tea with them at Alapahar and University canteen.

My friend, Ms. Nishtha Kapoor deserves special mention as she was instrumental in bolstering my determination to achieve this goal. She was always there to patiently listen to whatever I had to say. She has devoted her invaluable time and has taken a personal interest in motivating me whenever I was disheartened due to tumble in research as well as personal life. I can never forget her support and words of encouragement that has helped me, especially during the last two years when my personal circumstances interfered tremendously with my academic goals.

I am also thankful to my friends Ms. Shraddha Gupta and Mr. Raghuvir Singh Panwar for all their support and well-wishes. Word cannot express my love for my lifelong friends Mr. Vineet Sharma, Mr. Onyx Samuel, and all DAVians, who always believed in my capabilities and were my biggest cheerleaders all these years.

There are no words to communicate thanks to my family and friends who supported me emotionally and financially. I thank my parents for their unconditional love, blessings and spiritual guidance throughout this journey. I also thank my brothers, brother-in-law, sister, and sisters-in-law for supporting me and encouraging me throughout this journey. I am also glad to have wonderful niece and nephews – Akshi, Priyanka, Ashish, Gracy, Ansh and Arpan. They were my constant source to rejuvenate and come out of stress.

I would also like to thank University Grant Commission (UGC), Government of India for providing me financial assistance in terms of a research fellowship for pursuing my Ph.D. at I.I.T. Roorkee. Finally, I am grateful to all those who have helped me directly or indirectly in the successful completion of this thesis.

HAPPY

CONTENTS

	Page No.
Candidate's Declaration	
Abstract	i
Acknowledgement	ii
Contents	iv
List of Tables	ix
List of Figures	xi
List of Abbreviations	xiii
CHAPTER 1: INTRODUCTION	1-30
1.1 Background of the Study	1
1.2 Statement of the Problem	5
1.3 Conceptualization of Study Variables	6
1.3.1 Organizational Citizenship Behavior (OCB)	6
1.3.1.1 The Concept of OCB – Origin, Development and Issues	7
1.3.2 Organizational Commitment (OC)	12
1.3.2.1 The Concept of OC – Origin, Development and Issues	12
1.3.3 Resilience	17
1.3.3.1 The Concept of Resilience – Origin, Development and Issues	17
1.3.3.2 Resilience at Workplace	22
1.3.4 Subjective Well-being (SWB)	24
1.3.4.1 The Concept of SWB – Origin, Development and Issues	25
1.4 Scope of the Study	28
1.5 Research Questions	29
1.6 Significance of the Study	29
1.7 Thesis Structure	29

CHAPTER 2: REVIEW OF LITERATURE	31-63
2.1 Overview of the Chapter	31
2.2 Organizational Citizenship Behavior	31
2.2.1 Antecedents and Outcomes of OCB	31
2.2.2 Recent OCB Research in the Indian Context	33
2.3 Resilience	36
2.3.1 Antecedents and Outcomes of Resilience	37
2.3.2 Contemporary Research on Resilience	38
2.3.3 Resilience Research in the Indian Context	42
2.4 Organizational Commitment	43
2.4.1 Antecedents and Outcomes of OC	44
2.4.2 Contemporary Research on OC	45
2.5 Subjective Well-being	48
2.5.1 Antecedents and Outcomes of SWB	48
2.5.2 Recent Research on SWB	49
2.6 Linking Resilience and OCB	52
2.7 Linking OC and OCB	53
2.8 Linking Resilience and SWB	56
2.9 Linking SWB and OC	57
2.10 Resilience-OC Relationship through SWB Components	58
2.11 Resilience-OCB Relationship through SWB and OC Components	60
2.12 Moderating Role of OC in Resilience-OCB relationship	62
2.13 Chapter Summary	63
CHAPTER 3: METHODOLOGY	64-75
3.1 Overview of the Chapter	64
3.2 Research Design	64
3.2.1 Objectives of the Study	64

3.2.2 Hypotheses	66
3.2.3 Target Population	67
3.2.4 Data Collection Procedure	68
3.2.5 Sampling Procedure	68
3.2.6 Participants	69
3.3 Operational Definitions	70
3.4 Measures	71
3.4.1 The 14-Item Resilience Scale	71
3.4.2 Satisfaction with Life Scale	71
3.4.3 Positive Affect and Negative Affect Schedule	72
3.4.4 Organizational Commitment Questionnaire	72
3.4.5 Organizational Citizenship Behavior Scale	72
3.4.6 Control Variables	73
3.5 Data Analysis Plan	73
3.5.1 The Measurement Models	73
3.5.2 The Path Models	74
3.6 Chapter Summary	75
CHAPTER 4: RESULTS AND DISCUSSION	76-134
4.1 Overview of the Chapter	76
4.2 Data Preparation and Screening	76
4.2.1 Missing Values and Outliers	76
4.2.2 Non Multicollinearity	77
4.2.3 Normality	78
4.2.4 Linearity and Homoscedasticity	80
4.2.5 Independence of Errors (Lack of Autocorrelation)	83
4.2.6 Common Method Bias	83
4.3 Factor Structure of the Instruments	84

4.3.1 Factor Structure of the RS-14	85
4.3.2 Factor Structure of SWLS	89
4.3.3 Factor Structure of PANAS	90
4.3.4 Factor Structure of OCQ	93
4.3.5 Factor Structure of OCB Scale	95
4.3.6 The Overall Measurement Model	96
4.4 Reliability and Construct Validity	99
4.4.1 Reliability	99
4.4.2 Construct Validity	100
4.4.2.1 Face and Content Validity	100
4.4.2.2 Convergent and Discriminant Validity	100
4.5 Structural Model Estimations	102
4.6 Tests of Study Hypotheses	110
4.7 Discussion of Findings	113
4.7.1 Role of Demographic Variables	113
4.7.2 Resilience and SWB	114
4.7.2.1 Resilience and Life Satisfaction	115
4.7.2.2 Resilience and Affect Balance	116
4.7.3 SWB and Organizational Commitment	118
4.7.3.1 Affect Balance and Affective Commitment	118
4.7.3.2 Life Satisfaction and Continuance Commitment	119
4.7.4 Resilience and Organizational Commitment Dimensions	119
4.7.4.1 Resilience and Affective Commitment	120
4.7.4.2 Resilience and Continuance Commitment	121
4.7.4.3 Resilience and Normative Commitment	122
4.7.5 Organizational Commitment and OCB	123
4.7.5.1 Affective Commitment and OCB	124

4.7.5.2 Normative Commitment and OCB	126
4.7.5.3 Continuance Commitment and OCB	127
4.7.6 Resilience and OCB	128
4.7.7 Mediating Role of SWB and OC in Resilience-OCB Relationship	131
4.7.8 Moderating Role of OC in Resilience-OCB Relationship	132
4.8 Chapter Summary	133
CHAPTER 5: CONCLUSION	134-143
5.1 Overview of the Chapter	134
5.2 Summing Up	134
5.3 Implications of the Study	136
5.3.1 Theoretical Implications	136
5.3.2 Implications for Practice	137
5.4 Limitations and Future Scope of Research	141
REFERENCES	143-191
APPENDICES	192-200

LIST OF TABLES

<u>Table No.</u>	<u>Title</u>	<u>Page No.</u>
Table 2.1	Recent studies on OCB in the Indian context	34
Table 2.2	Three waves of resiliency inquiry	36
Table 2.3	Contemporary research on resilience	38
Table 2.4	Recent research on resilience as a part of PsyCap	40
Table 2.5	Contemporary research on OC	45
Table 2.6	Recent research on SWB	50
Table 2.7	Affective and continuance OC profiles	55
Table 3.1	Demographic characteristics of the participants	70
Table 4.1	Collinearity statistics (Tolerance and VIF)	77
Table 4.2	Descriptive statistics (Mean, Standard deviations, Skewness and Kurtosis)	78
Table 4.3	Factor structure of the RS-14	87
Table 4.4	Factor structure of PANAS	91
Table 4.5	Pearson correlation among dimensions of study variables	98
Table 4.6	Statistics demonstrating convergent validity of the study variables	100
Table 4.7	Statistics demonstrating discriminant validity of the study variables	101
Table 4.8	Parameter estimates of the hypothesized structural model without controlling for the demographic variables	105
Table 4.9	Bootstrap estimates for indirect effects in hypothesized base model without controlling for the demographic variables	106
Table 4.10	Parameter estimates of the hypothesized structural model while controlling for the demographic variables	107
Table 4.11	Bootstrap estimates for indirect effects in hypothesized base model while controlling for the demographic variables	108

Table 4.12	Comparison of hypothesized base model M_0 and the alternative models	109
Table 4.13	Estimates of interaction effect between resilience and OC in predicting OCB	111
Table 4.14	Estimates of interaction effect between resilience and AC in predicting OCB	112
Table 4.15	Estimates of interaction effect between resilience and CC in predicting OCB	112
Table 4.16	Estimates of interaction effect between resilience and NC in predicting OCB	112
Table 4.17	Summary of hypothesis test results	133

LIST OF FIGURES

<u>Figure No.</u>	<u>Title</u>	<u>Page No.</u>
Figure 2.1	Hypothesized model M ₀ depicting conceptual framework of the study	63
Figure 4.1	Scatter plot of resilience and OCB	80
Figure 4.2	Scatter plot of life satisfaction and OCB	81
Figure 4.3	Scatter plot of affect balance and OCB	81
Figure 4.4	Scatter plot of affective commitment and OCB	82
Figure 4.5	Scatter plot of continuance commitment and OCB	82
Figure 4.6	Scatter plot of normative commitment and OCB	83
Figure 4.7	Confirmatory factor model of the RS-14	88
Figure 4.8	Confirmatory factor model of SWLS	90
Figure 4.9	Confirmatory factor model of PANAS	93
Figure 4.10	Confirmatory factor model of OCQ	94
Figure 4.11	Confirmatory factor model of OCB scale	96
Figure 4.12	Full measurement model	99
Figure 4.13	Standardized Path Coefficients and t-values for the hypothesized model M ₀ without controlling for the demographic variables.	103
Figure 4.14	Standardized Path Coefficients and t-values for the hypothesized model M ₀ while controlling for the demographic variables	103
Figure A.1	Nested Alternative Model M ₁ – Affect Balance Relating to Normative Commitment	192
Figure A.2	Nested Alternative Model M ₂ – Life Satisfaction Relating to Affective Commitment	192
Figure A.3	Nested Alternative Model M ₃ – Life Satisfaction Relating to Normative Commitment	193

Figure A.4	Nested Alternative Model M ₄ – Normative Commitment Relating to OCB	193
Figure A.5	Nested Alternative Model M ₅ – Continuance Commitment Relating to OCB	194
Figure A.6	Nested Alternative Model M ₆ – Resilience Not Relating to OCB Directly	194
Figure A.7	Non-Nested Alternative Model M ₇ – Resilience Mediating between SWB Components and OC Components	195
Figure A.8	Non-Nested Alternative Model M ₈ – SWB and OC Components directly leading to Resilience	195

LIST OF ABBREVIATIONS

AC	Affective Commitment
CC	Continuance Commitment
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMV	Common Method Variance
DF	Degree of Freedom
EFA	Exploratory Factor Analysis
EI	Emotional Intelligence
EWB	Eudemonic Well-being
GFI	Goodness of Fit Index
HR	Human Resource
JD-R	Job Demand-Resource
KMO	Kaiser-Meyer-Olkin
NC	Normative Commitment
NFI	Normed Fit Index
OC	Organizational Commitment
OCB	Organizational Citizenship Behavior
OCBI	Organizational Citizenship Behavior – Individual
OCBO	Organizational Citizenship Behavior – Organization
OCQ	Organizational Commitment Questionnaire
PANAS	Positive Affect and Negative Affect Schedule
PCA	Principal Component Analysis
POB	Positive Organizational Behavior
PWB	Psychological Well-being
PYD	Positive Youth Development
RMSEA	Root Mean Square Error of Approximation
RS	The Resilience Scale (25-Item)
RS-14	The 14-Item Resilience Scale
SEM	Structural Equation Model
SRMR	Standardized Root Mean Squared Residual
SWB	Subjective Well-being

SWLS	Satisfaction with Life Scale
TCM	Three-Component Model
TLI	Tucker-Lewis Index

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The current dynamic business environment poses challenges for both organizations and employees and is characterized by greater business instability, rapid structural and technological changes, and increasingly complex systems and processes. Hence, organizations seek new and innovative methods to deal with workplace challenges such as employee turnover, disengagement, burnout, resistance to change, depleting values, and low employee morale to achieve optimal human resource capabilities. Consequently, there is now a greater emphasis to explore positive constructs such as organizational justice, commitment, job satisfaction, organizational citizenship behaviors (OCBs), positive affect, and well-being through the study of positive human resource strengths to overcome the aforementioned challenges. The advent of positive psychology has emphasized the realization of the full potential of human beings to help them lead a more productive and meaningful life (Seligman, 2002). Luthans (2002a) defines positive organizational behaviors (POB) as the framework and the implications of a positive approach to the workplace that focuses on the strengths and resource capacities of employees. Literature suggests that positive approach has the power to bring sustainable change and to effectively deal with resistance to change (Powell & Thatchenkery, 2013)

Human capital is the decisive factor in organizational success and development, and may offer the best returns on investment for sustainable competitive advantage (Luthans & Youssef, 2004, Marschke & Mujtaba, 2011). Organizations seek to motivate employee performance and organizational effectiveness, which are dependent on the ability to elicit employee behavior beyond the requirements of formal roles. Organizational citizenship behavior (OCB) is defined as employees' discretionary behaviors that are not formally part of their job description. OCB is not only essential for high-performing organizations that cherish excellence and effectiveness (Yunus et al., 2010) but also vital for the survival of organizations (Murphy, Athanasou & King, 2002). The effective functioning of an organization depends largely on employees' efforts that extend beyond formal role requirements (Garg & Rastogi, 2006). This has encouraged organizations to promote a work environment which is conducive to OCB.

The likely sources of inducing OCBs include the organizational climate, organizational practices and policies, individual attitudes, motives, perceptions, dispositions, and leadership. The extant literature includes many studies on OCB that consider motivational sources, antecedents, or driving factors, but there is scant research on employees sustaining their motivation levels to exhibit OCB when faced with adversity at the workplace. In this context, there is significant scope for research on the role of psychological resource capacities, such as resilience, that can improve employee capacity to deal with adversity. The potential impact of resilience on organizational outcomes is significant as organizations constantly seek new methods to get more value from their employees (e.g. appreciative intelligence; Thatchenkery, 2009). Resilience is a psychological capacity that is defined as the developable and measurable capacity to bounce back from adversity, conflict, and failure, or even from positive events, progress, and increased responsibility (Luthans, 2002a, p. 702). Such a capacity ensures that when challenges are encountered from setbacks or from positive change at work, people are able to adapt and ultimately prevail.

While resilience is a much explored construct in clinical and developmental psychology, less attention has been paid to it in a workplace context (Campbell-Sills, Cohan, & Stein, 2006). A gap has been identified concerning the research into resilience—although the concept of resilience has changed from that of a negative approach (of absence of psychopathology) to a positive focus on competence and adaptive behavior (Luthar, 1993), it is still vastly understudied in organizational context. The significance of resilience in an organizational context is just emerging (Luthans & Youssef, 2004). In addition, most of the research has been conducted with a younger and treatment-seeking population (Campbell-Sills, Cohan, & Stein, 2006), and little is known about how resilience operates at the workplace. With the advent of positive psychology and its application at the workplace as POB (Youssef & Luthans, 2007), resilience is now being explored in an organizational context as well. However, these studies have analyzed predominantly white populations (Lopez et al., 2005), and limited studies have been undertaken in the Indian context (Paul & Garg, 2012a). Therefore, an initiative has been taken to study resilience in the context of Indian organizations.

The capacity for resilience can be understood at an individual or personal level, as well as at an organizational level. From both perspectives, it is an important aspect that influences the organization in the long-run. The importance of resilience for modern workers and the

organizations has been emphasized in the extant literature. Abraham (2004) has asserted that the emotional resilience promotes superior performance. Extending the same view, Clair and Dufresne (2007) have also asserted it to be the much-touted outcome for organizations in recent years. However, resilience has been extensively explored from the perspective of emergencies or crises, but its repercussions in the day-to-day organizational lives of employees are generally ignored. A similar view is presented by Brooks and Goldstein (2004), who state that a resilient perspective is helpful in every aspect of ordinary living as it provides the strength to tackle routine challenges and sudden problems. In the prevailing turbulent environment, there is a need for an organizational capability of a persistently adaptive process that allows habituation to change in ever quicker and evolutionary steps (Bolton, 2004), which, in turn, requires the capability of its people to withstand hardship, face adversity, and to continue leading functional and healthy lives. In the complex interaction between the individual and the environment, resilience not only provides for the positive psychological capacity to rebound from occupational stress and crisis, but also for building an attitude to deal with the realities of the business world. Thus, organizationally relevant positive constructs and capacities have vast implications for practitioners dealing with real-world problems.

However, the question remains as to whether positive resource capacities can influence positive constructs like OCB. If the answer is yes, then what is the mechanism through which these positive resource capacities exert influence on positive constructs? Extant literature shows that researchers have extensively explored the antecedents of OCB (Zellars, Tepper & Duffy, 2002). However, past researches have largely focused on employee attitudes, personality characteristics, task characteristics, dispositions, and leadership behaviors (Smith, Organ & Near, 1983; Organ & Ryan, 1995; Podsakoff et al., 2000). The link between OCB and positive psychological capacities, such as resilience, is not very clear. Although some studies (Vohra & Goel, 2009) have been conducted to investigate the relationship between psychological capital (combined construct, which includes resilience as one dimension) and organizational outcomes, the focus was not primarily on resilience. Thus, another research gap has been identified concerning the exploration of the insights into the relationship between resilience and OCB.

Moreover, the mechanism through which resilience exerts influence on OCB has not been investigated. It is proposed that the commitment level of employees may also play a critical role in the resilience-OCB relationship because OCBs are discretionary behaviors

and the individual's identification with the organization influences the willingness and the decision to perform them. There are many researches that have supported the relationship between organizational commitment (OC) and OCB. Organ and Ryan (1995) and LePine et al. (2002) in their meta-analyses found empirical studies supporting affective commitment (AC) to be related to OCB. Since, commitment is the force that binds an individual to the target and subsequently to a relevant course of action (Meyer, Becker, & Van Dick, 2006), it is likely that this binding force will receive a push from the psychological capacity of resilience to engage more into discretionary behaviors.

Further, if employees are the base for almost all the organizational outcomes, then definitely increased attention is required on the subjective measures of well-being and its role as determinant of promising organizational outcomes. Generally, subjective well-being (SWB) is the study of happiness and life satisfaction (Diener, 1984). It is the overall field that attempts to understand how people evaluate their own lives (Snyder & Lopez, 2007). It is believed that positive attitude towards life enhances the general health of employees (Jain & Sinha, 2005). On one hand, conscious evaluation of life circumstances may reflect conscious values and goals and on the other hand, affective reactions may reflect unconscious motives. These values, goals and motives will certainly be upsetting the tendencies of employees to exhibit citizenship behaviors in an organization. Also, how one copes with uncertainty and stressful situations at workplace influence the individuals' well-being, which in turn influence the positive organizational outcomes. Lyubomirsky, King and Diener (2005) have supported this view by asserting that happy employees have greater productivity and OCBs. Thus, the evaluation of SWB offers more scope to examine the function of perceived psychological functioning in bringing out the best from an employee in the organization. Through an enhanced understanding of how resource capacity like resilience link to SWB may further spur the occurrence of organizational outcomes. The present study addresses the gap identified by exploring the link between resilience and OCB through the mechanism of OC and SWB. This will also bring some clarity to the inconsistencies pertaining to the reciprocal relationship of commitment and well-being. The relationship and its underlying mechanism offer an important theoretical framework to understand how employees can willingly perform OCBs.

1.2 STATEMENT OF THE PROBLEM

Our world is on a fast track mode of advancement. ‘Pace and Change’ is the new mantra and ‘Prevail or Perish’ has become the real fact of business environment. In such a situation, only those organizations will survive, which are always ready to deal with this fact. Organizations today, whether large or small, local or global, face critical business challenges (Bhal, 2002) and are thus, prone to change. The amount of significant, even traumatic, change in organizations has grown tremendously during the last two decades (Hamel & Valikangas, 2003) and is only expected to increase in the future (Armenakis & Harris, 2009).

But the change is not always – the change in economy, change in Government or organizational policies and change in the systems and processes. Change in the situation, circumstances, feelings, moods is also the change that matters to an employee and in turns effects the organization. Similarly, resilience is often seen as a crisis or an emergency management issue; the link between resilient workforce in day-to-day operations and its impact on organizational outcomes is typically not well understood by organizations. Moreover, in an organizational context, crisis or adversities are always taken to be some major problems arising out of uncontrollable factors. But strong resilience capacity is also required by an employee who is facing some problem in the organization at the individual level. The crisis or adversity for him can be any problem at personal level related to work or family. It can be a non-congenial environment or a manager who is not giving proper ears to him. Likewise a female worker can be facing some problems which she is not able to even express. All these small but significant problems not only affect the efficiency of the worker, but also create stress and change the attitude of the employee towards the company. The extant research has supported the viewpoint that even ‘daily hassles’ could prove as disruptive life events (Watson & Pennebaker, 1989) and prolonged stress can lead to mental and physical ill-health (Green, Malcolm, Greenwood, Small & Murphy, 2001). Beirne and Hunter (2013) have also expressed the need of applied research to cultivate resilience to deal with workplace problems like bullying.

Next, the twenty first century employees require a sound mental health to perform up to the ever increasing expectations of organizations which give increased workload and responsibility (Green, Malcolm, Greenwood & Murphy, 2001). Subjective measures of well-being, hence become important. In the present study, mental health does not mean

mental illness, but the SWB. Organizations want their employees to exhibit such discretionary behaviors which are not defined as part of their task or responsibilities. Although, there is now a substantial body of evidence demonstrating the benefits to organizations of having a strong, committed workforce (Meyer and Maltin, 2010) but organizations are finding ways to take the level of commitment of their employees to new heights so that the OCBs are not just put on view out of obligations but it should come from within. Further, OCB has been recognized as key factor to organizational performance (Chahal and Mehta, 2010). Recognizing this importance of OCB to the organization, present study is to take the initiative to explore and establish the relationship between resilience and OCB through OC and SWB.

Thus, the study is directed to understand the relationship between resilience and OCB. It investigates how resilience relates to OCB and whether there is any role of SWB and OC in the underlying mechanism for this relationship. Although, OC and OCB are two commonly studied attitudinal and behavioral employee outcomes, but despite a lot of research on the antecedents of both the constructs, little is known about their relationships with the positive psychological capacity of resilience. If these outcomes are considered as psychological perceptions (attitude and behavior of the employee towards the likeliness of their jobs, Zareen, Razzaq & Mujtaba, 2013) It is proposed here that exploring the positive resource capacity of resilience in relation to OC and OCB would emphasize the usefulness of studying such constructs and build an empirical credibility of the claims of positive psychology.

1.3 CONCEPTUALIZATION OF STUDY VARIABLES

1.3.1 Organizational Citizenship Behavior (OCB)

OCB is one of the most widely examined areas in the literature of industrial-organizational psychology and human resource (Podsakoff, Whiting, Podsakoff & Blume, 2009). OCBs are discretionary workplace behaviors that are often described as behaviors that “go above and beyond the call of duty”. It is believed that OCBs when aggregated over time and across people, influence organizational effectiveness (Bolino & Turnley, 2003). This section presents the theoretical foundation of OCB construct along with its evolution and the issues involved.

1.3.1.1 The Concept of OCB – Origin, Development and Issues

The concept of OCB has its genesis in Barnard's "desire to cooperate" theme (Bachrach & Jex, 2000). The early writings on OCB can be traced back to 1930s with Chester Barnard propounding the term "extra- role behavior" (Barnard, 1938). The concept of "extra- role behavior" is based on willingness to contribute and cooperate. Barnard (1938) suggests that this willingness is responsible for producing various constructive gestures in the organization (p. 84-85). Barnard also refers organizations as "cooperative systems" and has argued willingness to be an indispensable part of these systems. Later, the term "citizenship" has been used by Katz (1964) to represent workers showing extra-role behaviors. Katz (1964) has proposed five dimensions of innovative and spontaneous behavior which later became the foundation for OCB. These behavioral dimensions were: cooperating with others, protecting the organization, volunteering constructive ideas, self training, and maintaining a favorable attitude towards the organization. Also, Katz and Kahn (1978) adopt Barnard's guidelines of cooperation and identify three patterns for organizational effectiveness. These patterns are – (1) joining and staying in the system, (2) dependable activity to sustain the system, and (3) innovative, spontaneous behavior and performance beyond role requirements. In continuation to this stream, Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ, & Near, 1983) have proposed the term OCB and define it as an individual's behaviour in the workplace which is not directly recognized by an organization's formal reward system, however serves to promote the general well-being of the organization. The initial research on OCB, however, has started with Organ's (1977) argument that job satisfaction influences organizational effectiveness through voluntary work behaviors. Organ (1977) has asserted that "satisfaction would affect people's willingness to help colleagues and work associates and their dispositions to cooperate in varied and mundane forms to maintain organized structures that govern work" (p. 92). Later, Organ (1988) defines OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". These behaviors constitute those informal contributions which individuals can choose to volunteer or withhold without any concerns for sanction or formal incentives. Further, Organ (1997) refines his own definition by dropping the criteria of "extra role" and defines OCB as "contributions to the maintenance and enhancement of the social and psychological context that supports tasks

performance” (p. 91). This refinement adopts Borman and Motowidlo’s (1993) viewpoint of performance that maintains the broader organizational climate. Moreover, this adaptation increases the likelihood that OCBs are performed by employees to enhance their performance evaluation by the supervisor (Hui, Law & Lam, 2000).

The concept of OCB draws heavily from social exchange theory that explains social change as a process of negotiated exchanges between the parties. The theory is put forward by George Homans in 1960s and later taken ahead by Blau, Emerson, and Coleman and others. The theory identifies the conditions under which people feel obligated to reciprocate (Blau, 1964; Emerson, 1976). However, this obligation is not legal and rarely involves explicit bargaining (Stafford, 2008). The founders of social exchange theory propagate the economic and utilitarian perspective (Blau, 1964), and basic principle of reinforcement (Emerson, 1976). Also, Blau (1964) considers social exchange as voluntary actions of individuals motivated by the expected returns or exchanges from relationships. The nature of these returns is unspecified and is based on the individual’s trust on the other party to fulfil their obligation in the long run (Holmes, 1981). Organ and Konovsky (1989) drawing from the Blau’s social exchange framework, have asserted OCB to be deliberate and a controlled character as against the expressive behavior resulting out of emotional states. Later, Moorman, Blakely and Niehoff (1998) have maintained that employees engage themselves in OCB when they believe that such performance is consistent with how the organization has treated them. Thus, through the notion of reciprocity the theory provides for the foundation of the OCB concept in a sense that it explains the relationship between employees and organizations. From this perspective, organizations extend their concern for well-being and development of employees and in return expect employees to reciprocate by showing favorable behavior.

The concept of OCB also draws from equity theory (Adam, 1965). It asserts that employees value fair treatment which motivates them to maintain fairness in relationships with co-workers and the organization. Thus, employees seek equity between the contributions that they made and the outcomes that they receive from the organization. The concept of equity is that the ratio of inputs (or contributions made) to outputs (or benefits received) of an individual should be equivalent to those around him/her. Carrell and Dittrich (1978) have proposed the term “social comparison”. They have asserted that employees evaluate their own equity ratios based on their comparison with the equity of other employees. Deluga (1994) has identified certain advantages (e.g. increased

autonomy, career development support, valued promotions) and has purported that if these are received from the supervisor, the employee will reciprocate by fulfilling the expectations of supervisors and engaging in OCB. Similarly, the employee perception of fair treatment by organizations increases the chances of him/her engaging in OCBs. The equity viewpoint helps organizations to maintain a perception of fairness. It also acts as a decisive factor for employees to engage in OCBs and produce better outcomes.

OCB is a multi-dimensional construct (Podsakoff et al., 2000; Coleman & Borman, 2000). Smith et al. (1983) have suggested two dimensions of OCB: *altruism* and *generalized compliance*. They have defined altruism as random acts of kindness without expectation of reward or recognition. Generalized compliance has been defined as a behavior which helps everyone involved in the system such as effective use of time. Later, Organ (1988) suggests five dimensions of OCB. The first of these is *altruism*, which refers to voluntary actions that help another person with a work problem, such as instructing a new employee on how to use equipment, helping a co-worker to catch up with a backlog of work or fetching material that a colleague needs and cannot get on his/her own. The second is *conscientiousness* (similar to generalized compliance), which refers to a behavioral pattern of going well beyond minimal required levels of attendance, punctuality, housekeeping and conserving resources and related matters of internal maintenance. The third is *sportsmanship*, which refers to behavior that tolerates inevitable inconvenience and imposition without complaint or grievance. The fourth is *courtesy*, which refers to all those foresighted gestures that help someone else to prevent a problem, such as keeping others informed of decisions and actions that may affect them. The fifth is *civic virtue*, which refers to responsible and constructive involvement in the political process of an organization, including not just expressing opinions, but also reading mail, attending meetings and keeping abreast of larger issues involving the organization. These dimensions as well explain the reason as to why employees engage in performing activities which are not recognized or rewarded by the formal system (Ryan, 2002).

Williams and Anderson (1991) have informed two dimensions of OCB as *OCB-Individual* (OCBI) and *OCB-Organization* (OCBO). These two dimensions correspond to the *altruism* and *generalized compliance* dimensions originally identified by Smith et al. (1983). OCBI refers to those behaviors which directly benefits specific individuals and indirectly benefits organizations in general. OCBO refers to those behaviors which benefit organizations in general (Williams & Anderson, 1991). This conceptualization also

corresponds to Organ's five-dimensional model of OCB (LePine, Erez, & Johnson, 2002). Conceptually, altruism and courtesy are consistent with OCBI, while sportsmanship, civic virtue, and conscientiousness may be categorized as OCBO.

There have been many other dimensions of OCB suggested by different researchers at different point of time. Podsakoff et al. (2000) have listed over 30 overlapping forms and dimensions of OCB. In an attempt to simplify the overlaps, Podsakoff et al. (2000) have divided all those dimensions into seven common dimensions. These are: (1) helping behavior, (2) sportsmanship, (3) organizational loyalty, (4) organizational compliance, (5) individual initiative, (6) civic virtue, and (7) self development. Although, there have been a plethora of forms and dimensions suggested for OCB, yet all these conceptualizations have borrowed from or reflects the work of Katz (1964) or Organ (1988). Despite this diversity, Organ's (1988) conceptualization of five dimensions has been the most extensively accepted model of OCB. Thus, for the purpose of this study also Organ (1988) conceptualization has been used.

The work of Organ (1988) has been extended by Podsakoff and colleagues (Podsakoff & Mackenzie, 1989; Podsakoff, MacKenzie, Moorman, & Fetter, 1990) by developing measures for each of OCB dimensions. Since then the concept has been refined and strengthened by a number of researchers (Chahal & Mehta, 2010). However, in last two decades, research has identified various forms of OCB (Organ et al., 2005). This has led to an increase in the number of related constructs and concepts and thereby different conceptualizations (Organ, Podsakoff & MacKenzie, 2006). There are many terms that have been used in literature to describe OCB such as extra-role, supra-role, good soldier syndrome, and good citizen (Organ et al., 2006, pp. 1-4). The related and similar concepts are: extra-role behaviors (Organ et al., 2006), pro-social organizational behavior (Brief & Motowidlo, 1986), organizational loyalty (George & Jones, 1997), contextual performance (Borman & Motowidlo, 1997), organizational spontaneity (George & Brief, 1992), and many more.

These concepts share a similarity with OCB, but differ in one or the other way. Organ et al. (2006) defines extra-role behaviors (ERB) as "behavior that attempts to benefit the organization and that goes beyond existing role expectations" (p. 33). Although, Organ (1988) has used the term "extra-role" while defining OCB as well, but OCB does not include whistle blowing (bringing unethical or illegal practice to the notice of authorities;

Near & Miceli, 1987) and principled organizational dissent (protest against injustice; Graham, 1986) which are part of ERB. Also, Van Dyne, Cummings and Parks (1995) have posited two categories of ERB: (1) affiliative behaviors that tend to preserve the interpersonal relationships, and (2) challenging citizenship behaviors which propose to change the present states and bring about improvements. Another similar term to OCB is pro-social organizational behavior. It has been defined as behavior within an organization that is aimed at improving the welfare of another person (Brief & Motowidlo, 1986). It is different from OCB in the sense that this type of behavior can be unrelated to the organization. Pro-social organizational behaviors can be either extra-role or in-role behaviors, whereas OCBs are essentially extra-role behaviors. Helping a co-worker on some personal issue can be categorized as prosocial behavior.

Organizational loyalty has been defined as “identification with and allegiance to organizational leaders and the organization as a whole, transcending the parochial interests of individuals, work groups, and departments” (Graham, 1991). George and Jones (1997) have presented the concept of organizational loyalty as spreading goodwill, while Borman and Motowidlo (1997) consider it as endorsing, supporting, and defending organizational objectives. Moorman and Blakely (1995) have referred it as “loyalty boosterism”, meaning the promotion of the organizational image to outsiders. Organizational loyalty includes behaviors such as defending the organization against threats, contributing to its good reputation, and cooperating with others. However, the notion of “cooperation” has been noted in these representative behaviors of organizational loyalty, and thus these are considered as one part of the OCB concept. These behaviors reflect Katz’s (1964) protecting the organization and maintaining a favorable attitude toward the company dimensions; and also they correspond to Organ’s (1988) dimensions of OCB such as altruism and civic virtue. Nevertheless, the term OCB is more comprehensive.

Likewise, contextual performance is defined as non-task behaviors that do not support the technical core, but support the broader organizational, social, and psychological environment (Borman & Motowidlo, 1993). He has proposed four dimensions of contextual performance: persistence of enthusiasm, assistance to others, rule and procedure following, and openly defending the organization's objectives. These dimensions share the similarities with OCB dimensions as both are discretionary and both contribute to organizational effectiveness. However, contextual performance is formally rewarded by the system and does not impose the condition of behavior to be “extra-role”. Similarly,

organizational spontaneity behaviors differ from OCB and pro-social behaviors as they include inherent in-role behaviors. These behaviors, contrary to their name, include behaviors that are not essentially “spontaneous”. These behaviors are either formally prescribed or are inherent to the role itself (George & Brief, 1992).

1.3.2 Organizational Commitment (OC)

OC can be defined as the relative strength of an individual’s satisfaction with and involvement in a particular organization (Porter et al., 1974). Meyer and Allen (1997) have asserted that having committed employees create a positive organizational climate which is conducive to effective working relationships. Further, the high level of OC has often been linked to decreased turnover intentions, low burnout, tardiness and absenteeism, increased extra-role behaviors, higher productivity, job satisfaction, performance and competitive advantage.

Allen and Meyer (2000) have remarked that amongst the several work attitude variables studied by organizational psychologists, only job satisfaction has received more research attention than OC (p. 286). Also, there have been numerous studies on OC proposing different models using varied theoretical perspectives. Also, divergent approaches have been used to define and measure OC (O’Reilly & Chatman, 1986). Thus, for the purpose of the current study, this section presents the development and conceptualization of the OC construct.

1.3.2.1 The Concept of OC – Origin, Development and Issues

Although, commitment has been defined and conceptualized in various ways (Meyer & Maltin, 2010), it is generally considered to be a stabilizing force which binds individuals to organizations (Meyer & Herscovitch, 2001; Ng & Feldman, 2011).

March and Simon (1958) have been the pioneers to write about commitment relationships that can develop when individuals join organizations. These relationships can be in exchange for rewards. Later, the concept of OC has been forwarded with Becker’s (1960) “side bet” theory of commitment. He has posited that “commitment come into being when a person, by making a side-bet, links extraneous interests with a consistent line of activity” (p. 32). “Side bet” can be referred to as the gain or loss which may occur depending on whether an individual stays in or leaves an organization. Becker (1960) has suggested five categories of these side bets: (1) generalized cultural expectations about responsible

behavior, (2) self-presentation concerns, (3) impersonal bureaucratic arrangements, (4) individual adjustments to social positions, and (5) non-work concerns. Most of the multi-dimensional models of OC have been incorporating the tenets of this theory (Powell & Meyer, 2004).

Shortly later, Etzioni (1961) has put forward a three-form model of OC. He has suggested these three forms to be mutually exclusive and termed as: calculative, moral, and alienative. Calculative form of commitment is a lower-intensity exchange relationship based upon expectations of rewards. Moral form of commitment is a high-intensity orientation based on identification with the organization and internalization of its goals and values. Alienative form includes negative affect towards the organization such as exploited relationships.

In continuation, Kanter (1968) has also suggested a model comprising of three forms: continuance commitment (CC), cohesion commitment, and control commitment. He calls these forms as three analytically distinct problems with potentially independent solutions. According to Kanter (1968), CC is the dedication to the organization that results out of positive cognitions and is based on precious personal investments and the consideration of costs and rewards related to staying with the organization or leaving the organization. Next, cohesion commitment is an attachment to social relationships in an organization based on positive affect towards other members. Control commitment is the attachment towards the organizational norms and obeying the authority through positive evaluative orientation. This conceptualization of OC links individual as a personality system to the social system. Later, Sheldon (1971) has supported continuance and cohesion forms referring them as an investment and social involvement components.

Mowday, Steers and Porter (1979) have posited OC in terms of three factors: (1) a strong desire to remain a member of the organization, (2) a strong belief in, and acceptance of the values and goals of the organization, and (3) a readiness to exert considerable effort on behalf of the organization. They have asserted that OC is more than passive loyalty and posited that it involves an active relationship between an individual and organization such that the former is willing to contribute to the health of the organization.

The era of the 1970s has witnessed the use of two approaches while conceptualizing OC. This has also been referred to as attitudinal-behavioral dichotomy (Barge & Schlueter, 1988). The attitudinal approach perceives commitment as an individual's psychological

bond to an organization and emphasizes on affective attachment and identification (Steers, 1977). On the other hand, behavioral approach observes commitment as the process of binding individual to organizations and focus on behavioral acts (Salancik, 1977). The behavioral approach is based on exchange theory and the side-bet theory (Becker, 1960). However, Reichers (1985) asserted that the two approaches are not mutually exclusive. Similar to this viewpoint, Mathieu and Zajac (1990) have also pointed that the two approaches, to some extent, overlap and are not completely distinguishable.

Next, Mowday et al. (1979) have also defined OC from two perspectives, behavioral commitment and attitudinal commitment. They have defined behavioral commitment in terms of the consequences or outcomes of commitment whereas attitudinal commitment in terms of antecedents or predictors of OC. The focus of behavioral commitment is on the processes by which employees become part of a specific organization. On the other hand, the focus of attitudinal perspective is on the processes through which employees perceive their relationships with the organization, and the extent to which their goals and values match with those of the organization (Mowday et al., 1979). Later, this viewpoint has also been supported by Meyer and Allen (1991). While, Mowday et al. (1979) have posited a cyclic relationship between attitudinal and behavioral commitment, Wiener and Gechman (1977) have contended that commitment is essentially a behavior rather than merely an internal process or construct. They have asserted that the relationship should be explicitly expressed in order to be considered as commitment. However later, Mowday et al. (1982) have also asserted that attitudinal and behavioral commitment may not be separable concepts. They have contended that initially an individual based on some exchange relationship may be drawn to the organization but may later develop an attitude to maintain membership. Also, O'Reilly and Chatman (1986) have suggested attitudinal commitment as a commitment that is internalized for organizational rewards, while Legge (1995) has proposed behavioral commitment as commitment that focuses on exchange relationship and the calculation of the costs of leaving rather than the rewards for staying with the organization.

The term OC is often confounded with partially redundant, but not equivalent constructs like job, career and work commitment (Morrow, 1983). Similarly, Reichers (1985) has also asserted that employees might have a number of commitments – commitment to the organization, to the occupation, to the union, and to the workgroup. Occupational commitment is defined as the psychological link between an individual and his occupation

(Goswami, Mathew & Chadha, 2007). However, work commitment has been studied as a much broader concept (Cohen, 1999) and includes specific commitment objects such as organization, work group, occupation, union, and job (Randall & Cote, 1991). Morrow (1983, 1993) has identified five basic foci of work commitment and termed them as universal forms of work commitment. These are: (1) protestant work ethic or work ethic endorsements (part of the individual belief system that implies work itself to be an important value such that other consideration systems are derived from it; Mudrack, 1999), (2) career commitment (extent to which an individual is willing to develop and continue in his/her career; Blau, 1985), (3) job commitment or job involvement (creation of a strong relationship between the individual and his/her job, and the willingness to put in personal resources in the current job; Kanungos, 1982), (4) AC (the attachment a worker has to the organization's goals and values; Mowday et al., 1982), and (5), CC (intention to remain with the organization on the basis of cost of leaving the organization or the rewards for staying in the organization; Meyer and Allen, 1991). Further, these forms have a reciprocal influence on each other (Morrow, 1993) and some may as well be antecedents and consequences of others (Cohen, 1999). Also, some of these forms overlap, but OC is relatively independent and distinguishable (Meyer & Allen, 1997).

Apart from the side-bets theory, the concept of OC also draws from the theories of motivation (Udechukwu, 2009) and social exchange theory (Mitchell & Cropanzano, 2005). These theories suggest that employees define their relationship with employers based on the perception of how well their needs (psychological and/or social) are fulfilled. Drawing from these theories, OC research has grown in popularity since Allen and Meyer (1990), and Meyer and Allen (1991) proposed a three component model (TCM) of the construct with attitudinal perspective. Meyer and Allen (1991) and Dunham, Grube and Castaneda (1994) have identified three types of commitment; AC, CC, and normative commitment (NC). However, Meyer and Allen (1991) have preferred to call them as the components of commitment rather than the types of commitment. These components are also referred to as three 'mindsets' (Meyer and Allen, 1991; Meyer & Herscovitch, 2001). AC has been defined as the emotional attachment, identification, and involvement that an employee has with his/her organization and goals (Meyer, Allen & Smith, 1993). In the opinion of Buchanan (1974), AC to an organization is the emotional attachment to the goals and values of the organization, as well as to the employee's role in relation to those goals and values. Thus, AC can be understood as (1) an affective attachment and

involvement with the target, (2) the degree to which an individual accepts and demonstrates belief in the values and goals of the organization, and (3) the willingness of an individual to exert efforts on behalf of the organization. On the other hand, CC has been associated with the intention to remain with the organization due to the cost of leaving the organization or the rewards for staying in the organization (Meyer and Allen, 1991). Rashid et al. (2003) have argued that fewer possible job alternatives employees have at various organizations, the stronger their CC will be. Thus, CC can be understood as acknowledging the costs associated with terminating involvement with the target. Next, NC has been defined as the commitment where employees stay in the organization because of their feeling of obligation to their workplace (Wasti, 2003). Also, Wiener (1982) has defined NC as “the totality of internalized normative pressures to act in a way which meets the organization’s goals and interests” suggesting that employees stay with the organization because they believe it to be the right and moral thing to do. He has also called NC as “generalized value of loyalty and duty”. Thus, the TCM links each of OC components to specific behaviors exhibited by employees. However, Cohen (2007) and Adzeh (2013) have asserted that the TCM lacks predictive validity because of the strong relationship between AC and NC and also due to the ambiguity of CC. Generally, CC is majorly studied with cost perspective (Carson & Carson, 2002). Many researchers have corroborated and suggested two factors of CC – 1) perception of lack of alternatives, and 2) perceived sacrifices of leaving the organization (Stinglhamber, Bentein, & Vandenberghe, 2002). Penley and Gould (1988), in their three dimensional model of OC, have proposed two separate dimensions of the concept of CC – calculative and alienative commitment. Their conceptualization of calculative commitment has its foundation in the benefits and inducements which an employee receives from the organization. On the other hand, alienative commitment has been linked to lack of alternatives. In the same direction, one important contribution of Cohen’s (2007) work has been the conceptualization of CC in terms of benefits that employee perceives of staying in the organization rather than on the basis of costs associated with leaving the organization. The benefit perspective on CC may lead to some interesting findings such as a positive relationship of CC with employees’ work outcomes.

Solinger, van Olffen and Roe (2008) have proposed a reconceptualization to the TCM of OC based on standard attitude theories – the theory of reasoned action (Ajzen & Fishbein, 1980) and the theory of planned behavior (Ajzen, 1991), and the attitude-behavior model

by Eagly and Chaiken (1993). Solinger et al. (2008) have posited that the TCM does not represent a general model of OC and although, AC can be considered to be an attitude towards the organization, NC and CC are attitudes regarding specific forms of behaviors. Later, Hoang (2012) has developed an alternative to the TCM by extending the Eagly and Chaiken's work. He has included the intention component, while excluding the habit component present in the original model suggested by Eagly and Chaiken (1993). However, this conceptualization needs further empirical evidences using more general behaviors.

There are few other dimensions as well that have been conceptualized as forms of commitment such as moral commitment, value commitment, and compliance commitment. But, even though the TCM is old, it is still regarded as the dominant model in OC research (Cohen, 2003). Despite the incongruity regarding the dimensionality of OC, TCM is the most valued and used multidimensional model of OC in recent work (Ng & Feldman, 2011). Cohen (2007) has also asserted that the TCM has strong psychometric properties. Thus, for the present study, the well-established and leading TCM framework is adopted with a slight modification to the conceptualization of CC as suggested by Cohen (2007).

1.3.3 Resilience

Despite significant adversity or difficult and challenging situations, some people manage to recover and produce better outcomes. This unique ability to endure and recover fully from the extreme conditions, setbacks, trauma and other adversity has been termed as resilience. It is used generally to indicate the normal and most common response to adversity. It is majorly studied in developmental psychopathology, but the focus of this thesis is to explore it from the perspective of POB, which is “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, p. 59). The aim of this section is to provide a strong theoretical underpinning for understanding resilience at the workplace.

1.3.3.1 The Concept of Resilience – Origin, Development and Issues

The word ‘resilience’ derives from the Latin word ‘resilere’, meaning ‘to spring back’. It is a concept that has developed in various scientific disciplines like medicine, psychopathology, psychology, education, social work, ecology, disaster studies. Thus,

there are varying definitions given to this term which give it a wider meaning. While these definitions differ somewhat, there are fundamental similarities among them, including adaptation, balance, competence, determination, optimism, and acceptance (Wagnild, 2009). Most commonly referred definition of resilience is “the process of, capacity for, or outcome of successful adaptation despite challenging or threatening circumstances” (Masten, Best, Garmezy, 1990). Garmezy (1991) hold the viewpoint that resilience is the efforts made to restore or maintain personal equilibrium when under threat. However, this definition did not talk about development or growth. Later, Luthar, Cicchetti, & Becker (2000) define resilience as a positive adaptation despite exposure to adversity which involves a developmental progression, with new vulnerabilities and new strengths emerging with new life experiences. Turner (2001) has considered it as the capability of people to withstand hardship and, in facing adversity, to continue leading functional and healthy lives and Luthans (2002a) has defined resilience as the positive psychological capacity to rebound, ‘to come back’ from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility. The important thing to note here is that with resilience, an individual continues to lead a functional life and it helps individual to take on new responsibilities which comes with a pinch of uncertainty. These definitions highlight that resilience is not just resistance to adversity or just surviving the adversity, but rather it is about growth and development under difficult situations. Similarly, Rutter (2006) defines resilience as having a relatively good psychological outcome despite suffering risk experiences.

The research into resilience has used different facet of resilience: personal resilience (individual capacity to bounce back), trait resilience, psychological resilience and ego resilience (the dynamic capacity to contextually modify the level of ego control), career resilience (extent to which individual resists disruptions affecting work), emotional resilience (performing consistently in a range of situations under pressure and adopting appropriate behavior). These are studied within two different contexts – individual and organizational (Fredrickson, Tugade, Waugh & Larkin, 2003). However, Paul and Garg (2012b) have asserted that the common thread between all these facets is that the resilience is - i) a capacity that reflects in behavior, ii) deals with change and, iii) relate to overcoming the unwanted situation.

Resilience is a term that is often associated with children and adolescents, and much investigated concept in developmental psychopathology with proven utility in nursing. The

literature on resilience suggests that researches in psychology analyzed how individuals and communities have survived the adversity through adaptation. Early researches (before 1970s) have started with personal cognitive factors to study resilience and then later included environmental factors as well (Tusaie & Dyer, 2004). Gradually, the focus has narrowed down to specific groups like children and adolescents (Masten & Reed, 2002) and at the same time expanded to families and communities. Similarly, the focus has shifted from risk factors to protective factors and then to protective mechanism or processes (Rutter, 1987). Resilience has received more attention when researchers studying high-risk children found that not all the children succumbed to extreme adversity. The researchers have found that a percentage of children were thriving despite all the odds. The adverse life circumstances generally observed in these studies are extreme poverty, maltreatment or abuse, loss of parents or loved ones, chronic diseases (Luthar, Cicchetti, & Becker, 2000). However, very recently, with the advent of positive psychology, resilience is now being explored in the context of organizations, since it relates to how employees deal with the realities of the business world that is characterized by a dynamic and changing environment, occupational stress, and crisis (Badran & Kafafy, 2008).

However, the literature reveals few confusions, debates and disagreements related to the concept of resilience. The first confusion is concerning the related concepts such as adaptation, mastery, coping, positive adjustment, competence, invulnerability syndrome, hardiness, stress resistance, flexibility, positive youth development (PYD), post-traumatic growth. These terms are used interchangeably with a notion that they represent different ways to state the same idea but this has created ambiguity. Therefore, it is important to position resilience clearly in order to differentiate it with other related concepts.

Adaptation and mastery are the terms used in the psychoanalytic conceptualization of resilience and has roots in Darwin's (1859) work that studied the patterns of adjustments made in response to environmental hazards. However, both the terms differ to resilience in the manner of being limited to adjustment to change or acquiring mastery on a task only and having no provision for growth or development. Going by the definition of resilience given by Luthar, Cicchetti, & Becker (2000), that it is a positive adaptation, which involves a developmental progression, we can reject the equivalence claims of adaptation and mastery.

Coping is generally expressed as conscious efforts to master taxing demands (Snyder, 1999). However, Lightsey (2006) argues that coping may be just one component of resilience. Similarly, Fergus and Zimmerman (2005) state that positive adjustment is one outcome of resilience and competence is just one asset involved in the resilience process. Also, invulnerability syndrome as defined by Anthony (1974) is the absence of disorder in the presence of adversity. However, Werner and Smith (1992) state that invulnerability syndrome implies a fixed status as against resilience which they consider can be both evident and absent throughout the life span of the individual.

The concept of hardiness has been introduced by Kobasa (1979) and later elaborated by Maddi and Kobasa (1984) and Maddi (2004). They describe hardiness as a personality structure comprising of commitment, control and challenge as three dispositions which function towards resistance to stressful conditions. However, hardiness can be considered to be one factor or a pathway leading to resilience (Bartone & Hystad, 2010).

Garmezy and Rutter (1983) present stress resistance in terms of individual features, family and external support. Later, Werner and Smith (1992) have described resilience in the similar terms and thus creating an ambiguity again. Nevertheless, stress resistance can be limited to just avoiding or escaping the negative outcomes as it does not guarantee the positive consequences. Further, flexibility is a term which is extensively used in various disciplines with a variety of meanings. In psychology, it is used to describe the extent to which a person can cope with changes in the circumstances. Although, it is found to be connoted with resilience (Sushil, 2001), yet it differs from resilience in a sense that flexibility may include acceptance and submission to the circumstances as one of the coping strategy and also it may not necessarily involve overcoming the difficult situation. Next, PYD, defined as intentional efforts of others to enhance the skills and abilities of youth, is again a term synonymous with aspects of resilience (Ungar, 2008). However, this term is generally used to refer the programs that are concerned with developing the cognitive, social, and emotional skills and abilities among youth and thus, cannot replace resilience. Another, related term to resilience is post-traumatic growth. It is defined as the positive psychological change experienced as a result of the struggle with significant challenging life situations (Tedeschi, Calhoun & Cann, 2007). However, this change occurs only when the trauma drives the survivor to meaning-making of the negative event. Although, Tedeschi, Park, and Calhoun (1998) have stated post-traumatic growth to be of similar nature to resilience by asserting it to have some sort of growth and development

but contrary to this view, Levine et al. (2009) have found that post-traumatic growth and resilience are inversely related. They have conceptualized resilience by a lack of post-traumatic stress disorders. These results have also confirmed post-traumatic growth and resilience as distinguished constructs.

Second debate is related to the ‘trait’ vs. ‘state’ nature of resilience. In psychology literature, resilience is studied as a personality trait as well as a dynamic process. Resilience as a trait of an individual is considered to be a relatively stable personality trait (Fredrickson et al., 2003). Wagnild and Young (1993) describe resilience as a personality characteristic that moderates the negative effects of stress and promotes adaptation. The majority of research into psychological or personal resilience has adopted the trait perspective. Garmezy (1991) has identified many traits and floated them as protective factors at individual, family and community levels. There is a plethora of characteristics associated with resilience. These include high patience, self-esteem, self-awareness, meaningful life, perseverance, high self efficacy, self-regulation, confidence, positive outlook, optimism, hardiness, positive emotions, sense of humour, balanced perspective, flexibility, intimate relationships etc. Few of these characteristics (like patience, confidence, sense of humour) have also been taken as dimensions of social intelligence (Chadha & Ganeshan, 1986), thus in that sense, resilience is also associated with social intelligence. Masten (1994) has argued that when resilience is studied as a trait then it is referred as resiliency.

On the other hand, resilience has also been described as a process (Rutter, 1987; Sinclair & Wallston, 2004). Under this notion, resilience refers to a dynamic process encompassing positive adaptation within the context of significant adversity. Researchers (like Luthar, Cicchetti & Becker, 2000) have emphasized on two conditions for considering resilience as a process – (1) exposure to significant adversity, and (2) positive adaptation. Rutter (1987) has stated that resilience cannot be seen as a fixed attribute of the individual. He has further asserted that if circumstances change, resilience alters. Knight (2007) has also asserted that resilience has been studied as a state, a condition and a practice. Further, Ungar (2008) inspired by the Lewin’s field theory (which propound that the behavior is the function of person and its environment) and by the ecological systems theory put forward by Urie Bronfenbrenner (1979), has emphasized on processes that build upon strengths. Thus, resilience as a process focuses on how a person acquires resilience.

The present study is set to take resilience at individual level because of the reasons that the organizational outcome taken up for the study is exhibited at individual level, resilience measures at organizational level itself contains behavioral and attitudinal dimension (of the individual) in the direction of predicting overall resilience, an understanding of resilient individuals provides a useful starting place for defining resilient organizations since actions and interactions among individual organizational members underpins the emergence of a firm's collective capacity for resilience (Lengnick-Hall, Beck & Lengnick-Hall, 2011) and since turbulence and instability are becoming the norm in the business world, resilience is a strength that individual managers cannot afford to do without.

1.3.3.2 Resilience at Workplace

There are strong evidences in literature that experience of difficult situations, negative events, or stressors at workplace can lead to poor employee outcomes and may result in burnout (Maslach, Jackson & Leiter, 2001). However, it has been noted that many individuals are able to successfully recover from adversity at work and some even thrive (Bonanno, 2005).

While an organization strives to thrive in an unpredictable business environment, an individual is also expected to proceed through unknown terrain alongside. Each day comes with plethora of known, but ever new situations; dealing with clients, maintaining the interpersonal relations with peers, struggling to meet targets, work pressure, meeting expectations of superiors, etc. Amidst all this, every individual somehow relies back on his or her own capacity to keep going. Knowingly or unknowingly, whenever our normal life is under some threat, each one of us falls back to our own capacity which is better known as resilience. Hamel and Välikangas (2003) add that resilience is not just about rebounding from a setback, but it is also about continuously anticipating and adjusting to the conditions that could impair the core business of the organization; i.e., the capacity to change before the need for change is desperately obvious. Resilience capacity is a multidimensional construct at the organizational level that describes collective behaviors and attitudes. It is defined as a unique blend of cognitive, behavioral, and contextual properties that increase a firm's ability to understand its current situation and to develop customized responses that reflect that understanding (Lengnick-Hall & Beck, 2003). In Felten's (2000) viewpoint resilience is determination, previous experience of hardship, and knowledge of available services, strong cultural and religious values, family support, self

care activities, and care for others. In an organizational context, this ability can be leveraged to handle unwanted situations or to deal with life stings.

For the understanding of the present study, considering all the related facets and plethora of definitions, resilience as it applies to individual employees of an organization can be defined as a psychological capacity to face, stand and reciprocate to the unwanted situations, mostly unexpected, created by some adversity, occupational stress or even by a change in roles and responsibilities or working environment, in such a mode so as to continue performing in an enhanced way (Paul & Garg, 2012a). Although, this definition has taken the perspective that resilience is a personality trait, but it has also accepted the view of state-like (Youssef & Luthans, 2007) resilience that it is adaptive and can be learned and developed (Luthans, 2002b). This definition is supported by Wagnild and Young's (1993) conceptualization of resilience which acknowledges the role of personality traits as well as that of environmental factors. Also, Zautra, Hall and Murray (2010) have asserted that the personal characteristics, which lead to healthy outcomes after the stressful situation, would determine the resilience processes. Therefore, in the present study resilience is measured on the basis of personal constituents of resilience as suggested by Wagnild and Young (1990, 1993). This way it has taken both the perspective of trait as well as process.

Wagnild and Young (1990) advocate five personal constituents of resilience which they have termed as resilience core. They are:

Meaningful Life (Purpose). Having a sense of one's own meaning or purpose in life is probably the most important characteristic of resilience, because it provides the foundation for the other four characteristics. Meaningfulness is the realization that life has a purpose and recognition that there is something to live for.

Perseverance. It is the determination and the ability to keep going despite setbacks, difficulties, discouragement, and disappointment. Repeated failure or rejection can be formidable roadblocks in life. They can prevent from moving forward and attaining the goals. Resilient individuals are good at overcoming roadblocks. They tend to finish what they begin.

Self Reliance. It is a belief in oneself, with a clear understanding of own capabilities and limitations. Self-reliant people recognize and rely on their personal strengths and capabilities and draw upon past successes to support and perhaps guide their actions.

Equanimity. A balanced perspective of life and experiences and might be viewed as sitting loose and taking what comes, thus moderating the extreme responses to adversity. Some people dwell on disappointments, are weighed down with regrets, or tend to turn everything bad that happens to them into a catastrophe. They have a skewed and ‘out of balance’ view of life. On the other hand resilient people understand that “it is an ill wind that blows no good”. Life is neither all good nor all bad. People who respond with resilience recognize this and are open to many possibilities.

Existential Aloneness. It is the realization that each person is unique and that while some experiences can be shared, others must be faced alone. While we all live in the world with other people, resilient individuals learn to live with themselves. They become their own best friend.

These characteristics are reflected in the behavior and as discussed previously, these behaviors can be learned by anyone; hence it is proposed that resilience can be developed at workplace as well.

1.3.4 Subjective Well-Being (SWB)

The pursuit of happiness is as old as the human existence. Aristotle (350 BC/1974) has suggested that happiness is the only thing that humans desire for its own sake. However, the so far neglected positive aspects of life have received an increased attention in the last decade only. Diener (1984) propounded the term SWB to understand happiness. Later, the positive psychology movements led by Martin Seligman and other scholars like Snyder and Lopez have advanced it. Snyder and Lopez (2007) have defined positive psychology as the new and exciting paradigm of human behavior that emphasizes human strengths. One of the positive construct studied under the ambit of positive psychology is SWB. Seligman (2002), highlighting the importance of this construct, has asserted that “happiness and well-being are the desired outcomes of positive psychology” (p. 261). Since then significant consideration has been given to the concept of SWB and its role in applied research.

1.3.4.1 The Concept of SWB – Origin, Development and Issues

Positive psychology is the study of human strengths and optimal functioning, and one of its key aims is to foster research on the positive personality traits and dispositions that are thought to contribute to SWB and psychological health. Although Martin Seligman has propounded positive psychology in 1998, but the term originated with Maslow in his 1954 book “Motivation and Personality”. Also, positive psychology has its roots in the humanistic psychology, which focused greatly on happiness and fulfilment.

Since happiness has captured, and continues to capture, the interest of so many scholars, there are plenty of definitions given for it with the perspectives ranging across biological, psychological, philosophical and religious domains. Like, ‘living a good life’ (Aristotle, 1974), ‘good bank account, a good cook and a good digestion’ (Rousseau, 1782), and ‘act of greatest happiness for greatest number of people’ (Bentham, 1789). Later, with the advent of psychology in late 20th century, varied perspectives on well-being have emerged like mental hygiene, healthy mind, positive affects, perceived life quality, life satisfaction and emotions, growth and meaningful life, quality of life, frequent experience of positive emotions, and personal expressiveness.

Till 1950s, psychologists were mainly interested in negative emotional states such as depression and anxiety. Gradually, they became interested in positive emotions and feelings of well-being and a consensus grew that self-reports on how well life is going, can convey important information on underlying emotional states, and so the field pushed ahead with measuring what is best referred to as SWB.

SWB is not the same as happiness, although the terms are often used interchangeably. Nevertheless, the term SWB has been placed as a scientific name and is used as a proxy for happiness (Diener, Oishi & Lucas, 2003). SWB, in fact, is ‘a broad category of phenomena that includes people’s emotional responses, domain satisfactions, and global judgments of life satisfaction’ (Snyder & Lopez, 2007). SWB is a scientific term that is commonly used to denote the ‘good life’. It refers to how people experience the quality of their lives and includes both emotional reactions and cognitive judgements (Diener, 1984). SWB comprises people’s longer-term levels of pleasant affect, lack of the unpleasant effect, and life satisfaction.

According to Diener (1984), SWB consists of two components – a cognitive component (life satisfaction) and an affective component (emotional well-being). At the cognitive level, SWB includes a global sense of satisfaction with life, fed by specific satisfactions with one's work, marriage, and other domains. The affective component includes affect balance - high positive affect and a low negative affect. At the affective level, people with high SWB feel primarily pleasant emotions. People with low SWB appraise their life circumstances and events as undesirable, and therefore feel unpleasant emotions such as anxiety, depression, and anger. High SWB reflects a preponderance of positive thoughts and feelings about one's life. It also displays moderately high levels of cross-situational consistency and temporal stability.

Seligman and Csikszentmihalyi (2000) have defined SWB as the affective and cognitive conclusions reached by people when they evaluate their lives and existence. Farid and Lazarus (2008) also define SWB as the overall favorable evaluation of one's own life and work and domain satisfaction such as those related to physiological, psychological and sociological. The SWB perspective focuses on the hedonic aspect of well-being, which is the pursuit of happiness and a pleasant life. Hedonia refers to the subjective experiences of pleasure irrespective of the sources from which that pleasure is derived. Thus, the term hedonic well-being is also used synonymously with SWB (Diener, 1984).

There are two main approaches for the causes of SWB: top-down and bottom-up perspectives. Top-down theories of SWB suggest that people have a genetic predisposition to be happy or unhappy and this predisposition determines their SWB 'setpoint' (Lykken & Tellegen, 1996). DeNeve (1999) has mentioned that in this approach, global features of personality influence the way an individual perceives events and they may have a global tendency to perceive life in a consistently positive or negative manner, depending on their stable personality traits. On the other hand, bottom-up perspective argues that happiness represents an accumulation of happy experiences and that it results from the fulfilment of universal basic human needs (Diener, 1984). Further, bottom-up theories assume that life satisfaction judgments are based on an assessment of satisfaction in a relatively small number of life domains (Diener, & Oishi, 2000).

Also, there are different ways in which researchers have conceptualized and operationalized SWB. Diener (1984) conceptualized it as a momentary state (current mood or feelings of an individual), as well as an enduring trait (average mood level or the

frequency of positive and negative affect in a specific period of time). Many researchers have suggested the presence of a higher-order latent factor in SWB (Keyes, Shmotkin, & Ryff, 2002). Also, there are researchers (like Schimmack and Diener, 2003) those have taken life satisfaction, positive affect and negative affect as separate constructs. This viewpoint is also supported by Busseri, Sadava, & Decourville (2007) that researchers have taken multiple approaches to operationalizing SWB and its components: (a) as a higher-order latent factor indicated by LS, PA, and NA; (b) examining each component separately; (c) measuring just one component, but describing results more broadly in terms of SWB; (d) combining components into a composite score. Further, regarding stability also, there are different views. Libran (2006) suggests that SWB is highly stable. On the other hand, empirical evidence has suggested that the components of SWB demonstrate daily or even hourly fluctuations (McFarlane, Martin, and Williams, 1988).

As with many of the psychological constructs SWB too has the issues regarding the similar and overlapping concepts. Ryan and Deci (2001) have floated two approaches to study well-being - the SWB and psychological well-being (PWB) and made a conceptual distinction between them while postulating that SWB encompasses emotional functioning and an individual's subjective evaluation of their life, whereas, PWB focuses on more existential concerns and the way in which an individual interacts with the world. PWB focuses on eudaimonic well-being, which is the fulfilment of human potential and a meaningful life. It involves perceived thriving in the face of existing challenges of life, such as pursuing meaningful goals, growing and developing as a person, and establishing quality ties with others (Ryff and Singer 2008). It is not simply attained pleasure, but also “the striving for perfection that represents the realization of one’s true potential” (Ryff, 1995, p. 100). Ryff (1989) proposed a model of PWB that includes six related yet distinct components, namely self-acceptance, autonomy, purpose in life, positive relationships with others, environmental mastery, and personal growth.

However, in the well-being literature, these two approaches have been described with both divergent and complimentary viewpoints. Keyes et al. (2002) argues that both SWB and PWB are fundamentally concerned with the subjective nature of well-being and thus they are more similar than different from each other. Similarly, Chen et al. (2013) debated on whether SWB and PWB are two separate constructs or simply two approaches to the study of well-being. In literature, PWB is also referred to as eudemonic well-being (EWB) which is defined in terms of potential and includes specific qualities reflecting how one ‘ought’ to

live like pursuit of excellence, virtue, and self-realization (Sheldon, 2002; Annas, 2004). Waterman (2008) has highlighted the requirement to distinguish between different conceptions and facets of well-being and later, Waterman et al. (2010) have made a distinction within the SWB and EWB frameworks with regard to the value placed on the subjective experiences. They have suggested that SWB considers happiness (or Hedonia) as an end in itself, whereas in contrast, the EWB perspective considers the subjective experiences of feelings of expressiveness (eudaimonia) to be the by-product of engaging in developmental activities. For the purpose of this study the two-component conceptualization of SWB as proposed by Diener (1984) is considered.

1.4 SCOPE OF THE STUDY

A single study cannot take all the possible aspects of relationships concerning multiple constructs. Therefore, it is always good to lay specific boundaries so as to define the range of the study. Within this range the set objectives can be definitely achieved. The present study takes following under its scope.

1. The present study undertakes four constructs i.e. resilience, SWB, OC, and OCB.
2. There are plethoras of antecedents to OCB. The focus of study, however, is to explore the relationship between resilience and OCB.
3. The underlying mechanism in the relationship of resilience and OCB is limited to the role of SWB and OC components.
4. The relationship between resilience and OC components is checked for mediation by SWB components.
5. OC components are checked for both mediation and moderation role in the relationship between resilience and OCB.
6. All the relationships will be analyzed while controlling for the demographic variables (age, gender, marital status, work experience, education and type of organization).
7. In total the study proposes a framework pertaining to the relationship among OCB, OC, resilience and SWB.

1.5 RESEARCH QUESTIONS

- 1 How does employees' resilience relate to their tendency of engaging in OCB?
- 2 What role does the SWB components – affect balance and life satisfaction play in the relationship between resilience and the OC components - AC, CC and NC?
- 3 What role does SWB and OC play in the relationship between resilience and OCB?

1.6 SIGNIFICANCE OF THE STUDY

The ideas and arguments in positive psychology and its applications in the organizational context are considered promising and interesting among both practitioners and academicians. However, the exact nature of the relationship between positive characteristics and attitudes of organizational importance is yet to be established (Vohra & Goel, 2009). Moreover, the majority of positive psychology research has studied predominantly White population (Utsey et al., 2008). This study attempts to add to the present body of knowledge in this domain by exploring the nascent construct of positive psychology as antecedent to OCB in Indian context. Further, the study sought to investigate the underlying mechanism between the relationship of resilience and OCB. Individually OC is a well-known antecedent to OCB (Organ & Ryan, 1995). Also, literature shows that well-being is related to OC (Jain, Giga & Cooper, 2009). However, there is no clear understanding that resilience would relate to OC through the underlying mechanism of SWB components. Also, the comprehensive framework for the relationship between resilience, SWB, OC and OCB is yet to be established. OC and OCB are taken up as organizational outcomes because of the reason that in today's competitive environment, organizations are anxiously looking for these two dimensions in new generation employees to build on it. Moreover, the research shows that the life expectancy levels in India have increased dramatically (Kaplan & Chadha, 2004), and thus escalating the importance of SWB. Hence, the study bridges the gap by exploring resilience and SWB in relation to OC and OCB and tests the model that explores the link between OCB and resilience through the mediated effects of OC and SWB.

1.7 THESIS STRUCTURE

This thesis is organized into five chapters. Chapter 1 describes the background of the study along with delineating the statement of problem. It introduces the study variables also states the significance of the study along with the contributions. Chapter 2 offers a review

of literature on study variables. It identifies the major themes of antecedents and outcomes; however, the focus is majorly on the recent studies and the linkages among the study variables. The chapter also presents the proposed model for the conceptual framework of the study. Chapter 3 explains the research design, including study objectives, participants and sampling procedure. It also provides information on the instruments used to measure the constructs and details about the statistical tools and techniques used for the analysis. Complete analysis and results together with their interpretation are presented in chapter 4. Chapter 5 provides the concluding remarks while highlighting the contributions of the study to advance theory and practice.

REVIEW OF LITERATURE

2.1 OVERVIEW OF THE CHAPTER

The previous chapter has presented the detailed overview of the theoretical foundations, including the origin and history of the study variables: OCB, OC, resilience and SWB. It has also presented the main dimensions that have been identified for these variables as well as differentiated them with other similar constructs. In continuation, this chapter integrates literature on the study variables in terms of antecedents and outcomes, and measures used to evaluate them. It presents relevant and accessible past studies that have contributed to either the theoretical development of the study variables or have explored their interrelationships. Also, the literature is reviewed in relation to how these variables are interlinked and efforts are made to identify and understand the underlying mechanism behind these relationships. Based on the past research and taking the support from established theories, hypotheses are also developed in this chapter.

2.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Although OCB has its genesis in the Barnard's concept of "extra-role behavior", but the term came into limelight with the seminal work of Smith, Organ and Near (1983) in which they have expounded the nature and predictors of OCB while describing it as a performance category constituting of two dimensions: altruism and general compliance. However, the research on OCB has flourished only when Organ (1988) expanded its framework to five dimensions: altruism, conscientiousness, civic virtue, courtesy and, sportsmanship. Later, in 1990s, Podsakoff, MacKenzie, Moorman and Fetter have extended the research on OCB along with Organ and his colleagues. Since then there has been a plethora of researches carried out on OCB concept and its relationship with various other constructs in terms of its antecedents and consequences.

2.2.1 Antecedents and Outcomes of OCB

In three decades of OCB research, numerous antecedents and outcomes for the construct have been explored. A close examination of the literature has resulted into the identification of few major themes that have been studied in regards to the antecedents of OCB.

The most researched and explored antecedent to OCB is the **justice or the fairness perception of employees**. It is believed and also empirically tested that justice perceptions influence the tendency of employees to engage in OCB. Many seminal studies (Moorman, 1991; Organ and Moorman, 1993; Konovsky and Pugh, 1994; Netemeyer et al., 1997) have been carried in this direction and have examined the relationship between different perceptions of justice and the dimensions of OCB. In the recent years also, the scholars have explored the relationship and the underlying mechanism between fairness perception and OCB (like Nasurdin & Ramayah, 2007; Katou, 2013; Lambert & Hogan, 2013).

Another antecedent which is heavily researched in connection with OCB is personality. Many scholars have examined the relationship between **personality characteristics and dispositions** and OCB. It has been found that personality and dispositional factors like agreeableness and conscientiousness (Ilies et al., 2009), prosocial personality orientation (Wright & Sablinski, 2008) and dependability (Borman et al., 2001) have influence over OCB. More recently, the role of big-five personality traits in relation to OCB has also been explored (Golafshani & Rahro, 2013).

Next, **leadership** is another dominant theme which has been undertaken for the studies on OCB. Scholars have explored the OCB connections with leadership behaviors (Podsakoff et al., 1990), leadership support (Netemeyer et al., 1997), and different types of leaders or leadership (Zhang & Chen, 2013).

Another theme usually taken up for OCB research is related to **work related attitudes and beliefs**. This includes job satisfaction (Murphy et al., 2002; Nadiri & Tanova, 2010), involvement (Diefendorff et al., 2003), commitment (Meyer, Stanley & Parfyonova, 2012), organizational support (Chiang & Hsieh, 2012), trust (Kacmar et al., 2012), identification (Celeste Dávila & García, 2012), engagement (Wang et al., 2013).

Lot many studies have been undertaken wherein antecedents of OCBs are explored in terms of **emotions and affect**. Scholars have explored the influence of positive affect and mood (Johnson, 2008), emotional intelligence (Li, 2013), emotional labor (Li, 2013) and emotional dissonance (Cheung & Cheung, 2013) on OCB.

Another significant theme of antecedents identified from the past OCB research pertains to **organizational culture** (Erkutlu, 2011), **climate** (Vashdi, Vigoda-Gadot & Shlomi, 2013)

and human resource (HR) practices (Biswas, Giri & Srivastava, 2007; Kehoe & Wright, 2013).

Psychological and social mechanism is another main theme as antecedent of OCB. There are many studies that have explored the relationship of OCB with the psychological contract (Coyle-Shapiro & Conway, 2005), breach of the psychological contract (Shih & Chuang, 2013), empowerment (Kim & Kim, 2013), and exchange process and coping (Lilly & Virick, 2013).

The extant research on the antecedents of OCB reveals that scholars have as well examined constructs related to **job design** (Shantz et al. (2013), **motivations and motives** (Kim et al., 2013), **cultural variations** (Paine & Organ, 2000) and **demographic characteristics and diversity** (Kacmar et al., 2011; Muchiri & Ayoko, 2013), **career growth and mentoring** (Okurame, 2012), **knowledge sharing** (The & Sun, 2012), **burnout** (Liang, 2012), **social capital** (Ellinger et al., 2013), **workplace friendship** (Ong, 2013), **workplace spirituality** (Nasurdin, Nejati & Mei, 2013) as antecedent to OCB.

Similarly, important themes are identified from OCB research for its outcomes. Although the number of these studies is less in comparison to the studies exploring the antecedents, but they are the significant works that establish the utility of studying OCB construct. The major theme of research on OCB outcomes is **performance and effectiveness** (Podsakoff and MacKenzie, 1997; Biswas, Srivastava & Giri, 2007; Braun, Ferreira & Sydow, 2013).

Another major theme of research in OCB outcomes is the **managerial perception of employees' performance** (Podsakoff et al., 2009). Further, scholars have also associated OCB with other outcomes like **reduced turnover** (Chen, Hui & Seago, 1998), **creation of social capital** (Bolino, Turnley & Bloodgood, 2002), knowledge sharing practices (Cho, Li & Su, 2007), and **customer loyalty** (Castro, Armario & Ruiz, 2004). Another significant theme which has been explored more recently is that of the negative outcomes related to OCB like role overload, job stress and work-family conflict, strain and lower career outcomes (Spector, 2013).

2.2.2 Recent OCB Research in the Indian Context

Scholars have also explored the concept of OCB in Indian context. Table 2.1 presents some of the significant recent works wherein sample was drawn from India.

Table 2.1 Recent studies on OCB in the Indian context

Study	Sample	Purpose and Results
Biswas & Varma (2007)	Managerial employees (357) working in manufacturing and service sectors in India	Takes OCB as mediating variable in psychological climate-performance relationship. The results indicate that psychological climate influences the willingness to engage in OCB, which in turns has impact on performance.
Kumar & Bakhshi (2009)	98 employees working in Indian private enterprises	Develops a five dimension scale to measure OCB in India.
Ganesh & Gupta (2010)	192 software professionals from 33 software development teams from Indian software industry	Explores the impact of virtualness on extra-role performance. The results indicate that virtualness has no impact on altruism and courtesy buy is negatively related to civic virtue and generalized compliance.
Krishnan & Singh (2010)	533 Indian software professionals	The study explores the relationship between intention to quit and OCB.
Baral & Bhargava (2010)	Managerial employees (216) working in manufacturing and IT sectors in India; mediated regression technique and Sobel test	Explores the relationship between organizational interventions for work-life balance and job outcomes. The results indicate that the job characteristics positively relate to OCB.
Jain, Giga & Cary Cooper (2011)	Male middle level executives (250) working in motorcycle manufacturing firms located in northern India.	Examines the role of OCB as mediator in social power-effectiveness relationship. Social power has been shown to have significant impact on OCB, which significantly mediates its relationship with organizational effectiveness.
Jain (2011)	250 male, middle level executives working in motorcycle manufacturing firms located in northern India.	Investigates the mechanism of organizational structure and OCB relationship. It has been found that structure dimensions - centralization, participation and job specificity, positively influence different dimensions of OCB.
Banu, Amudha & Surulivel (2012)	80 employees working in a virtual service organization from five cities in India	It explores the antecedents of OCB and its effect on demographic variables. The paper also examines the effect of leadership on engagement variables.
Pal & Dasgupta (2012)	400 workers from public and private organizations in West Bengal	The paper examines the nature of OCB and its dimensions in Indian organizations

Biswas & Varma (2012)	357 executives from Indian firms	Investigates the possible mediated role of OCB in culture-commitment relationship and performance-quit intentions. The results supported the hypotheses.
Jain & Cooper (2012)	Operators (402) from business process outsourcing (BPO) firm in India.	Examines the relationship between stress and OCB. As hypothesized, results supported the negative effect of stress on OCB.
Maini, Singh & Kaur (2012)	Superior-subordinate dyads of technical (200) and non technical (50) employees working in power plants in India	Explores the relationship between emotional intelligence (EI) and OCB. The results indicate that dimensions of EI predicted OCB more than predicting in-role behaviors.
Jain, Giga & Cooper (2013)	Operators (402) from business process outsourcing (BPO) firm in India.	Examines and verified the moderating role of perceived organizational support in a stress - OCB relationship.
Mohanty & Rath (2013)	A sample drawn from 3 organizations representing banking, manufacturing & IT and sector in India.	Investigates the effect of culture dimensions on OCB.
Jena & Goswami (2013)	240 shift workers in five ferro-alloy industries in Odisha, India	The study explores the relationship between OCB and main facets of job satisfaction.
Singh & Singh (2013)	188 front level managers of Indian organizations	Explores the mediating role of personality in perceived organizational support-OCB relationship
Gupta & Singh (2013)	181 professionals working in Indian subsidiaries of multinational corporations.	Examines the dimensionality of organizational justice and its relationship with OCB

It is evident from the above discussion and Table 2.1 that in recent years there is a surge in the interest of scholars to study OCB. Also, OCB is studied majorly as an outcome variable and researchers have always tried to explore new antecedents of it. However, the review of literature shows that there is a dearth of studies that have explored OCB in relation to the positive resource capacities. The present study bridges this gap by examining the relationship of OCB with resilience and SWB.

2.3 RESILIENCE

The concept of resilience has been explored in varied domains; however, it is largely explored in clinical and developmental psychology. There are plenty of studies conducted on resilience with psychopathological orientation. Early research has majorly studied resilience either among children in the context of - high-risk circumstances, parental mental illness, socioeconomic disadvantage, maltreatment, survivors of disasters, devastating life events or among patients suffering from chronic diseases. Significant studies (like Garmezy, 1985; Masten & Garmezy, 1985; Masten & Reed, 2002) have also identified various “protective factors” and “risk factors” which includes individual traits, environmental factors and experiences which result in positive outcomes. Later, the focus of resilience research shifted on to identifying “processes” or “mechanism” of resilience (Richardson, 2002; Sinclair & Wallston, 2004). Richardson (2002) has clearly delineated the three waves of resiliency inquiry as shown in Table 2.2. Very recently organizational research on resilience has been started which can be broadly categorized on the basis of the “capability” and “nature”. On the basis of “capability level”, resilience is studied either as a capacity of an individual (Knight, 2007) or as the ability of an organization (Lengnick-Hall & Beck, 2005). On the other hand two broad categories exist based on the “nature” of resilience - “trait” (Block & Kremen, 1996; Bonanno, 2004) or “state” (Toor & Ofori, 2010).

Table 2.2 Three waves of resiliency inquiry

Wave(s)	Description
First wave: Resilient qualities	“Phenomenological descriptions of resilient qualities of individuals and support systems that predict social and personal success”
Second wave: The Resiliency Process	“Resiliency is the process of coping with stressors, adversity, change, or opportunity in a manner that results in the identification, fortification, and enrichment of protective factors”
Third wave: The Innate Resilience	“Postmodern multidisciplinary identification of motivational forces within individuals and groups and the creation of experiences that foster the activation and utilization of the forces”

Source: Richardson (2002)

2.3.1 Antecedents and Outcomes of Resilience

Organizational research on resilience has identified many direct and indirect indicators or antecedents and consequences of resilience. These antecedents can be classified under a few main themes. The most significant theme in the resilience literature with regards to its antecedents is “**individual factors**”. This theme constitutes self-concepts (like self efficacy, self esteem, self reflection, locus of control and personal autonomy), traits (like persistence, flexibility, hardiness, EI and emotional maturity, creative thinking), psychological capacities (like coping mechanisms, hope, optimism), beliefs (like moral virtues, sense of being valued, trust in the organization), behaviors (like altruism, readiness for change, willingness to take risks), and positivity in the form of positive intimate and social relationships and positive emotions (Bolton, 2004; Wilson & Ferch, 2005; Ramlall, 2009; Mansfield et al., 2012)

Another theme for antecedents of resilience as identified in the review of literature pertains to “**organizational factors**”. These factors include leadership (Bolton, 2004), supportive environment (Wilson & Ferch, 2005), culture of commitment (Badran & Kafafy, 2008), teamwork, workload, organizational climate (Ramlall, 2009), ethical and trustworthy culture, supervision, peer support, professional development opportunities, and valuing of the profession (Beddoe, Davys & Adamson, 2011)

The other significant themes that have been studied as antecedents to resilience concerns **job characteristics** which includes job demand (Ferris, Sinclair, & Kline, 2005), skill variety, task significance, autonomy and feedback (Badran & Kafafy, 2008), and Job insecurity (Ramlall, 2009), **contextual factors** (Avey, Avolio & Luthans, 2011) including event characteristics (Bolton, 2004), well-being and work-life balance (Ramlall, 2009).

It is revealed from the literature that researchers have put as much emphasis on the consequences as on the antecedents of resilience. With the introduction of positive psychology, researchers have explored constructs like resilience to leverage its potential for improving organizational outcomes. The review highlights a few significant employees’ organizational outcomes or consequences which can be combined to form major themes. These themes are **employee attitudes** like OC (Youssef & Luthans, 2007; Ramlall, 2009; Vohra & Goel, 2009; Toor & Ofori, 2010; Mansfield et al., 2012), job satisfaction (Youssef & Luthans, 2007; Ramlall, 2009; Vohra & Goel, 2009; Toor & Ofori, 2010), and flexibility (Siu et al., 2009); **employee behaviors** like OCB (Toor & Ofori,

2010); **employee performance and effectiveness** (Luthans, Youssef & Rawski, 2011); **psychological features or experiences** like self awareness (Toor & Ofori, 2010), self esteem (Ramlall, 2009), work happiness and well-being (Wilson & Ferch, 2005; Youssef & Luthans, 2007), motivations (Youssef & Luthans, 2012), quality of life and work-life balance (Siu et al., 2009); **physical and psychological health** (Siu et al., 2009; Youssef & Luthans, 2012); and **organizational attributes** like competitive advantage (Toor & Ofori, 2010), vitality and strategic agility (Lengnick-Hall & Beck, 2009), and leadership (Avey, Avolio & Luthans, 2011). Further, Thatchenkery (2009) has included resilience as one of the qualities of appreciative intelligence to bring innovations.

It is pertinent to mention here that the antecedents and outcomes presented above are only indicative. The studies quoted above do not empirically verify all these outcomes and are only suggestive in nature.

2.3.2 Contemporary Research on Resilience

Table 2.3 presents findings from a few significant recent researches on resilience as it operates in adulthood or in the organizational context.

Table 2.3 Contemporary research on resilience

Study	Research Design	Purpose and Major Findings
Fredrickson, Tugade, Waugh & Larkin (2003)	Empirical study; 47 U.S. college students (pre and post September 11th terrorist attack)	The results of this study based on the broaden and build theory confirmed that positive emotions buffer resilient individuals against depression and that it helps them to thrive.
Bolton (2004)	Qualitative review to develop a coping model	The study proposes personal resilience as the indicator of organizational resilience.
Letzring, Block & Funder (2005)	Empirical study; 188 students at University of California	This study examines the generalization of ego resiliency scale. It is found that the Block's scale adequately measures ego resiliency and is related to personality characteristics.
Lengnick-Hall & Beck (2005)	Conceptual work	The study examines how firms adapt to environmental change. "Robust transformation" is proposed as an alternate response to uncertain dynamic environment over adaptive fit. Also, it is proposed that resilience capacity allows organizations to interpret uncertain situations more creatively through unconventional activities while taking advantage of relationships and resources.

Waugh, Fredrickson & Taylor (2008)	Empirical study; 72 participants from a large Midwestern university	The study investigates how people recover from and cope with anticipated threats through trait resilience. Personality traits predicted affective responses but did not mediate the trait resilience – affective recovery relationship
Utsey, Hook, Fischer & Belvet (2008)	Empirical study; 151 African American college students	The study tests the impact of cultural values, beliefs, and practices on the optimal human functioning of people of color in the USA. It examines whether cultural orientation would predict ego resilience and SWB. It is also found that ego resilience positively relates to life satisfaction.
Badran & Kafafy (2008)	Quantitative analysis; 320 employees in 11 branches of a public sector bank in Egypt	The study explores the impact of job redesign on satisfaction, resilience, commitment and flexibility. It is found that skill variety, task significance, autonomy and feedback predicted resilience.
Peterson, Walumbwa, Byron, & Myrowitz (2009)	CEOs from 49 high-technology start-up firms and 56 established firms Structural equation modelling	The study investigates the relationship between positive psychological traits (including resilience), transformational leadership and firm performance. It is found that leaders high in resilience are more transformational and positive psychological traits like hope, optimism and resilience indirectly influence organizational performance.
Siu et al. (2009)	Two-phased Qualitative-quantitative-biomarker study 773 & 287 health care workers of Hong Kong and Mainland China.	The study examines resiliency in relation to workplace stress. It is found that resiliency is positively related to job satisfaction, work-life balance and quality of life.
Vohra & Goel (2009)	Empirical study; 159 mid-level managers from manufacturing and service firms in India	The study examines the effects of positive characteristics – resilience, hope, optimism and SWB on job satisfaction and OC. The results indicate resilience to be positively related to affective and NC and also to job satisfaction. No relationship could be established between resilience and CC.
Ramlall (2009)	Qualitative review; Primary and secondary data analysis	Examines the role of HR in building organizational resilience. Proposes a modified framework, placing HR practices to be used as coping mechanism to handle economic challenges.
Armstrong, Galligan & Critchley (2011)	Quantitative; Heterogeneous group of 414 working adults and university student	The study examines the role of EI dimensions in predicting psychological resilience. It is reported that emotional self-awareness, emotional expression, emotional self-control and emotional self-management predicted psychological resilience.
Waugh, Thompson & Gotlib (2011)	Quantitative; 41 individuals	The study investigates the relationship between resilience and emotional flexibility. It is found that resilient individuals are good at maintaining their emotional responses according to the emotional context.
Yüksel and Akdağ	Empirical study; 200 employees of a	The study suggests workaholism and locus of control as the “capacity of resilience”.

(2011)	finance company in Turkey	
Beddoe, Davys, & Adamson (2011)	Qualitative study; experienced social workers in New Zealand Thematic analysis	The paper explores the practitioners' understanding of resilience in the face of workplace demands and stressors. Through thematic analysis factors and aspects of resilience have been identified.
Pretsch, Flunger & Schmitt (2012)	170 teachers and 189 non-teaching employees	The study explores the link between resilience and well-being. It is found that resilience predicted well-being of teachers better than neuroticism.
Lian & Tam (2014)	Conceptual review	The study explores the relationship between work stress, coping strategies and resilience. It is suggested that overcoming the stressors results in increased resilience to future hardships

In the context of the workplace, researchers have explored the positive psychological capital (PsyCap) which constitutes self efficacy, hope, optimism and resilience. In a literature review, it is revealed that resilience is studied more as a part of this higher order construct. It is considered that the combination of these positive resource capacities will produce better outcomes. Table 2.4 lists a few recent researches that have resilience as a part of PsyCap.

Table 2.4 Recent research on resilience as a part of PsyCap

Study	Research Design	Purpose and Major Findings
Toor & Ofori (2010)	Quantitative study; Chief executives and directors from construction industry in Singapore	The study investigates the relationship of PsyCap with authenticity, leadership and leadership outcomes. The results indicate the positive and significant relation of resilience with one of the components of transformational leadership – intellectual stimulation and with effectiveness.
Woolley, Caza & Levy (2011)	Empirical study; archival survey data from a study on nation's authentic leadership in New Zealand	The study examines the underlying mechanism of the relationship between the authentic leadership and followers' PsyCap. The results confirm the positive relationship which is mediated by positive work climate and moderated by gender.
Luthans, Youssef, Rawski (2011)	Quasi experimental; 1526 working adults	The study examines the role of PsyCap in problem solving performance and found it to be positively related.
Avey, Avolio and Luthans (2011)	106 engineers from an aerospace firm Field experimental study	The study investigates the relationship between problem complexity and PsyCap of leaders and followers. The results suggest that the leaders' positivity influence followers' positivity and performance.

Yan & Lingli (2011)	Empirical study; 208 young staff working in a big corporation in China	The study examines the relationship among PsyCap, commitment, job satisfaction and job performance. The results reveal that PsyCap positively relates to job performance and OC partially mediates this relationship.
Roberts, Scherer & Bowyer (2011)	Empirical study; 390 working adults	The study examines the relationship between job stress and tendency to display uncivil behaviors and whether PsyCap moderates this relationship.
Peterson, Luthans, Avolio, Walumbwa & Zhang (2011)	Longitudinal study; 179 employees of a large financial service organization	The study investigates the change in PsyCap over time and whether this change influences performance. It is revealed that prior PsyCap leads to subsequent performance.
Avey, Reichard, Luthans & Mhatre (2011)	Meta-analysis; 51 independent samples representing 12567 employees	The analysis indicates a positive significant relationship of PsyCap with employee attitudes and behaviors and performance.
Hou & Chen (2011)	Theory analysis	The study explores the relationship between PsyCap and turnover intentions through the mediating role of psychological empowerment and job satisfaction.
Cheung, Tang & Tang (2011)	Empirical study; 264 full-time school teachers in China	The study investigates the link between emotional labor, burnout and job satisfaction. It also examines the moderating role of PsyCap in the above mentioned relationship. The results support the hypothesized relationship.
Peterson, Walumbwa, Avolio & Hannah (2012)	Empirical study; leaders and direct followers in a police and military organization in the US	The study examines the mediating role of PsyCap in the relationship between authentic leadership and follower job performance. The results indicate that the relationship is fully mediated by through leaders' influence on followers' PsyCap.
Rego, Sousa, Marques & Cunha (2012)	Empirical study; 201 employees working in 33 commerce organizations in Portugal	The study examines and verified the mediating role of PsyCap in the relationship between authentic leadership and employees' creativity.
Nguyen & Nguyen (2012)	Empirical study; 364 marketers working in varied firms in Vietnam	The study investigates the role of PsyCap in predicting job performance and quality of work-life. The results show a positive impact.
Nigah, Davis & Hurrell (2012)	Empirical study; 78 graduate newcomers in a professional service organization	The study investigates the mediating role of PsyCap in the relationship between employees' satisfaction with buddying and work engagement. The results indicate PsyCap to fully mediate the above said relationship.

Wang, Sui, Luthans, Wang & Wu (2012)	Empirical study; 794 leader-follower dyads	The study investigates the moderating role of PsyCap in the relationship between authentic leadership and followers' performance. It is found that PsyCap moderates the mediated relationship of authentic leadership-LMX-followers' performance.
Chen & Lim (2012)	Empirical study; 179 retrenched employees	The study investigates the influence of PsyCap on job search. It is found that PsyCap positively relates to perceived employability and different types of coping strategies.
Venkatesh & Blaskovich (2012)	Empirical study; 109 employees involved in the budget - setting process in the US	The study examines PsyCap mediating the budget participation-job performance relationship.
Mills, Fleck & Kozikowski (2013)	Conceptual review	The study has taken resilience with both the perspective – as a separate construct and as a part of PsyCap as well. From both the perspectives the review shows a positive association with workplace outcomes.
Choi & Lee (2014)	Empirical study; 373 employees in South Korea	The study investigated the incremental validity of PsyCap in predicting employee outcomes while controlling for personality traits. It is found that PsyCap is related to performance, turnover intention, work happiness, and SWB.
Wang, Sui, Luthans, Wang, & Wu (2014)	Empirical study; matched data of 794 followers and their immediate leaders	The study examined the moderating role of PsyCap in the relationship between authentic leadership, LMX and performance. It is found that PsyCap moderate the mediated relationship of authentic leadership, LMX and performance.

It is evident from the Table 2.3 and 2.4 that researchers have found ample potential in resilience construct to have organizational consequences. The review highlights that although sparsely, researchers have identified the indicators and the consequences of resilience in the workplace which has been tested and verified as well.

2.3.3 Resilience Research in the Indian Context

The literature review indicated that in the Indian context, there is a dearth of studies on resilience (Paul & Garg, 2012a). Although there are studies (like Narayanan & Jose, 2011; Deb & Arora, 2012) which have conversed on resilience in adolescents, but very few have touched upon how resilience operates at workplace. Narayanan and Jose (2011) have examined the relationship between spirituality and resilience in a sample of 220 youth in Kerala (India). They have found spirituality dimensions like truth, equanimity, joy, synthesis, and discernment as strong predictors of resilience. Interesting thing to note here is that one of the dimensions (i.e. equanimity) is also considered as one of the characteristics of resilience as defined by Wagnild and Young (1993). Similarly, Deb and

Arora (2012) have studied resilience among adolescents preparing for engineering/medical entrance examinations. In a sample of 200 Indian students, the researchers examined and verified the link between resilience and academic performance. It is also found that males showed higher resilience and academic performance than females.

Also, there are studies which have explored resilience in the face of adversity like natural disasters. Rajkumar, Premkumar & Tharyan (2008) have examined the psychological impact of the Tsunami on survivors in Tamilnadu (India). The study brings to surface the ethno-cultural coping mechanisms and the interesting finding that the collective response to massive adversity need not necessarily result in social collapse but may also result in positive effects.

There are few studies which have explored resilience of a particular group. Lewis (2013) has studied the Tibetan exile community in India. She has tried to examine the reasons why this community is unusually resilient. Her ethnographic research reveals that the community envision resilience as a learned and active process of making the mind more “spacious” and “flexible”. The study also sheds some light on how negative emotions associated with trauma can be channelized through “mind training” to avoid its harmful effects. Also, in order to understand the drug problem in India, Maring, Malik and Wallen (2012) have used ecological risk and resilience framework to identify risk and protective factors that may decrease or increase the likelihood of drug use.

In the context of Indian workplace, Vohra and Goel (2009) have studied resilience in Indian context while exploring the relationship between positive psychology constructs and positive outcomes and behaviors. In a sample of 159 practicing middle managers, they have found a positive association of resilience with AC, NC and job satisfaction. However, the above mentioned review of literature clearly demonstrates the lack of researches on resilience especially in the Indian context.

2.4 ORGANIZATIONAL COMMITMENT

The previous chapter has already briefed about the different definitions, related terms and different conceptual models given for OC. A number of researchers have contributed to the OC literature, making it the second-most explored work attitude variable (Allen & Meyer, 2000) and thus numerous studies have identified its different antecedents and

consequences. This section will discuss the prominent antecedents and consequences of OC and will also present significant contemporary researches.

2.4.1 Antecedents and Outcomes of OC

A review of the literature has revealed that different antecedents have been studied for OC. These antecedents have been identified for either commitment in general or for the various components of commitment. Mathieu and Zajac (1990) in their seminal meta-analyses have identified over 25 antecedents ranging from demographic characteristics to job and organizational characteristics and leadership styles. The most commonly studied antecedents of OC are demographic characteristics (age, education, position, tenure), role (ambiguity and conflict), job characteristics (task variety, task identity, job scope, challenge, control and autonomy), personal characteristics (values, motivations and expectations), organization culture and job satisfaction. Later, with the introduction of Meyer and Allen's TCM of OC, lot many other antecedents have been explored. Meyer, Stanley, Herscovitch & Topolnytsky (2002) have carried a seminal meta-analyses to assess the relation between three forms of commitment and its antecedents identified in Meyer and Allen's (1991) TCM. They have categorized these antecedents in four groups – demographic variables, individual differences, work experiences and alternatives/investments. The interesting point in this meta-analysis has been that they have identified antecedents component-wise. The results indicate personal characteristics and work experiences as antecedent to AC. Also, personal characteristics, alternatives and investments are found to be antecedents of CC. Similarly, personal characteristics, socialization experiences and organizational investments are found to be the antecedents of NC. Similarly, Maxwell and Steele (2003) have mentioned four influential categories of OC antecedents – personal characteristics, job or role related characteristics, work experiences, and structural characteristics.

In a recent study, Adzeh (2013) has also substantiated this trend of studying antecedents for commitment in general and for commitment components. Adzeh (2013) has classified the antecedents in two groups – demographic factors (age, education level, gender, marital status, and organizational tenure) and work environment factors (job involvement, perception of organizational support, organizational justice, transformational leadership, HRM practices). Nonetheless, in past one decade, researchers have explored many more novel antecedents. Few of them are knowledge based organizational structures, preference

for ownership and fairness perception, organizational ethics, empowerment, organizational culture, sub-culture, and leadership styles, training and learning activities, job redesign, interpersonal communication, idiosyncratic deals, employment type, extrinsic, intrinsic and social rewards, trust to work setting, perceived leadership behavior, empowerment and perceived organizational support.

Also, OC literature has well explored the outcomes of OC. It has been established in a number of studies that OC is linked to positive work outcomes. Meta-analyses by Mathieu and Zajac (1990) and Meyer et al. (2002) have outlined major consequences of OC. It is believed that the more committed an employee is towards the organization, the less likely he/she is to leave the organization. The empirical work has linked OC to lower attrition rates, employee turnover and turnover intentions (Wasti, 2003; Bhal & Gulati, 2006). On one hand, OC reduces absenteeism and tardiness (Woods, Poole & Zibarras, 2012) while on the other hand it increases job involvement, job satisfaction, job performance and OCB (Meyer et al., 2002; Sinha & Jain, 2004; Kelidbari, Dizgah & Yusefi, 2011).

Researchers have also explored the outcomes of OC component-wise. AC is shown to have influence over employee well-being, performance, and OCB (Meyer & Maltin, 2010; Ng & Feldman, 2011). It is also demonstrated that AC has a negative relationship with an employee turnover intentions. Similarly, Huang and You (2011) have linked NC to OCBO and CC to OCBI (negative). Similar results have been obtained by Chen and Francesco (2003) as well. However, it is revealed from the literature review that the majority of work has been carried out with AC.

2.4.2 Contemporary Research on OC

Table 2.5 presents findings from a few recent and significant researches on OC.

Table 2.5 Contemporary research on OC

Study	Research Design	Purpose and Major Findings
Namasivayam & Zhao (2007)	Empirical study; 93 hotel employees in India	The study investigates the moderating role of OC in work-family conflict and job satisfaction. It is found that AC has stronger direct effects on JS than NC. Also, it is found that CC has no effects.
Panaccio & Vandenberghe (2009)	Longitudinal study; 220 working employees and managers	The study examines the relationship between perceived organizational support, OC and well-being. The findings are that AC mediates the relationship between POS and well-being, and NC is unrelated to well-being.

Meyer & Maltin (2010)	Review and theoretical framework	The study reviews the literature in order to understand the relationship between commitment and employee well-being. It is established that AC relates positively to well-being and commitment act as a moderator in stressors-strain relationship.
Weng, McElroy, Morrow & Liu (2010)	Empirical study; 961 employees in 10 cities of China	The study investigates the relationship between career growth and OC. The results suggest that career goal progress, promotion speed and remuneration growth positively relate to AC, CC and NC. However, professional ability development relates positively to AC only.
Neininger, Lehmann-Willenbrock, Kauffeld & Henschel (2010)	Longitudinal study; 360 employees in 52 semi-autonomous industrial teams	The study examines team commitment and OC over a period of three years. It is indicated that OC has strong influence over job satisfaction and intention to leave and that team commitment has a strong influence on team performance and altruism.
Ng & Feldman (2011)	Meta-analytic approach	The study examines the moderating effects of organizational tenure in AC and OCB relationship. It is found that organizational tenure moderates the above mentioned relationship in a curvilinear manner.
Cassar & Briner (2011)	Empirical study; 103 sales personnel of a retail outlet.	The study examines the relationship between the psychological contract breach and affective and CC. The results indicate a positive association of breach with CC and negative with AC and also that this relationship is partially mediated by the psychological contract violation.
Gill et al. (2011)	Empirical study; 120 employee-supervisor dyads at two organizations in South Korea	The study examines the relationship between OC components and deviant workplace behaviors (DWB). The results indicate AC is related positively and CC relates negatively to DWB.
Tamini, Yazdany & Bojd (2011)	Empirical study; 216 bank employees of Zahedan city	The study examines the relationship between quality of work-life (QWL) and OC, among private and public bank employees. QWL is found to have a positive correlation with AC, NC and CC. Interestingly, CC and depersonalization explained the maximum variance in QWL.
Morin et al. (2011)	Empirical study; 216 employee-supervisor dyads	The paper examines the relationship between AC and OCB across four foci – organizations, supervisors, coworkers and customers. The results indicate a positive relationship between commitment and OCBs at parallel foci. Also, it is found that commitment to the global organization partially and negatively mediated the other commitment-OCB relationships at parallel foci.
Meyer et al. (2012)	Meta analysis	The study using meta-analysis examines the cultural differences in employee commitment. It is found that the cultural values/practices explained more variance in NC than in AC. There is no variance reported for CC.

Ning & Jing (2012)	Empirical study; 463 employees and managers from three large telecom companies in China	The study explores the role of OC in the relationship between expectation of change outcome and emotional exhaustion. Expectation of change outcome is found to be positively correlated to AC and NC but negatively to CC. Also, AC and NC are found to be negatively correlated to emotional exhaustion whereas the relationship was positive in the case of CC.
Woods, Poole & Zibarras (2012)	Empirical study; 106 staff of a school in UK	The study investigates the relationship between absenteeism and OC. The results reveal a lower absenteeism with high levels of AC and NC and low levels of CC.
Abreu, Cunha & Reboucas (2013)	Empirical study; survey data from 389 employees and interviews with CEO and managers of an oil refinery in Brazil	The study investigates the relationship between personal characteristics and different components of OC. It is found that type of employment influences AC and NC, service time and education influence CC, and gender and job level have limited influence on commitment.
Gumusluoglu, Karakitapoğlu-Aygün & Hirst (2013)	Empirical study; 445 Turkish R&D personnel	The study investigates the relationship between transformational leadership and workers' commitment to their organizations and leaders. It is found that transformational leadership positively and significantly relates to workers' OC through the partial mediating role of procedural justice. Moderating role of span of control is also confirmed for the above stated relationship.
Hartmann, Rutherford, Hamwi & Friend (2013)	Empirical study; 580 retail sales employees	The paper investigates the influence of mentoring on salesperson commitment. It is revealed that organizational mentors influence the mentorees' AC and NC more than the external mentors.
Jayasingam & Yong (2013)	Empirical study; 350 knowledge workers	The paper examines and confirmed the role of pay satisfaction and organization career management in enhancing AC of salesperson.
Farooq, Payaud, Merunka & Valette-Florence (2013)	Empirical study; 378 employees from nine manufacturing companies in Pakistan	The study investigates the link between employees' perceived corporate social responsibility and AC through the mediating role of organizational trust and organizational identification. It is found that both organizational trust and organizational identification fully mediate the relationship.
Innocenti, Profili & Sammarra (2013)	Empirical study; 6,182 employees working in 37 companies located in Italy	The study examines and found a positive relationship between HR practices and AC and that age moderates this relationship.
Lambert, Kelley & Hogan (2013)	Empirical study; 272 staff working in a Midwestern prison	The study investigates the impact of occupational stressors on OC. The results indicate a positive relationship between work-on-family conflict with CC, negative association of role conflict and repetitiveness with moral commitment, and negative association of stressors with AC.

ALDamoe, Sharif & Hamid (2013)	Conceptual review	The study explores the relationship between HRM practices and organizational performance through the mediating role of AC and employee retention.
--------------------------------	-------------------	---

Table 2.5 presents only a handful of studies pertaining to OC or its different components. However, it is evident from the review of literature that OC has always been a construct of interest for organizational researchers due to its wide implications for organizations in the present business scenario.

2.5 SUBJECTIVE WELL-BEING

Well-being is a broad concept entailing diverse definitions and measurements. For the present study the concept of SWB is taken up to represent well-being. As explained in the previous chapter, SWB consists of a cognitive and an affective component. The component at cognitive level is the global sense of satisfaction with life and the affective component includes high positive affect and a low negative affect. However, the well-being literature reveals that scholars have studied the concept taking either of the components. Gallagher and Vella-Brodrick (2007) have argued that previous researches failed to include all the aspects of SWB together in one study. Nonetheless, researchers (for e.g. Schaufeli & Bakker, 2004) have suggested taking up all the aspects of SWB (life satisfaction, positive affect, and negative affect).

The previous chapter has already briefed about the varied definitions, similar constructs and different conceptualizations given for well-being and SWB. Well-being literature has identified different antecedents and consequences of SWB. This section will present significant antecedents and consequences of SWB and also few recent researches.

2.5.1 Antecedents and Outcomes of SWB

SWB is a multi-dimensional and dynamic concept (Busseri & Sadava, 2013). Previous researches on SWB have identified antecedents with respect to different orientations – general or overall well-being, life satisfaction, positive affect and negative affect. Phillips (2006) has proposed individual traits, social and cultural variables as antecedents to SWB. Also, Ryan and Deci (2001) in their seminal review on well-being have stated that the well-being literature is voluminous and thus only selective review is possible. They have organized the well-being antecedents in terms of wealth (money, impoverishment and

socioeconomic status), relationships (attachment and relatedness), and goal pursuits (perceived competence and self efficacy, autonomy and integration of goals).

The literature review on SWB reveals that although it is a positive construct which means the focus is on strengths and not on weaknesses, but most of the research on SWB antecedents has explored the factors that decrease SWB. For e.g., many studies have examined the negative impact of alienation, materialism, life stressors, work-life imbalance, job burnout (Karabati & Cemalcilar, 2010; Singh, Suar & Leiter, 2012) on SWB. Other antecedents that have been studied in relation to SWB are personality, family support, life goals, economic well-being and social status and self determination. Recent researches have also examined the role of demographic characteristics (Khan, 2013), cultural context (Steele & Lynch, 2013), and felt competence and achievement motive (Schüler, Brandstätter & Sheldon, 2013).

Without underestimating the importance of these studies, it is proposed that the focus should be more on the strengths and resource capacities that may increase SWB. Knowing what can hamper the SWB is important, but more important is what can enhance it. In this study it will be explored whether one resource capacity can enhance another or whether one resource capacity can play a role in the relationship of another resource capacity with employees' organizational outcomes.

Although, high well-being levels are generally considered worthwhile (Srivastava & Sinha, 2005) but, it is found that the outcomes or consequences of SWB have been studied in the literature with respect to different perspectives - life satisfaction and positive affect. Life satisfaction component has been shown to relate to positive youth development, performance, commitment, turnover intentions and turnover (negative) and higher likelihood of positive events (Park, 2004; Luhmann et al., 2013). Similarly, positive affect has been shown to relate to career success, social support, health perception, optimism and resilience, and stress and depression (negative) (Boehm & Lyubomirsky, 2008; Schiffrin & Falkenstern, 2012).

2.5.2 Recent Research on SWB

Table 2.6 presents finding from few recent researches on SWB. It highlights the trend in SWB research and the linkages and relationships of SWB with other dispositional, psychological, physical, attitudinal, behavioral processes and outcomes.

Table 2.6 Recent research on SWB

Study	Research Design	Purpose and Major Findings
Soons, Liefbroer & Kalmijn (2009)	Longitudinal study; prospective data of 5514 young adults	The study explores the linkage between relationship transitions and SWB. It is found that dating, unmarried cohabitation, and marriage has a positive influence on SWB. It also shows that well-being slowly decrease when a person enters into a union.
Ben-Zur (2009)	Empirical study; Secondary analysis using data from 3 studies (n=480)	The study assesses the effects of coping styles on the affective component of SWB. It is found that problem-based coping is positively related to positive affect and negatively to negative affect. However, avoidance coping is negatively related to positive affect and positively to negative affect.
Chan (2010)	Empirical study; 96 Chinese school teachers in Hongkong	The study examines the relationship between dispositional gratitude and SWB and evaluates the effectiveness of the gratitude intervention programme. The results reveal that gratitude intervention influence life satisfaction and positive affect.
Schutte & Malouff (2011)	Empirical study; 125 mature aged university students	The study examines the mediating role of EI in the relationship between mindfulness and SWB. The results indicate a positive relationship of mindfulness and EI with positive affect and life satisfaction, and a negative association with negative affect. Mediation is also confirmed for the relationship.
O' Driscoll et al. (2011)	Empirical study; 1700 employees from 36 organizations in New Zealand	The study investigates the influence of bullying at work on employees' perceptions and attitudes. The results reveal that personal experience of bullying correlates with high levels of strain, and reduced SWB and commitment.
Bretones & Gonzalez (2011)	Empirical study; 209 workers of a multinational company in Mexico.	The study assesses the relationship between personal value structure and SWB. The results demonstrate that SWB is influenced by social values and level of education.
Swart & Rothmann (2012)	Empirical study; 507 managers working in agriculture sector in South Africa	The study examines the relationship between orientations to happiness and organizational outcomes. It is found that managers' orientation to happiness directly effect SWB. Managers' orientation to happiness is also reported to influence job satisfaction and OC through mediating effects of SWB.
Cohen & Cairns (2012)	Empirical study; 500 individuals from Australia	The study explores the relationship between searching for meaning in life and SWB and possible influence of demographic variables. The results indicate a negative relationship between searching for meaning and SWB. Also, the moderating effects of meaning in life and self actualization are confirmed.

Karatas & Tagay (2012)	Empirical study; 318 university students	The study examines the linkage between self esteem, locus of control, multidimensional perfectionism and SWB. The results reveal a positive relationship of SWB with self esteem and negative relationship with locus of control and multidimensional perfectionism. Also, it is found that all three predicted SWB.
Marsh & Bertranou (2012)	Analysis of British Household Panel Survey	The study brings to surface the challenges for SWB to generate policy relevant outcomes. It also measures the valuation of engagement in culture.
Pawar (2013)	Conceptual framework	The study presents a comprehensive model of employee performance and well-being as outcomes. The model presents the interrelationships between organizational behavior aspects and employee related outcomes.
Bhullar, Schutte & Malouff, (2013)	Empirical study; 370 university students in Australia	The study explores the role of hedonic and eudemonic functions as well-being processes and study the mediating effect of trait EI in their relationship with well-being outcomes. The results revealed two factors for well-being and positive affect and life satisfaction was considered under 'fulfilment' factor. It is suggested that engagement in meaningful activities may promote well-being outcomes.
Hamama, Ronen, Shachar & Rosenbaum (2013)	Empirical study; 125 teachers from 12 different special education schools	The study explores the linkage between stress, positive and negative affect, and life satisfaction among teachers. The results indicate a positive relationship between stress and negative affect, and self-control and organizational support with positive affect and life satisfaction.
Wilks & Neto (2013)	Empirical study; 446 working adults	The study investigates the influence of age and gender on work related SWB. It is found that age has more impact on SWB than gender.
Jibeen (in press)	Empirical study; 251 University employees	The study investigates the moderating role of optimism in personality traits-SWB relationship. It is found that optimism moderated the relationship between neuroticism and distress, and neuroticism and satisfaction with life, conscientiousness and distress, and conscientiousness and satisfaction with life.
Newman, Tay & Diener (in press)	Quantitative summary of 363 research articles	The study examines the relationship between leisure and SWB. Five core psychological mechanisms - detachment-recovery, autonomy, mastery, meaning, and affiliation are postulated that promotes SWB.

It is evident from the above review of literature that not much research is undertaken to examine the role of SWB in determining the employees' positive organizational outcome. Thus, the present study is set to not only explore SWB as antecedent to positive outcomes, but also to understand the mechanism by which other resource capacities (like resilience) relate to positive outcomes through SWB.

2.6 LINKING RESILIENCE AND OCB

As outlined in the previous section, the majority of research on resilience is carried out in non-organizational context. Luthans and Youssef (2007) have asserted that resilience is still emerging in management literature and that it draws from rich clinical research. It is only after the advent of positive psychology that resilience is popularized as a positive resource capacity. Much of the work on resilience is carried in POB while studying PsyCap. PsyCap is regarded as a positive state of a person characterized by high self-efficacy, optimism, hope and resilience (Luthans, 2002b). The extant literature shows a significant linkage between PsyCap and OCB highlighting the potential that resilience may influence the tendency of employees to engage in OCB.

In a review of positivity in the workplace literature, Luthans and Youssef (2007) have examined positive state-like resource capacities and positive behaviors. They supported that resilience and other POB resource capacities are learnable and relatively open to development. Giving the reference to previous notable studies, they have asserted that resilience employs an adaptive mechanism in order to achieve personal and organizational goals and to predict work-related outcomes. They have also suggested that the intersections between positive traits, states and positive characteristics can predict positive behaviors like OCB.

The possible linkage between resilience and OCB can also be derived from work engagement literature. Job demands-resources (JD-R) model for work engagement (Bakker & Demerouti, 2007) demonstrates that resilience as a personal resource capacity influences work engagement which in turn influences the organizational outcomes like commitment and OCB. Also, the conceptualization of work engagement (vigor, dedication and absorption) by Schaufeli, Salanova, González-Roma and Bakker (2002) has included resilience as an integral part. Vigor component has been defined as high levels of mental resilience (Schaufeli & Bakker, 2004) for which there are substantial evidences available in the literature that it influences organizational outcomes like OCB (Saks, 2006). Similarly, workplace resilience is also a key dimension in the occupational motivation and engagement wheel model proposed by Martin (2005). Further, Dulewicz, Higgs and Slaski (2003) in a study on middle managers have also reported a significant relationship between emotional resilience and job performance. Job performance constitutes of not only the

task, but contextual performances also (Borman & Motowidlo, 1993), hence, providing a strong indication that resilience may also relate to OCB (Path 1 of Figure 2.1).

2.7 LINKING OC AND OCB

Both OC and OCB are studied as employees' positive organizational outcomes. Both share a set of antecedents which have influence over them. Also, it is demonstrated in previous research that these two are as well related. The extant literature shows a positive relationship between OC and OCB (Organ, 1990; Williams and Anderson, 1991). Social exchange theory (Blau, 1964) also supports the positive relation between commitment and OCB. Drawing from this, many researches (like Meyer, Stanley & Parfyonova, 2012; Lehmann-Willenbrock, Grohmann & Kauffeld, 2013) have confirmed the link between OC and OCB.

Further, the impact of OC on OCB has also been explored component-wise. OC components (affective, normative and continuance) are reported to show different influence on the tendency of employees to engage in OCB.

Employees with high AC have an emotional attachment to the organization and thus engage themselves in organizational activities willingly. Organ and Ryan (1995) in their meta-analyses have demonstrated support for a positive relationship between AC and OCB. LePine et al. (2002) have also concluded similar results.

Chen and Francesco (2003), while investigating the relationship between OC dimensions and performance in a sample of 253 employee-supervisor dyads in China, have found the positive relationship between AC and OCB. Likewise, Jin (2006) has adopted a multi-level approach to examine the effect of individual and group-level predictors of OCB in a large scale longitudinal data. The results supported that AC predicts individual level helping behavior. Thus, it is proposed that AC would positively relate to OCB (Path 2 of Figure 2.1).

Similarly, there are studies which have shown NC to be positively related to OCB. Kuehn and Al-Busaidi (2002), in a non western context, have found NC as significant predictor of OCB. Similarly, Yao and Wang (2008) have also examined NC in relation to OCB. They have found NC related to OCB and fully mediating the relationship between reciprocity and OCB. Further, Chiu and Hong (2007) have suggested that for a collectivist culture normative influence is stronger. If this is so, then in India, NC can be a significant

predictor of OCB. Also, Cohen & Keren (2008) suggested that employees with high NC are expected to engage in OCB because they consider it as a right thing to do.

However, these studies are less in number as compared to the studies that have undertaken the AC-OCB relationship. Further, it is assumed that AC has a greater relevance for predicting OCB than other forms of commitment (Ng & Feldman, 2011) considering that OCB is more influenced by positive affect and emotions rather than obligations and calculations (Lee & Allen, 2002). Thus, in order to get some more insights into the relationship of NC and OCB, the role of AC is explored.

NC theoretically develops through the process of socialization and psychological contracts (Meyer & Allen, 1997). Further, the NC makes an employee perform his/her obligations towards the employer or organization. A general assumption is that employees also expect the execution of employer obligations which results in psychological contract fulfillment. This fulfillment of psychological contract is further expected to have a positive effect on AC (Meyer & Allen, 1997). Lövblad, Hyder and Lönnstedt (2012) have also supported the relationship between psychological contract – orientation and fulfillment, and AC based on the social exchange principle and norm of reciprocity. The relational orientation of psychological contract (Lövblad & Bantekas, 2010) and psychological contract fulfillment (Sturges, Conway, Guest & Liefoghe, 2005) is found to be positively related to AC. Based on the above argument, it is assumed that NC would positively relate to AC and consequently to OCB (Path 3 and 2 of Figure 2.1).

Next, most past researches (like Gautam et al., 2005; Cohen & Keren, 2008) have taken the cost-based perspective for studying CC and thus a negative relationship is postulated with OCB. However, many of these studies have not been able to support the negative relationship and instead found no relationship (for e.g. Gautam et al., 2005; Neves & Caetano, 2009). A meta-analysis by Meyer et al. (2002) has concluded that CC is either unrelated, or related negatively, to the organization-relevant and employee-relevant outcomes including OCB. Also, Kwantes (2003) has investigated the influence of three forms of OC on the dimensions of OCB in a comparative study of engineers from USA (n=151) and India (n=159) working in mid-sized manufacturing firms. The results from both the samples reveal that AC significantly and positively relates to OCB dimensions. However, their results have not supported the hypothesized negative relationship between CC and OCB dimensions for either of the sample.

However, if a benefit-based perspective is taken, then it is possible that even CC may positively influence OCB. Few empirical researches have also supported this conceptualization and found a positive relationship between CC and OCB dimensions. In fact, Suliman and Iles (2000) have suggested CC to be a positive organizational phenomenon. In a study to investigate the relationship between individual values, organizational and occupational commitment, and OCB in a sample of 166 public employees in China, Liu and Cohen (2010) have found contrasting results for CC with regards to results in western cultures. Interestingly, they found a strong positive and significant relationship between CC and OCB.

Likewise, in order to examine the relationship between OC dimensions and OCB dimensions, Yücel and Demirel (2012) have conducted a study of 232 employees working for two public institutions in Turkey. The results reveal a medium degree positive relationship between all the OC dimensions and few OCB dimensions - civic virtue, conscientiousness and altruism. However, no relationship has been found with other two OCB dimensions - sportsmanship and courtesy.

Another support for a positive relationship between CC and performance (including OCB) can be derived from the work of Sinclair, Tucker, Cullen & Wright (2005). They have proposed a framework of affective and CC profiles constituting 9 different AC-CC combinations (Table 2.7). They have propounded that employees respond with a particular AC-CC profile depending on the level of affective and CC. Giving the reasons that uncommitted profile would be the least likely to occur and also high levels of one form of commitment are unlikely, they have asserted that “devoted” profile would be more common than other profiles.

Table 2.7 Affective and continuance OC profiles

Affective Commitment	Continuance Commitment		
	<i>Strong</i>	<i>Moderate</i>	<i>Weak</i>
<i>Strong</i>	Devoted	Involved	Attached
<i>Moderate</i>	Invested	Allied	Complacent
<i>Weak</i>	Trapped	Free agents	Uncommitted

(Source: Sinclair et al., 2005)

It is very well acknowledged that AC would positively influence performance (Meyer & Herscovitch, 2001). However, Sinclair et al. (2005) have interpreted and applied Rusbult

and Farrell's (Farrell & Rusbult, 1981; Rusbult & Farrell, 1983) model of social exchange relationships to commitment and argued that the high CC would amplify the beneficial effects of AC. Suliman and Iles (2000) have also made a similar argument that CC can improve the morale and dedication of employees to the level that make them emotionally attached to the organization. Thus, an individual with high affective as well as high CC would be the most committed one and would receive highest performance ratings (Sinclair et al., 2005).

Further, the concept of CC draws from the principles of compliance (O'Reilly & Chatman, 1986) which involves behaviors maintained to satisfy external constraints (for e.g. expected reward, personal growth or avoiding punishment). Johnson, Chang and Yang (2010) have as well associated basic motivations (compliance), self-identity levels (Individual), and regulatory foci (promotion and prevention) with CC. It is proposed that in order to preserve personal investments and avoid adverse outcomes (Johnson & Chang, 2006), individuals with "individual self-identity" and compliance based motivations would develop an AC towards the gains that they would receive from continuing with the organization. This form of commitment may also lead the person to perform (task and contextual OCB) out of the emotional attachment to the gains. Moreover, positive individual self-identity would result into high self esteem, which is again shown to be a good predictor of contextual performance or OCB.

The above discussion shows that the benefit-based conceptualization of CC may present some interesting results with regard to its relationship with OCB and hence, drawing from the above support, it is proposed that CC would relate positively to OCB through AC (Path 4 and 2 of Figure 2.1).

2.8 LINKING RESILIENCE AND SWB

The extant literature supports a positive correlation between resilience and SWB (Liu, Wang & Li, 2012). The broaden-and-build theory (Fredrickson, 1998) advocates that the positive emotions help individuals to broaden their thoughts and actions which consequently allow them to build a repertoire of behaviors and enduring personal resources (Fredrickson, 2001). However, in positive psychology literature, the broaden-and-build theory has been interpreted in two ways and thus the corresponding two perspectives for the direction of the relationship between resilience and SWB. There are studies (for e.g. Schiffrin & Falkenstern, 2012) which have argued that SWB leads to

resilience. On the other hand, Ghimbulut, Ratiu & Opre (2012) have defined resilience as “a meta-competence which helps the person in achieving SWB”. It is believed that resilience provides the strength that helps individuals to cope with stress and adversities and have a positive outlook about their SWB (Khan, 2013). Bringing some clarity to this issue, Mills, Fleck and Kozikowski (2013) have asserted that exercising one positive construct in turn increases the frequency of experiencing other positive constructs and hence termed this process as cyclic. For the purpose of the present study it is proposed that resilience would positively influence the SWB components (Path 5 and 6 of figure 2.1).

2.9 LINKING SWB AND OC

The global evaluation of one’s own situation and subjective experiences of well-being may provide positive stimuli which may subsequently result into positive work attitude and behaviors. From the perspective of reciprocity, the employees’ perception that their well-being is taken care by the organization, influence the tendency of employees to display favorable attitudes and behaviors.

In a comprehensive review of life satisfaction literature, Erdogan et al. (2012) have identified 193 studies which have examined work related correlates of life satisfaction. The results reveal commitment and performance to be the major outcomes related to life satisfaction. They purport that happy individuals form attachments to others and treat others better. They have also performed a meta-analysis and found the average correlation between life satisfaction and commitment to be .30. However, the direction of causality remains unclear for which they have called for further research. Further, life satisfaction may also initiate volunteer behaviors like helping peers and subordinates, and other citizenship behaviors (Thoits & Hewitt, 2001). Many other researchers (like Singh, Suar & Leiter, 2012, Pawar, 2013) have also supported the relationship between SWB and commitment. However, in previous researches it is not very clear that which component of SWB relates to which all components of OC. It is proposed that positive affect would relate more to AC than to any other component of OC. This may be reasoned from the tenets of the broaden-and-build theory (Fredrickson, 1998) that the positive emotions would help individuals to attach themselves to the organizations. Likewise, it is proposed that life satisfaction would relate more to CC than any other OC component. When individuals are satisfied with their work-life, it is more likely that they would wish to continue with the organization not because they have developed a certain attachment to the

organization but because they don't want to lose their satisfaction or the comfort levels. This satisfaction itself becomes a cost if they plan to leave the organization. Thus, in order to gain deeper insights into the relationship between SWB and OC, it is proposed that SWB components would relate positively to affective and CC (Path 7 and 8 of Figure 2.1).

2.10 RESILIENCE-OC RELATIONSHIP THROUGH SWB COMPONENTS

As discussed above resilience is linked to positive work-related outcomes (Luthans & Youssef, 2007). The OC and resilience literature provides ample support for the possible linkages. Luther (1993) has asserted that resilience help employees stay immune to ill-effects of stress and other difficult situations in the workplace. The positive response led by resilience also help employees to maintain and elicit positive emotions (Fredrickson & Tugade, 2003) which further gets translated into an affective attachment to the organization. This affective attachment allows the employees to uphold the psychological contract with the organization so that they sustain their OC. McCarthy (2003) has as well supported this notion and suggested that resilience enhances commitment to leadership and organization.

The relationship between resilience and commitment can also be examined in the light of characteristics of resilience (meaningful life, perseverance, self-reliance, equanimity, and existential aloneness) outlined by Wagnild and Young (1993). These characteristics (for e.g. perseverance) help individuals resists disruptions that affect their work and helps them to contribute towards the commitment to career and the organization (King, 1997). Similarly, meaningful life or a meaningful work life has been found to be a major source of individuals' OC (Wrzesniewski, Dutton & Debebe, 2003). Also, the belief in oneself and in the work itself provides individuals the required push and motivation to continue with the organization (Paul & Garg, 2013a).

It is quite evident from the above discussion that all the essential characteristics of resilience relate to commitment. It may thus be deduced that resilience in totality will have a positive impact on OC. Thus, responding to the call of Vohra and Goel (2009) to highlight the utility of positive constructs, it is proposed that resilience would relate positively to OC.

Further, the relationship of resilience and OC has been studied with the three-mindset framework of commitment. Researches (like Vohra & Goel, 2009) have shown a positive

relationship between resilience, affective and NC. Resilient individuals are high on self-reliance and hence if they want to stick to their organizations out of the emotional attachment, they will be able to do so. Also, the realization of meaningful life makes an individual more committed to organization on account of duties and obligations towards it.

However, the extant literature shows that resilience relates to SWB (Liu, Wang & Li, 2012) which consequently relate to OC (Kim, Shin and Kim, 2013). It has also been shown that resilience increases the chance of eliciting positive emotions which in turn influence OCB (Avey, Wernsing & Luthans, 2008). From above, it may flow, that SWB may mediate the resilience-OC relationship. It is proposed that resilience may exert influence on OC components through the indirect effects of SWB components i.e. affect balance and life satisfaction.

In well-being literature, SWB has been shown to play a mediating role in between various relationships. Rego, Ribeiro and Cunha (2009) have reported that employee wellbeing partially mediated the positive association between organizational virtue and OCB. Also, it has already been shown that the affect balance mediated the relationship between EI and life satisfaction (Liu, Wang & Lü, 2013) which in turn influences positive employee attitudes like OC (Erdogan et al., 2012). From this it may be deduced that affect balance and life satisfaction may as well mediate the relationship between resilience and OC. It is assumed that when individuals become resilient then higher are the chances to elicit positive emotions which subsequently help them to feel attached to the organization. Thus, it is proposed that resilience would relate to AC through positive affect (Path 5 and 7 of Figure 2.1) and directly to NC (Path 9 of Figure 2.1).

However, there are no substantial evidences available for the relationship between resilience and CC. Vohra and Goel (2009) have postulated a negative relationship between resilience and CC, however, their study results could not establish any such relationship. The possible reason behind such results could be their cost-based conceptualization of CC. Although, they have included “high sacrifices” as well as “low alternatives” dimensions, but conceptualized the relation with resilience on the cost-based perspective only. Majority of the studies (e.g. Chen & Francesco, 2003; Vohra & Goel, 2009; Ng & Feldman, 2011; Huang & You, 2011) pertaining to CC have generally taken this cost-based perspective and accordingly postulated negative relationship with other psychological and behavioral constructs, both at antecedent and outcome level. However, the results obtained in these

studies are highly inconsistent. Another conceptualization to study CC could be benefit-based perspective (Paul & Garg 2012c). Reichers (1985) has defined CC as the willingness to remain in an organization because of the investment that the employee has with “non-transferable” investments. This indicates that when the individual does not want to lose the investment made, he/she would willingly continue with the organization. Conceptually, resilient individuals have high perseverance levels, which give them the leverage to overcome the difficult situations and make them stick to the organization. Also, the resilient individuals take a balanced perspective of life and experiences. This capability allows individuals to moderate the effect of disturbances and adverse conditions so as to continue leading routine life. Further, resilient individuals are self-reliant. They have a firm belief in themselves and an awareness about their strengths and limitations and thus, once decided to stick to the organization, they will continue with that. Further, the non-confirmation of a negative relationship between resilience and CC in past studies may be attributed to some other mechanism which might not be earlier considered. In order to understand why the negative relationship could not be established and if there can be a positive relationship between resilience and CC, it is proposed that life satisfaction would mediate this relationship (Path 6 and 8 of Figure 2.1).

2.11 RESILIENCE-OCB RELATIONSHIP THROUGH SWB AND OC COMPONENTS

As shown in the literature review presented above, past studies, although sparsely, have explored the relationship between positive psychology constructs and work outcomes. Past studies have also explored the relationship between resilience and OCB. However, little emphasis has been placed on the mechanism underlying this relationship. The present study takes the initiative to propose that the link from resilience to OCB may not be purely explained by direct relationship and there must be some underlying mechanism to it. The present study makes an attempt to examine and explain a possible mechanism through the mediating effects of SWB and OC components.

It is evident from the literature presented above that resilience can positively influence OC and its components (Youssef & Luthans, 2007; Vohra & Goel, 2009). Consequently, increased employee commitment will increase the tendency of employees to engage in OCB (Lehmann-Willenbrock, Grohmann & Kauffeld, 2013; Kim, 2013). Given this, it is intriguing to explore whether resilience relates to OCB through the indirect effects of OC.

Wiener (1982) while detailing on identification approach has suggested OC to be an attitudinal intervening construct, mediating between certain antecedents and outcomes. The extant literature also presents ample evidence when OC has been demonstrated as a mediating construct between various antecedents and outcomes.

Ghosh, Reio Jr., and Haynes (2012) have examined the mediating role of AC in the relationship of 'perceptions of reciprocal support in mentoring' and mentors' and protégés' intent to engage in OCB. Their results show the significant mediating role of protégés' AC. Liu (2009) while studying 162 expatriates working in different multinationals in China, has examined the relationship between organizational support and OCB. The results of this study reveal that AC partially mediated the relationship between organizational support and OCB. Likewise, Kim (2013) has also examined the mediating role of AC in the relationship between clan culture and OCB. The results of the study show that AC fully mediates the above said relationship. Lehmann-Willenbrock, Grohmann & Kauffeld (2013) have also found the mediating effect of OC in the relationship between procedural justice and OCB. Further, Ruiz-Palomino, Ruiz-Amaya and Knörr (2011) have assessed the relationship between ethical leadership and OCB. In a sample of 525 employees of banking and insurance sector in Spain, they have found that AC fully mediates the relationship between ethical leadership and OCB. The same relationship has also been tested and validated by Anwar, Islam, Khan and Ungku (2012). Likewise, Zheng, Zhang and Li (2012) while investigating the relationship between performance appraisal and OCB, have examined the mediating role of AC. In a sample of 777 employees working in different companies of China, they have found that the relationship between performance appraisal and OCB is partially mediated by AC.

Thus, in the present study also, it is proposed that AC would mediate the relationship between resilience and OCB. However, as evident from the above mentioned literature, most of the studies have examined the mediating role of AC and have generally neglected other two dimensions – normative and CC. Very few studies have explored NC in a mediating role. Yao and Wang (2008) have examined the mediating role of NC in the relationship between value internalization, reciprocity norm and OCB. They have found that NC fully mediates the relationship between reciprocity norm and OCB. However, as specified earlier also, these dimensions can play a significant role in Indian context owing to collectivist culture and comparatively lesser employment opportunities than the West. However, the study model takes into account the comprehensive potential intervening

effect of OC components in Indian context and includes the indirect effect of normative and CC as well. Further, the model also includes the influence of SWB components and hence with respect to the overall relationship between resilience and OCB, it is proposed that OC and SWB components would mediate this relationship (Paths – {5,7,2},{6,8,4,2},{9,3,2} of Figure 2.1).

2.12 MODERATING ROLE OF OC IN RESILIENCE-OCB RELATIONSHIP

Apart from the support for the possible mediating role of OC components, literature (Ellemers et al., 1998; Glazer & Kruse, 2008; Ahmad, Sah & Kitchen, 2010) show that OC has been examined in the role of a moderator variable also. Ellemers et al. (1998) have explored group commitment as a moderator of attributional and behavioral response to power use. Likewise, Testa (2001) has also found a better fit for the structural model having OC as a moderator between job satisfaction and service efforts. Later, Glazer and Kruse (2008) have also explored commitment components as a moderator in the relationship between job-related anxiety and intention to leave. Foote and Tang (2008) have found the team commitment moderating the relationship between job satisfaction and OCB. Also, Ahmad, Sah and kitchen (2010) have examined the moderating role of OC in the relationship between sales skills and salesperson performance.

It is argued in previous sections that OC increases the propensity to engage in OCB. However, it is possible that employees with the high-low combination of resilience and commitment would display different approach to OCB than the employees with high-high or low-low combination. Thus, it would be intriguing to see whether OC would moderate the direct relationship between resilience and OCB and hence it is proposed that the direct positive effect of resilience on OCB would be moderated by OC such that the relationship is stronger when OC is high.

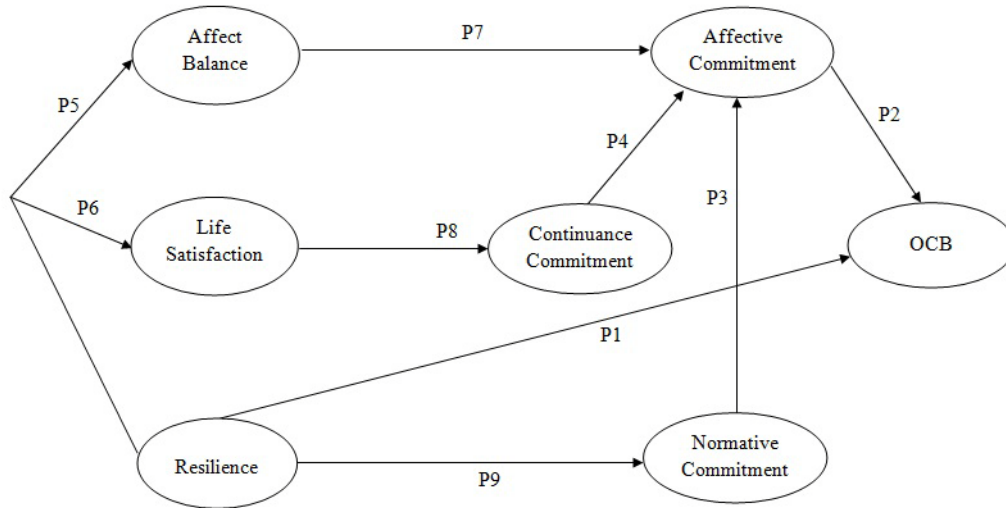


Figure 2.1 Hypothesized model M₀ depicting conceptual framework of the study

2.13 CHAPTER SUMMARY

A detailed review of literature has been undertaken for the study variables (i.e. OCB, resilience, OC and SWB). The review has been carried out considering the trend in the research pertaining to that construct, antecedents and outcomes of that construct, and the recent studies on that particular construct. Also, an impending link has been constructed between the study variables and corresponding hypotheses have been developed. It is evident from the above presented review of literature that there is a dearth of research relating positive psychological capacities with organizational outcomes, particularly in the Indian context. Thus, the present study will not only add to the existing pool of knowledge by filling this gap, but would also open new avenues for future research while discussing the implications for theory and practice.

RESEARCH METHODOLOGY

3.1 OVERVIEW OF THE CHAPTER

Cooper and Schindler (2000) defined methodology as an overall approach evident in the research process. Thus, this chapter details the methodology or the approach and research procedures used in the present study. Initially the chapter outlines the overall research design of the study, including research objectives, data collection and sampling procedure, and participants, etc. It further gives the operational definitions for the study variables and describes the instruments as well as the methods used for data analyses.

3.2 RESEARCH DESIGN

Research is an activity that takes different forms based on different approaches. Terre Blanche and Durrheim (1999, pp. 52) argued that research is a creative activity which has different forms, resting on different combinations of paradigm, purpose, technique and situation. Thus, it is pertinent to design and plan the research so as to distinguish it from other forms of observation.

A non-experiment single observation survey design was used to examine the relationships in the present cross sectional study. The purpose of this study was to obtain an in-depth understanding of the interaction between resilience, SWB, OC and OCB. The study examined the relationships among these variables to determine whether any new, deeper insights into their effects and interaction could be achieved. Resilience was treated as predictor variable, OC and SWB as mediator variables and OCB were taken as the criterion variable in the study.

3.2.1 Objectives of the Study

This study focuses on understanding the relationship of resilience and OCB while exploring the potential role of SWB and OC components. Following are the objectives of the study based on the research questions presented in Section 1.6.

Objective 1: To understand the relationship between resilience and OCB.

The mediation question focuses on the intervening mechanism that produces a particular effect (Baron and Kenny, 1986). It explains how or why two other variables are related (Fairchild and McQuillin, 2010). For e.g. a variable X may influence another variable Y directly, but the effect of X on Y may also be mediated by some other variable M such that X may still affect Y. Thus, it may be interesting to investigate and understand the mechanism through which the variable X affects Y. The present study thus aims to examine the mediating effect of SWB components on the relationship between resilience and OC components. Also, it is intended to examine the mediating role of OC along with SWB components in the relationship between resilience and OCB. Thus,

Objective 2: *To examine and understand the underlying mechanism of the relationship between resilience and OC components through SWB components.*

Objective 3: *To examine and understand the underlying mechanism of the relationship between resilience and OCB through joint mediating role of SWB and OC components.*

Next, the moderation question focuses on factors that affect the magnitude of the effect (Baron and Kenny, 1986). For e.g. a variable X may influence another variable Y but the effect may be moderated by another variable M. This means that the strength of the relationship between X and Y would be altered by M or in other words, the relationship of X and Y would vary for different values of M. The moderator interacts with the primary predictor variable to influence the outcome, such that any effects of the primary predictor on the dependent variable are dependent on the values of the moderator (Fairchild and McQuillin, 2010). In the review of literature presented in the previous chapter, it is highlighted that OC has been studied as a moderator as well. Thus, another objective was set to examine whether OC would play the moderating role in the direct relationship between resilience and OCB.

Objective 4: *To examine whether the direct effect of resilience on OCB is moderated by OC components*

The overall objective of the study is to propose a multivariate framework depicting the importance and underlying mechanism of the relationships among the study variables.

Objective 5: *To propose a framework with respect to the study variables.*

3.2.2 Hypotheses

- H1.** Employees with high levels of resilience display greater levels of OCB.
- H2.** Employees' OC positively influences OCB.
 - H2a.** Employees with more AC display greater levels of OCB.
 - H2b.** NC positively influences OCB through AC.
 - H2c.** CC positively influences OCB through AC.
- H3.** Individuals with higher levels of resilience report more SWB.
 - H3a.** Individuals with higher levels of resilience report greater affect balance.
 - H3b.** Individuals with higher levels of resilience report increased levels of life satisfaction.
- H4.** SWB components relate positively to OC.
 - H4a.** Affect balance relates positively to AC
 - H4b.** Life satisfaction relates positively to CC.
- H5.** Resilience positively relates to employees' OC.
 - H5a.** Resilience relates positively to AC of employees through positive affect.
 - H5b.** Resilience relates positively to NC of employees.
 - H5c.** Resilience relates positively to CC of employees through life satisfaction.
- H6.** Through the overall mediating role of OC and SWB components, the resilience of employees enhances their tendency to perform OCBs.
- H7.** OC moderates the direct positive effect of resilience on OCB such that the relationship is stronger when OC is high.

3.2.3 Target Population

The manufacturing industry is the largest employer in India, yet, the compensation and the work environment don't match up compared to other industries (Ghorpade, 2012). It is characterized by high intensive labor work and low salaries which has lead to the problem of retaining the talent and the need to generate a sense of belongingness in employees. Further, to achieve the objective of sustainable and inclusive growth, it is pertinent to develop and enhance the competitiveness of manufacturing industry (Source: ASSOCHAM Press Release, 2012). In order to facilitate this competitiveness, improving the human resource base is vastly required. The World Economic Forum's report on Global Competitiveness 2012 also highlighted the issues related to labor force among the problematic factors in India. Therefore, capacity building is the major challenge that Indian manufacturing industry is facing. Today, the Indian manufacturing industry stands at a cusp (Sodhi, 2012) and is witnessing a wave of intensification. The surge in the sector is extremely promising (Karanth, 2011) but at the same time challenges will be more for human resources. Thus, because of its dynamic nature and the growing concerns, manufacturing industry was considered to be suitable for the present study.

Uttarakhand and Himachal Pradesh are the two states in India that have shown the rapid transformation in recent years. The economy of Himachal Pradesh has changed from one of the most backward in the country to one of the most advanced (Source: CII, 2012). It has earned the distinction of being the best state in the country, leaving behind the bigger states. Uttarakhand has made rapid progress in all sectors since its inception. In the last six years the growth rate had been 12.9% as compared to the national average of 8.6 % (Source: CII News Update, 2012). Both Himachal Pradesh and Uttarakhand, despite their predominant hilly terrain have performed very well and are placed among top 10 states of the country recording high manufacturing growth rate (Source: RBI Annual Publications, 2012). Thus, Uttarakhand and Himachal Pradesh were chosen for the present study.

The target population was current full-time employees working in the manufacturing industries located in the states of Uttarakhand and Himachal Pradesh in India. The industrial areas where most of the firms were located in these states were the industrial estates or the industrial areas established/promoted by government or its agencies. In Uttarakhand, the majority of firms were located in industrial estates like Selaqui, Dehradun, Bhagwanpur, Haridwar, Kotdwar, Udham Singh Nagar, Sitarganj and

Pantnagar established by State Infrastructure and Industrial Development Corporation of Uttarakhand Ltd. (SIDCUL). In Himachal Pradesh majority of firms were located in the industrial areas and industrial estates developed by the Himachal Pradesh Government at Baddi, Barotiwala, Parwanoo, Kala Amb, Paonta Sahib, Tahliwal, Gagret, Sansarpur Terrace and Golthai.

3.2.4 Data Collection Procedure

The approval was sought from selected organizations to collect the data for this research. However, permission could be obtained for 41 out of the selected 60 organizations. 19 firms chose not to participate in the research specifying the reasons like busy schedules, lack of time and having a policy for not participating in research. This highlights that still in India many organizations are hesitant to actively participate in academic research activities. Resultantly, 41 organizations were considered for the study with the representation of both public and private sector and also of small, medium and large enterprises. These organizations crossed a range of manufacturing domains like textile, pharmaceuticals, nutrition, food processing, tyres and tubes, springs and cables, tools and fittings, chemicals, cement, cement boards, iron and steel, PVC, furniture, glass, and heavy engineering manufacturing, etc. Although this variety indicates that the results may be influenced by diverse workplace culture, it leverages more generalization and applicability to the overall manufacturing sector.

The self-report questionnaires were administered personally to the participants or with the assistance of human resource department of the organizations. The participants were ensured that the responses would be kept confidential and only be used for academic purpose. The questionnaire contained 4 sections, each pertaining to different variables of the study along with a Personal Information Sheet which asked for the basic information about the respondent like Name (optional to preserve anonymity), Age, Gender, Educational Qualification, Tenure, Designation, and Marital Status etc.

3.2.5 Sampling Procedure

After identifying the appropriate sector/industry and the states for the study a three stage sampling was used. At first and second level, industrial estates/areas and organizations were selected, and at the third level, participants were selected. The organizations' representatives (the HR managers/production managers/unit heads) were asked to

distribute surveys to employees of their respective organizations as per the given guidelines. They were instructed to use either employee list or the list of email-ids in a way so as to hand over the survey to every 4th employee on the list with a random starting point. This way it was ensured that a representative sample is obtained for the further analysis.

3.2.6 Participants

The participants were employees working in the manufacturing organizations located in the states of Uttarakhand and Himachal Pradesh in India. To qualify for inclusion in the study, participants had to be the part of his/her current organization for a period of not less than six months. A total of 860 questionnaires were distributed to potential participants out of which 389 were returned with a response rate of 45.23%. The final sample, after initial screening (as explained in chapter 4) consisted of 345 participants. The demographics of the participant are shown in Table 3.1. These numbers of participants were found to be the adequate sample size for the present study at an acceptable error rate of 5.3 percent and a confidence level of 95% as calculated using an online random sampling calculator available at <http://www.custominsight.com/articles/random-sample-calculator.asp> (used by Thomas, 2009). For the calculation purpose the population for the present study was considered to be the estimated number of persons (5,05,790 as per the Employment and Unemployment Survey, National Sample Survey Organization (NSSO), 68th Round 2011-12) employed in the manufacturing sector in Himachal Pradesh and Uttarakhand.

Also, in context of structural equation modeling (SEM) technique Jackson (2003) has purported $N:q$ rule to determine the sample size based on the complexity of the model. The rule calculates the minimum sample size in terms of “ratio of cases (N) to the number of model parameters that require statistical estimates (q)”. Jackson (2003) has suggested 20:1 as the ideal sample size-to- parameter ratio and 10:1 as less ideal but acceptable ratio. Since the present study has 20 parameters in the hypothesized model (see Figure 2.1), the ideal sample size would be $20 \times 20 = 400$ and less ideal would be $10 \times 20 = 200$. The sample size of the present study is closer to the ideal sample size and hence adequate for SEM analysis.

Table 3.1 Demographic characteristics of the participants

Variable(s)		Number	% of Total
Age (in years)			
	Less than 30	105	30.4%
	Between 30 & 45	161	46.7%
	Greater than 45	79	22.9%
Gender			
	Male	299	86.7%
	Female	46	13.3%
Marital Status			
	Married	280	81.2%
	Single	65	18.8%
Education			
	Graduate or less	198	57.4%
	Postgraduate or above	147	42.6%
Experience (in years)			
	Less than 10	165	47.8%
	More than 10	180	52.2%
Organization Type			
	Public	81	23.5%
	Private	264	76.5%

Source: primary data (N=345)

3.3 OPERATIONAL DEFINITIONS

Predictor Variable

Resilience. For the purpose of the study, it is defined as the score derived from the employee's self-rated score on the 14-Item Resilience Scale (RS-14) instrument (Wagnild, 2009). Higher scores on the resilience instrument indicate higher levels of resilience.

Mediating Variables

SWB. It refers to the self evaluation of one's affective state and is defined by the scores derived from using Satisfaction with Life Scale (SWLS; Diener et al., 1985) and Positive and Negative Affect Schedule (PANAS) instrument (Watson et al., 1988). The higher the score the greater will be the levels of SWB.

OC. It refers to the binding force and is defined as the score received from using Organizational Commitment Questionnaire (OCQ) by Meyer, Allen and Smith (1993) and Meyer and Allen (1997). The higher the score the greater will be the levels of OC.

Criterion Variable

OCB. It is defined as the score derived from the employee's rating on the OCB scale (Podsakoff and Mackenzie, 1989). Higher scores on this instrument indicate a higher tendency to perform OCB.

3.4 MEASURES

All the measures used in the study were Likert-type scales. Generally, a question is raised whether we can use these scales for statistical analyses like regression or SEM. However, Zumbo and Zimmerman (1993) suggested that Likert-type scales are widely accepted when conducting interval procedures, provided the Likert-type scale measures items with at least five categories. All the measures used in the study were having five or more categories. Moreover, as a common practice in social and behavioral sciences, even though the Likert response for each item is ordinal, the final scores on the index are considered as an interval level of measurement for the purpose of data manipulation. The following instruments were used to measure the study variables:

3.4.1 The 14-Item Resilience Scale

RS-14 by Wagnild (2009) is a 7 point Likert scale (see Appendix B), which is a short and refined version of one of the widely used instrument the Resilience Scale by Wagnild and Young (1993). It measures five common components identified to be personal constituents of resilience: meaningful life, perseverance, self-reliance, equanimity and existential aloneness. Sample items include: "I feel proud that I have accomplished things in life" (meaningful life); "I am determined" (perseverance); "I feel that I can handle many things at a time" (self-reliance); "In an emergency, I'm someone people can generally rely on" (equanimity); "My belief in myself gets me through hard times" (existential aloneness). The scores in the scale range from 1=strongly disagree to 7= strongly agree. The overall score is obtained by adding up the scores of all the items (Wagnild, 2009).

3.4.2 Satisfaction with Life Scale

For measuring cognitive component of SWB, i.e. life satisfaction, SWLS by Diener et al. (1985), constituting 5 items on a 7 point Likert scale was used (see Appendix B). Sample items include: "I am satisfied with my life" and "If I could live my life over, I would

change almost nothing”. The scores in the scale ranges from 1=strongly disagree to 7=strongly agree.

3.4.3 Positive Affect and Negative Affect Schedule

For measuring affective component of SWB, i.e. affect balance, PANAS by Watson, Clark & Tellegen (1988), constituting 20 items on a 5 point Likert scale was used (see Appendix B). It constitutes 10 items measuring positive affect and 10 items measuring negative affect. The sample items include: “Active”, “Excited”, and “Interested” for positive affect and “Afraid”, “Nervous”, and “Upset” for negative affect. Respondents were asked to indicate the extent to which they have felt these emotions in last six months. The scores in the PANAS scale range from 1=very slightly or not at all to 5= extremely.

3.4.4 Organizational Commitment Questionnaire

OCQ by Meyer, Allen, & Smith (1993) and Meyer & Allen (1997) containing 18 items (6 items each for dimension: AC, NC, and CC) on a 7 point Likert scale was used (see Appendix B). The sample items include: “I would be very happy to spend the rest of my career with this organization” (AC); “Right now, staying with my organization is a matter of necessity as much as desire” (CC); “I would feel guilty if I left my organization now” (NC). The scores in the scale range from 1=strongly disagree to 7= strongly agree. The negative items were reverse scored and overall score for OC is obtained by adding up the scores of all the questions as per the instructions given in the scale manual.

3.4.5 Organizational Citizenship Behavior Scale

To measure OCB, scale developed by Podsakoff and Mackenzie (1989) was used (see Appendix B). The items in the scale are designed to measure five dimensions of OCB identified by Organ (1988) as altruism; courtesy; civic virtue; conscientiousness; and sportsmanship. The sample items include: “I help others who have heavy workloads” (altruism); “I take steps to prevent problems with other workers” (courtesy); “I keep up with developments in the company” (civic virtue); “I do not take extra breaks” (conscientiousness); “I consume a lot of time complaining about trivial matters” (sportsmanship – reversed scored).The items were rated on a 7-point scale. The scores in the scale range from 1=strongly disagree to 7= strongly agree. The negative items were reverse scored and overall score for OCB is obtained by adding up the scores of all the items.

3.4.6 Control Variables

It is quite possible that there may be a difference in the behaviors exhibited by employees in different demographics and thus it is important to use control variables in the study. Therefore, additional information on age, gender, marital status, education, work experience, and type of organization were also collected. In keeping with previous studies (Kmec and Gorman, 2010; Biswas & Varma, 2012) age, gender (0=female, 1=male), marital status (0=single, 1=married), education (0=graduation or below, 1=post graduation or above), work experience, and type of organization (0=public, 1=private) might affect the study variables and hence were treated as control variables.

3.5 DATA ANALYSIS PLAN

Before proceeding with the analysis, data were checked for missing data, outliers, normality (using skewness and kurtosis statistic), linearity and homoscedasticity (using scatter plots), non-multicollinearity (using variation inflation factor). After ensuring that the data was fit for further proceedings, analysis was carried out using SPSS[®]17 and AMOS[®]20. The analysis was carried out in three stages. First, descriptive statistics were calculated which included the means, standard deviations, zero-order correlations and reliability coefficients. The second stage included the test of measurement models using confirmatory factor analysis (CFA). This was followed by exploratory factor analysis (EFA), wherever necessary, to establish the factor structure of the constructs. In the third stage, hypotheses were tested through SEM while using bootstrapping procedures. Also, the hypothesized model was compared with other competing models using chi square χ^2 difference statistic. Although, there are concerns over using regression based techniques with ordinal data, but many scholars (like Ho, 2006; Newsom, 2012) have argued that for regression analysis, variables should at least be measured at the ordinal level with 5 or more categories.

3.5.1 The Measurement Models

Resilience. Confirmatory factor analyses were conducted to test the factor structure of resilience scale. RS-14 by Wagnild (2009) was originally conceptualized as having only one factor solution. This was compared against: (a) two-factor model (Wagnild and Young, 1993; suggesting two factor model for 25-item resilience scale,) and (b) five-factor model (considering five characteristics of resilience, which were taken as a foundation for

the resilience scale by Wagnild and Young (1993), as potential dimensions and distinct factors).

SWB. Confirmatory factor analyses were conducted to test the factor structure of SWB. In order to do that separate CFA were employed for SWLS and PANAS. SWLS was tested for one factor solution. Similarly, items measuring positive affect and negative affect were submitted to CFA to test a two-factor model.

OC. Items measuring OC were submitted to CFA to test the three factor structure as suggested by Meyer, Allen, & Smith (1993).

OCB. Confirmatory factor analyses were conducted to test the five-factor structure of OCB scale as suggested by Organ (1988) and Podsakoff and Mackenzie (1989).

3.5.2 The Path Models

SEM was used to test the overall path model and also to test the hypotheses specified in the hypothesized model M_0 . The base model M_0 places three dimensions of OC in a way so as AC mediates the effect of NC and CC on OCB. It also places AC to mediate the relationship of resilience and OCB through SWB components.

The base model M_0 (Figure 2.1) was compared to other nested and non-nested alternative models. The nested alternative models included: one, model M_1 (Figure A.1), which introduces a direct path between affect balance and NC in addition to the paths already present in model M_0 . Second, model M_2 (Figure A.2) introduces a direct path from life satisfaction to AC in addition to the paths already present in model M_0 . Third, model M_3 (Figure A.3) introduces the path from life satisfaction to NC in addition to the paths already present in model M_0 . Fourth, model M_4 (Figure A.4) introduces the direct path from NC to OCB in addition to the paths already present in model M_0 . Fifth, model M_5 (Figure A.5) introduces the path from CC to OCB in addition to the paths already present in model M_0 . Sixth, model M_6 (Figure A.6) drops the direct path between resilience and OCB from model M_0 . Additionally, a non-nested alternative model M_7 (Figure A.7) was tested, which proposes that resilience mediates the relationship between SWB and OC components. Thus, OC components will be mediating the relationship of SWB components and OCB in this model. This was in contrast to the base model M_0 wherein SWB mediates the relationship between resilience and OC dimensions and these dimensions mediate between resilience and OCB. Lastly, a non-nested alternate model M_8

(Figure A.8) was checked which takes SWB and OC components directly leading to resilience which further leads to OCB. These figures are presented in Appendix A.

3.6 CHAPTER SUMMARY

This chapter explained the research design of the study. It detailed the study objectives and also presented the procedure of data collection and sample design. Afterward, the instruments used to measure the study variables were discussed. Lastly, the statistical tools and techniques used for the analyses and testing of hypotheses were discussed.

RESULTS AND DISCUSSION

4.1 OVERVIEW OF THE CHAPTER

This chapter presents the results of the statistical analyses of the data for testing the hypotheses and achieving the study objectives. As detailed in the previous chapter, SPSS 17[®] was used for the data management, descriptive statistics, and scale analyses and SEM was done using AMOS[®] 20.0. The chapter also includes the interpretation of the findings and discussion with respect to the factor structure of the study variables and their interrelationships in the light of existing literature.

4.2 DATA PREPARATION AND SCREENING

To ensure that statistical analyses yield non-spurious results it is of utmost importance that the raw data should be prepared and screen for possible data issues. These issues are related to missing data values, outliers and other assumptions of regression based techniques especially that of SEM, like linearity, homogeneity and normality. Thus, the data were checked for such issues before initiating the analysis.

4.2.1 Missing Values and Outliers

Missing data were treated using list-wise deletion which involves the removal of the entire participant from the analysis, if any item on measures is omitted. It was chosen over other methods of dealing with missing data as it maintains a uniform number of participants across constructs, which is statistically important when conducting structural equation modeling. Tabachnick and Fidell (2001) have affirmed that it is common to exclude the cases from the analysis when the number of missing cases is small (< 5%), as the case in the present study. The method of putting some values, such as the mean, into the missing cases (as suggested by Tabachnick and Fidell, 2007) was avoided because it might have resulted in the misrepresentation of findings especially in smaller sample sizes. McDaniel (2007) also advocated the same approach.

Next, in order to detect any univariate outliers, standard scores were used. No case was found with the value of the z score beyond the range of -3 to +3, thus, no univariate outlier was detected. To detect multivariate outliers, Mahalanobis D^2 , which measures the

distance of a case from the centroid of a distribution, was computed for all the independent variables of the study. 22 cases were identified which reported D^2 distance with $p < .001$ and were taken as multivariate outliers and hence excluded from the analyses. The list wise deletion and the removal of outliers resulted in a final sample of 345 participants for the study.

4.2.2 Non Multicollinearity

It is one of the important assumptions of multiple regression analysis. It assumes that the predictor variables entered into the regression equation are not perfectly correlated with one another (Denis, 2011). The presence of multicollinearity is checked through tolerance and variance inflation factor (VIF). Tolerance ($1-R^2$) value of less than .10 and VIF value of greater than 10 indicates the presence of multivariate collinearity (Cohen et al., 2003). However, Denis (2011) has suggested that VIF value of greater than 5 should be considered as cut-off criteria. Table 4.1 presents the tolerance and VIF statistics for all the predictor variables (item wise) with respect to the primary dependent variable i.e. OCB. None of the tolerance or VIF statistic was found to be out of the acceptable range as specified by Denis (2011). Hence, multicollinearity is not a threat in the dataset.

Table 4.1 Collinearity statistics (Tolerance and VIF)

Predictor Variables	Tolerance	VIF	Predictor Variables	Tolerance	VIF
Res1	.600	1.666	NA1	.490	2.041
Res2	.574	1.741	NA2	.376	2.660
Res3	.511	1.957	NA3	.482	2.075
Res4	.548	1.826	NA4	.480	2.084
Res5	.530	1.885	NA5	.512	1.954
Res6	.614	1.629	NA6	.457	2.187
Res7	.542	1.844	NA7	.495	2.019
Res8	.555	1.801	NA8	.494	2.024
Res9	.546	1.830	NA9	.531	1.882
Res10	.519	1.927	NA10	.506	1.975
Res11	.583	1.714	OC1	.578	1.731
Res12	.531	1.885	OC2	.573	1.744
Res13	.648	1.542	OC3	.378	2.643
Res14	.617	1.620	OC4	.377	2.652
LS1	.443	2.258	OC5	.378	2.645
LS2	.338	2.955	OC6	.530	1.888
LS3	.305	3.274	OC7	.605	1.653
LS4	.500	1.998	OC8	.520	1.925

LS5	.446	2.244	OC9	.499	2.005
PA1	.327	3.061	OC10	.545	1.835
PA2	.312	3.208	OC11	.603	1.659
PA3	.423	2.362	OC12	.578	1.731
PA4	.475	2.104	OC13	.603	1.659
PA5	.601	1.665	OC14	.631	1.585
PA6	.438	2.281	OC15	.560	1.787
PA7	.405	2.467	OC16	.508	1.969
PA8	.424	2.357	OC17	.506	1.977
PA9	.509	1.965	OC18	.517	1.934
PA10	.508	1.967			

4.2.3 Normality

Data normality is usually estimated by the measure of its shape i.e. skewness (symmetry of the distribution) and kurtosis (peakness/flatness of the distribution). SEM assumes multivariate normality of the data, however, some authors (Tabachnick & Fidell, 2001; Field, 2005) have suggested checking univariate normality. Thus, the data were checked for univariate normality and was found within the range. Researchers (like West, Finch & Curran, 1995; Yuan & Bentler, 1999) have suggested univariate values of less than 2.0 for skewness and less than 7.0 for kurtosis as acceptable. Table 4.2 shows the univariate skewness and kurtosis for all the items used to measure the study variables. It also shows the descriptive statistics. None of the variable was found to violate the specified range of normality. Thus, it can be assumed that non-normality is not an issue for the present data.

Table 4.2 Descriptive statistics (Mean, Standard deviations, Skewness and Kurtosis)

Item(s)	N	Min.	Max.	Mean	S.D.	Skewness		Kurtosis	
						Stats	S.E.	Stats	S.E.
Res1	345	1	7	5.49	1.225	-1.162	.131	2.106	.262
Res2	345	3	7	5.92	.905	-.843	.131	.643	.262
Res3	345	2	7	5.97	1.074	-1.166	.131	1.421	.262
Res4	345	1	7	5.88	1.081	-1.053	.131	1.339	.262
Res5	345	1	7	5.97	1.115	-1.425	.131	2.892	.262
Res6	345	1	7	5.33	1.286	-1.054	.131	1.310	.262
Res7	345	1	7	5.28	1.358	-.898	.131	.746	.262
Res8	345	2	7	5.74	1.024	-.775	.131	.691	.262
Res9	345	1	7	5.69	1.162	-1.193	.131	2.174	.262
Res10	345	1	7	5.75	1.100	-.924	.131	1.273	.262
Res11	345	1	7	5.77	1.073	-1.213	.131	2.685	.262
Res12	345	1	7	5.81	1.044	-1.638	.131	4.887	.262
Res13	345	1	7	5.87	1.095	-1.255	.131	2.322	.262

Res14	345	1	7	5.95	1.013	-1.609	.131	4.826	.262
LS1	345	1	7	5.05	1.483	-.756	.131	.161	.262
LS2	345	1	7	5.18	1.499	-.815	.131	.167	.262
LS3	345	1	7	5.33	1.451	-.901	.131	.323	.262
LS4	345	1	7	5.22	1.357	-.923	.131	.781	.262
LS5	345	1	7	4.76	1.532	-.492	.131	-.438	.262
PA1	345	1	5	3.99	1.252	-1.162	.131	.330	.262
PA2	345	1	5	3.99	1.094	-1.019	.131	.301	.262
PA3	345	1	5	4.06	1.012	-1.041	.131	.712	.262
PA4	345	1	5	4.20	.953	-1.315	.131	1.515	.262
PA5	345	1	5	4.06	1.056	-1.077	.131	.521	.262
PA6	345	1	5	3.78	1.212	-.714	.131	-.471	.262
PA7	345	1	5	3.89	1.126	-.901	.131	.089	.262
PA8	345	1	5	4.07	1.114	-1.247	.131	.838	.262
PA9	345	1	5	3.60	1.221	-.636	.131	-.540	.262
PA10	345	1	5	3.83	1.125	-.835	.131	.006	.262
NA1	345	1	5	1.98	1.045	1.110	.131	.713	.262
NA2	345	1	5	2.04	1.040	.910	.131	.235	.262
NA3	345	1	5	2.13	1.092	.799	.131	-.170	.262
NA4	345	1	5	1.99	1.136	1.148	.131	.580	.262
NA5	345	1	6	2.06	1.159	.964	.131	.113	.262
NA6	345	1	5	1.93	1.153	1.126	.131	.373	.262
NA7	345	1	5	1.70	1.030	1.471	.131	1.315	.262
NA8	345	1	5	1.55	1.005	1.936	.131	3.030	.262
NA9	345	1	5	1.97	1.103	1.056	.131	.326	.262
NA10	345	1	5	1.84	1.051	1.319	.131	1.257	.262
OC1	345	1	7	5.23	1.489	-.893	.131	.554	.262
OC2	345	1	7	5.68	1.252	-1.331	.131	2.144	.262
OC3	345	1	7	4.40	1.970	-.080	.131	-1.360	.262
OC4	345	1	7	4.46	1.954	-.185	.131	-1.276	.262
OC5	345	1	7	4.65	1.986	-.306	.131	-1.297	.262
OC6	345	1	7	5.38	1.266	-.718	.131	.288	.262
OC7	345	1	7	5.28	1.388	-.922	.131	.622	.262
OC8	345	1	7	5.22	1.449	-.677	.131	-.068	.262
OC9	345	1	7	4.89	1.646	-.700	.131	-.404	.262
OC10	345	1	7	4.58	1.644	-.498	.131	-.489	.262
OC11	345	1	7	4.86	1.520	-.568	.131	-.189	.262
OC12	345	1	7	4.46	1.654	-.420	.131	-.470	.262
OC13	345	1	7	4.06	1.860	.184	.131	-1.184	.262
OC14	345	1	7	4.92	1.454	-.656	.131	.018	.262
OC15	345	1	7	4.79	1.621	-.606	.131	-.408	.262
OC16	345	1	7	5.46	1.314	-.820	.131	.488	.262
OC17	345	1	7	5.24	1.327	-.643	.131	.076	.262
OC18	345	2	7	5.55	1.255	-.758	.131	.016	.262
OCB1	345	1	7	5.63	1.223	-.928	.131	.488	.262
OCB2	345	1	7	5.70	1.146	-.847	.131	.496	.262
OCB3	345	1	7	5.11	1.503	-.706	.131	-.181	.262

OCB4	345	1	7	5.68	1.134	-.931	.131	.951	.262
OCB5	345	1	7	5.86	1.132	-1.055	.131	.918	.262
OCB6	345	1	7	5.75	1.109	-.826	.131	.473	.262
OCB7	345	3	7	5.85	1.035	-.740	.131	-.143	.262
OCB8	345	1	7	5.55	1.069	-.742	.131	.568	.262
OCB9	345	3	7	5.70	1.017	-.649	.131	-.061	.262
OCB10	345	1	7	5.47	1.418	-1.110	.131	1.077	.262
OCB11	345	1	7	5.56	1.468	-1.322	.131	1.448	.262
OCB12	345	1	7	5.75	1.221	-1.058	.131	1.118	.262
OCB13	345	1	7	4.63	1.810	-.272	.131	-1.002	.262
OCB14	345	1	7	4.52	1.891	-.096	.131	-1.323	.262
OCB15	345	1	7	4.81	1.939	-.416	.131	-1.127	.262

4.2.4 Linearity and Homoscedasticity

Linearity assumes a linear (straight line) relationship between independent and dependent variables of the study, whereas homoscedasticity means that the variances of the dependent variable are same for all values of the independent variable. To check both these assumptions, the residual plots were assessed by plotting standardized predicted values on x-axis and standardized residuals on y-axis. Figure 4.1 to 4.6 shows the scatter plot for each independent variable with the primary dependent variable i.e. OCB. From the figures it is clear that scores are randomly scattered and no curve is apparent, thus it is reasonable to say that there exists a linear relationship between the study variables. Also, a constant spread is visible (from left to right) in all the scatter plots and hence it established the assumption of homoscedasticity.

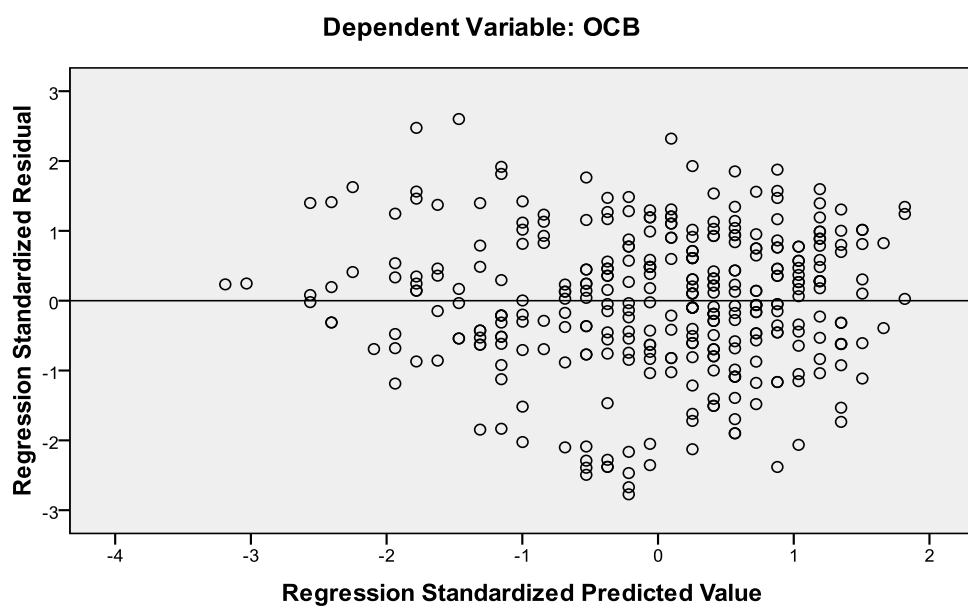


Figure 4.1 Scatter plot of resilience and OCB

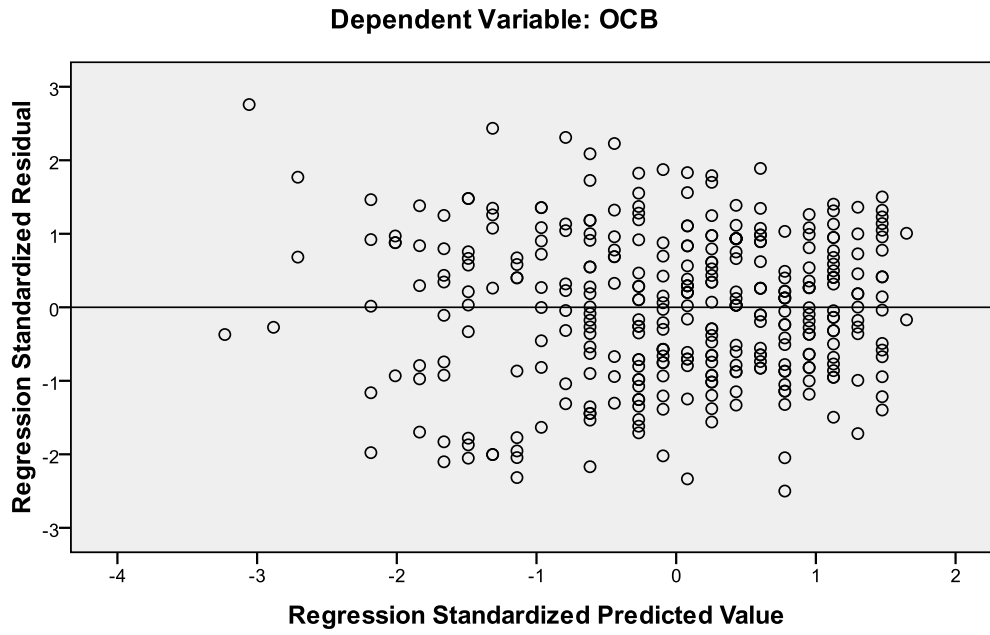


Figure 4.2 Scatter plot of life satisfaction and OCB

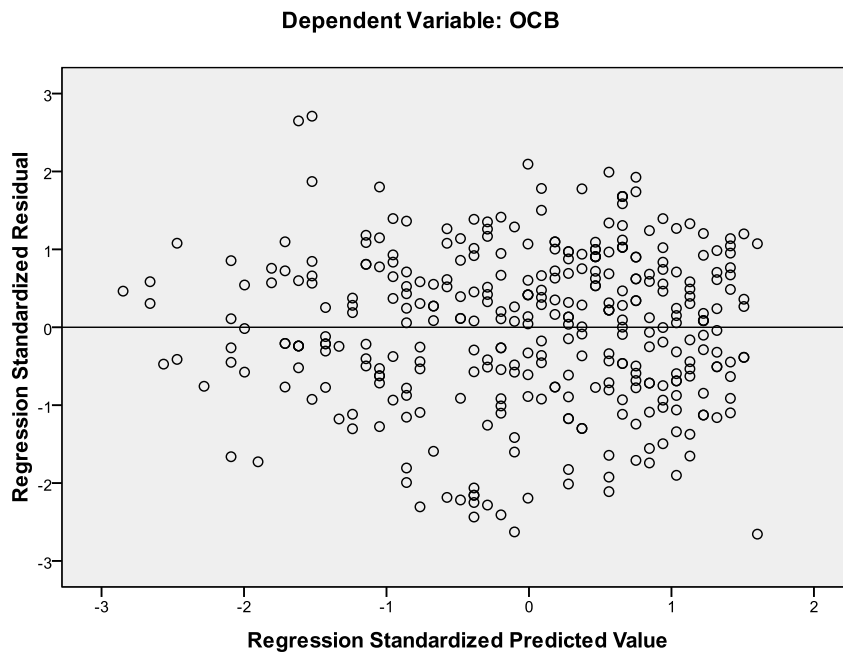


Figure 4.3 Scatter plot of affect balance and OCB

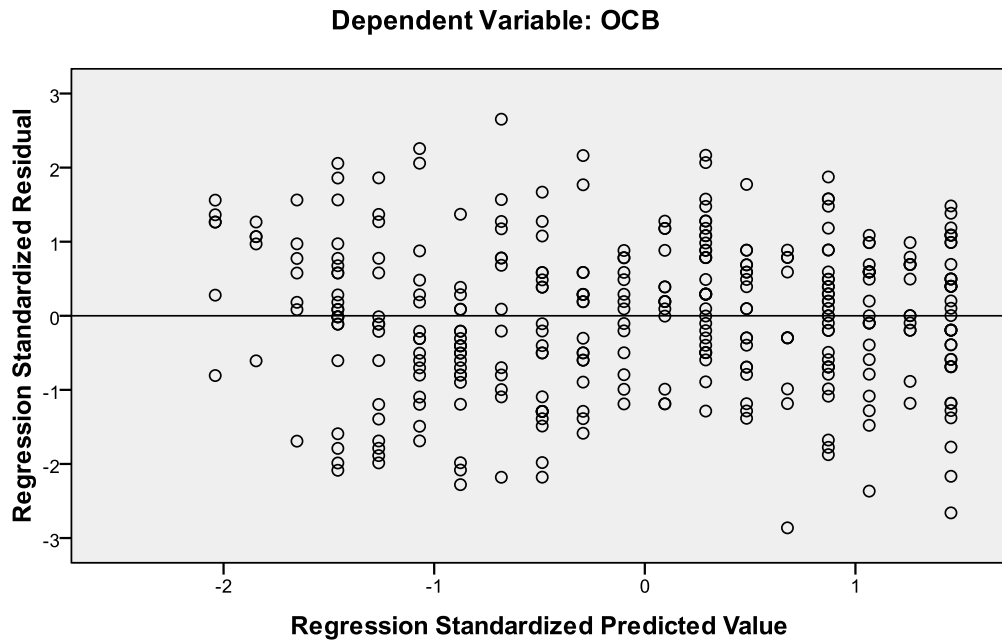


Figure 4.4 Scatter plot of affective commitment and OCB

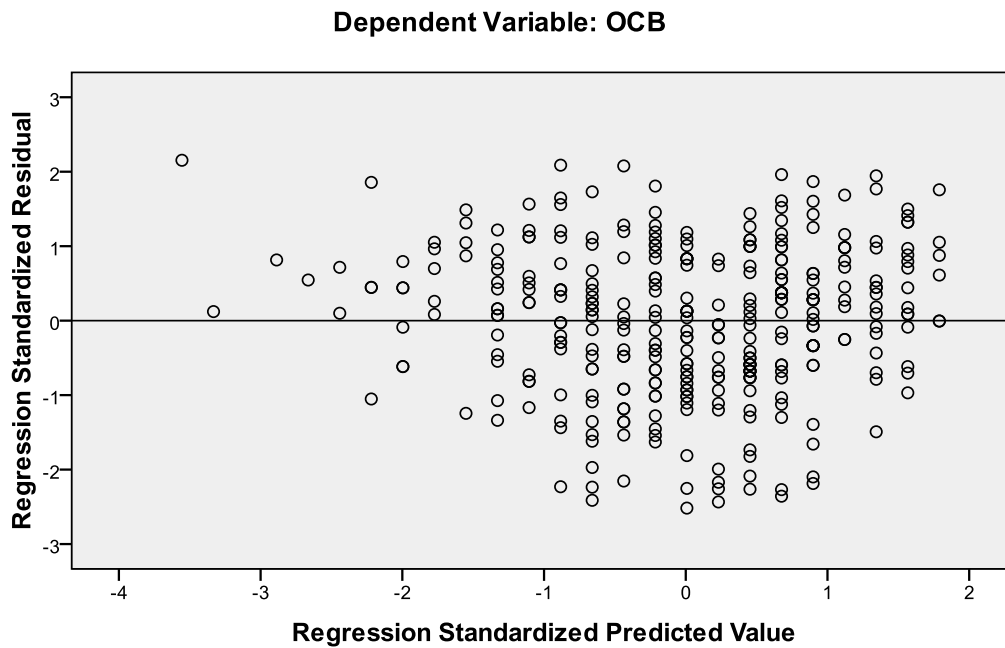


Figure 4.5 Scatter plot of continuance commitment and OCB

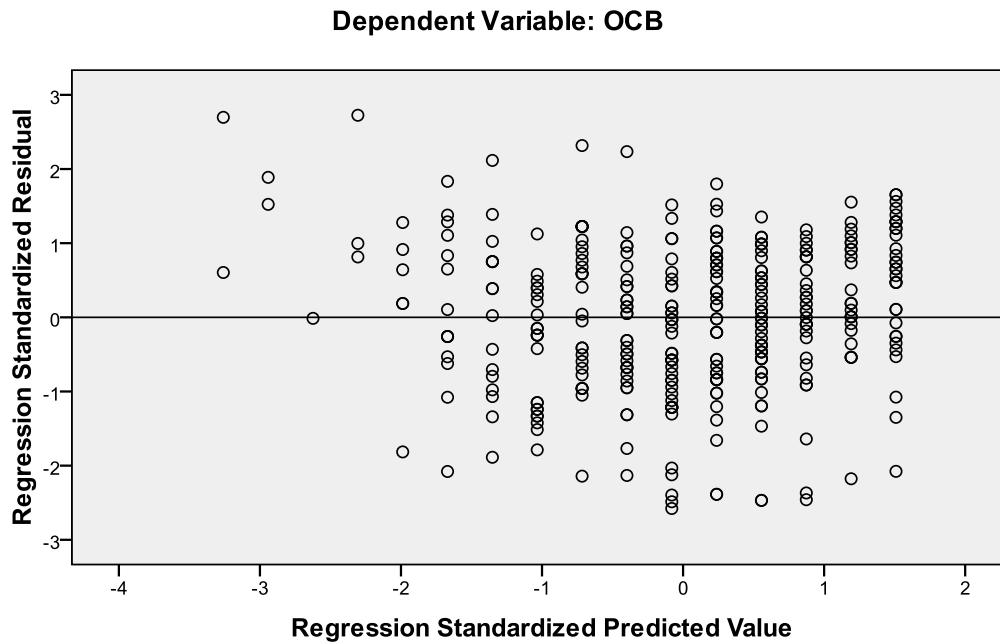


Figure 4.6 Scatter plot of normative commitment and OCB

4.2.5 Independence of Errors (Lack of Autocorrelation)

Independence of errors assumes that the residual for the first case is not related to the residual of second case and so on. Field (2009) asserted that for any two observations the residuals should be uncorrelated. The Durbin-Watson test was used to test any significant residual autocorrelation. As a conventional rule of thumb, Field (2009) suggested that a value less than 1 and greater than 3 indicates the definite problem of autocorrelation. The results revealed that resilience (1.171), life satisfaction (1.135), affect balance (1.155), AC(1.528), CC (1.104) and NC (1.157) with respect to OCB had Durbin-Watson statistic within the acceptable range. For the complete set of predictors Durbin-Watson statistic was found to be 1.496. From this, it is concluded that is unlikely that autocorrelation exists.

4.2.6 Common Method Bias

Owing to the cross-sectional design and self-report instruments of this study, common method bias could be one concern. Although the measures included negatively worded-items to reduce common method variance (CMV), Harman single-factor test was employed by submitting all the measures to an exploratory factor analysis. Podsakoff, MacKenzie, Lee and Podsakoff (2003) have advised the presence of CMV if the exploratory factor analysis results in either a single factor or a general factor accounting

for the majority of covariance. For the present study the analysis resulted into 18 different factors with no single factor explaining the majority of variance (ranging from 7.381 to 1.689). This suggests that the common method variance is not an issue in the present study.

4.3 FACTOR STRUCTURE OF THE INSTRUMENTS

To establish the factor structure and to test the construct validity of the measures, CFA with maximum likelihood estimation were conducted. The model's 'fit' is assessed by means of a chi-square (χ^2) test. The χ^2 statistic tests the difference between predicted and observed correlations. An insignificant χ^2 implies that the discrepancy between the observed correlations and those implied by the model are small enough to be due to chance, that is, the model fits the data. Generally, a CMIN/DF (minimum discrepancy divided by the degrees of freedom) value of less than 5 is acceptable, with lower values being superior (Thomson, MacInnis & Park, 2005). However, Tabachnick and Fidell (2001) asserted that χ^2 test is overly stringent and therefore one should not only rely on this. There are alternative fit indexes also that assess the model fit like absolute fit indexes (e.g. Goodness of Fit Index (GFI), Standardized Root Mean Squared Residual (SRMR), and the Root Mean Square Error of Approximation (RMSEA)), and incremental fit indexes (e.g. Comparative Fit Index (CFI), the Tucker-Lewis Index (TLI), and the Normed Fit Index (NFI)). NFI, TLI and CFI assess the fit of the hypothesized model relative to the independence model, which assumes that there are no relationships in the data (Meyers et al., 2006, p. 632-633). The RMSEA is the average of the residuals between the observed correlation from the sample and the expected model estimated from the population. It provides a confidence interval and yields appropriate conclusions about the model quality. RMSEA is checked along with its PCLOSE value, which should to be greater than .05 to indicate a close fit. Qian & Daniels (2008) have suggested the criterion of acceptable value for CFI and NFI as 0.95. The accepted standard for GFI indicator is above 0.90 (Kelloway, 1998). The acceptable value for TLI is 0.90 (Hair et al., 1998). Some authors (like McDonald & Ho, 2002) have suggested a value greater than .90 as acceptable for incremental fit indexes. A value less than 0.06 for RMSEA indicates a good fit (Hu & Bentler, 1999), however, a value less than 0.08 indicates an acceptable fit (Browne & Cudeck, 1993). Likewise, a value of less than .05 for SRMR is considered to be a good fit.

4.3.1 Factor Structure of the RS-14

Wagnild (2009) has proposed a uni-dimensional factor structure of RS-14. In order to confirm whether data fit this one factor structure model, confirmatory factor analysis (CFA) was employed by using AMOS[®] 20. The CFA resulted in a poor fit statistic (chi square χ^2 (91) = 291.012 at $p < .01$, CMIN/df = 3.779, GFI = .882, NFI = .739, TLI = .753, CFI = .791, RMSEA = .090, PCLOSE = .000, SRMR = .07). Therefore, a fresh exploratory factor analysis was undertaken. Before subjecting the data to EFA, assumptions of factor analysis, i.e. Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity were also checked.

EFA using the principal component method were conducted on the 14 items with orthogonal rotation (varimax). The KMO (= .848) measure confirmed the sampling adequacy for the analysis. Field (2000) suggested that sample is adequate if $KMO > 0.5$. Bartlett's test of sphericity χ^2 (91) = 1097.542, $p < .001$, indicated that correlations between items were sufficiently large for EFA. Five factors were extracted using the eigen value criteria of more than one. The extracted factors explained 62.763 percent variance. This five-factor structure reflecting the five personal constituents of resilience is in harmony with the results obtained by Lundman et al. (2007). However, the rotated component matrix showed that only single item Res14 loaded heavily on factor 5 and thus only four factors were retained for further analysis explaining 54.886 percent variance. Table 4.3 shows the factor loadings after rotation, eigen values and the variance explained by each factor. The items that loaded on the same factors suggest that factor 1 represents self-reliance, factor 2 perseverance, factor 3 a meaningful life, and factor 4 equanimity. These factors (13-items) make theoretical sense as well since they represent the resilience characteristics as propounded by Wagnild and Young (1993).

To test the model fit of the newly obtained factor structure of resilience scale, CFA was again employed. The CFA revealed the relatively better fit than the single factor structure of the model (chi square χ^2 (59) = 128.283 at $p < .01$, CMIN/df = 2.174, GFI = .946, NFI = .873, TLI = .902, CFI = .926, RMSEA = .058, PCLOSE = .150, SRMR = .047). However, it was noted that the loading for item Res1 was below .50 and as suggested by Janssens (2008) it was decided to drop the item one to improve the model fit. Again, CFA was employed and resulted in a better fit (chi square χ^2 (48) = 97.166 at $p < .01$, CMIN/df = 2.024, GFI = .955, NFI = .894, TLI = .920, CFI = .942, RMSEA = .055, PCLOSE = .298,

SRMR = .043). Thus, this four-factor structure of resilience scale (12-items) is established and presented in Figure 4.7.

Originally, the Resilience Scale (RS) (Wagnild & Young, 1993) is shown to have a two factor structure – personal competence and acceptance of self and life. Later, Wagnild (2009) proposed RS-14, which is a shorter and refined version of RS and validated it as having a single factor solution. One factor solution for RS-14 is also supported by Richardson, Russell and Ratner (2010), and Pinheiro and Matos (2013). However, the literature shows that researchers have also found a multi-factor solution for RS-14. Tian and Hong (2013) have demonstrated a two-factor structure for RS-14 while validating the Chinese version of the resilience scale. Also, Lundman et al. (2007) have found a five-factor structure reflecting the personal constituents of resilience in a Swedish sample. The present study has also found a similar factor structure, however, with four-factor solution which corroborates the resilience characteristics as suggested by Wagnild and Young (1993). These factors are self-reliance, perseverance, meaningful life, and equanimity. Only one personal constituent which could not make to form a factor was existential aloneness. Existential aloneness means the realization that each person is unique and that while some experiences can be shared, others must be faced alone. Its exclusion may be accounted to the collectivist culture of India, where people, contrary to Western cultures, are generally low on this aspect and they might not consider it as an important contributor to their resilience. Hofstede's cultural dimensions theory (Hofstede, 2001) also supports this argument that less developed Asian countries have strong collectivist values as opposed to the developed Western countries. Nonetheless, the obtained factor structure strengthens the viewpoint that resilience is a multi-dimensional dynamic process and it is apparent that it will differ based on the context and thus the present study provides the first instance of using adapting RS-14 in Indian context.

Moreover, in the original validation study of RS-14 (Wagnild, 2009), the uni-dimensional factor structure of RS-14 explained 53 percent variance. However, in a later study (Nishi et al., 2010) on psychometric properties of RS-14, the single-factor structure explained only 39.4 percent variance. Further, Damásio and Borsa (2011) have used principal component (PCA) and maximum likelihood (ML) estimation methods while doing EFA for Brazilian RS-14 and found that both the methods yielded 39.93 percent variance only. The four-factor structure in the present study explained 54.89 percent variance which is as good as the one obtained in the original validation study. Overall, the four-factor (12-items)

resilience scale used in the present study also demonstrated a high internal consistency with cronbach's alpha reliability coefficient to be .80.

Also, all the items of the scale reported good mean value ranging from 5.28 to 5.97 (Table 4.2). This shows that study population has largely higher resilience levels. Items like meaningful life (Res3), and having self-discipline (Res5) have shown relatively higher mean value, whereas, items like taking things in stride (Res6) and being able to find something to laugh (Res7) reported relatively lower mean values. This again shows that the study population gives more importance to a meaningful life and perseverance as integral constituents of their resilience. These results can be attributed to the fact that Hinduism is the major religion in India with over 80 percent population identifying themselves as Hindu. Hinduism is described as the way of expressing meaningful life (Simon, 1998) and the meaning of life is even tied up with the concepts of *karma* (the action or deed). Thus, it is likely that this belief would be reflected in their behaviors and responses.

Table 4.3 Factor structure of the RS-14

Item Name	Factor and Item(s)	Factors			
		F1	F2	F3	F4
	Self-Reliance (F1)				
Res8	I usually manage one way or another	.53	.07	.07	.42
Res9	I feel that I can handle many things at a time	.60	.24	.08	.22
Res10	I can get through difficult times because I have experienced difficulty before	.72	.20	.05	.13
Res11	In an emergency, I am someone people can generally rely on	.69	.19	.12	.00
Res12	When I am in a difficult situation, I can usually find my way out of it	.60	-.06	.45	.16
	Eigen Value	2.33			
	Variance Explained	16.7			
	Perseverance (F2)				
Res4	I am determined	.23	.70	.13	.07
Res5	I have self-discipline	.12	.75	.18	-.06
Res13	I am friends with myself	.05	.65	.12	.16
	Eigen Value	2.02			
	Variance Explained	14.4			
	Meaningful Life (F3)				
Res1	I feel proud that I have accomplished things in life	-.01	.14	.78	.18
Res2	I keep interested in things	.18	.17	.60	.11

Res3	My life has meaning	.29	.35	.62	-.07
	Eigen Value	1.79			
	Variance Explained	12.7			
	Equanimity (F4)				
Res6	I usually take things in stride	.02	.10	.32	.71
Res7	I can usually find something to laugh about	.24	.02	-.02	.82
	Eigen Value	1.53			
	Variance Explained	10.9			
Total Variance Explained		54.8			
Cronbach alpha (α) for the complete scale			.80		

Source: Primary data (N=345)

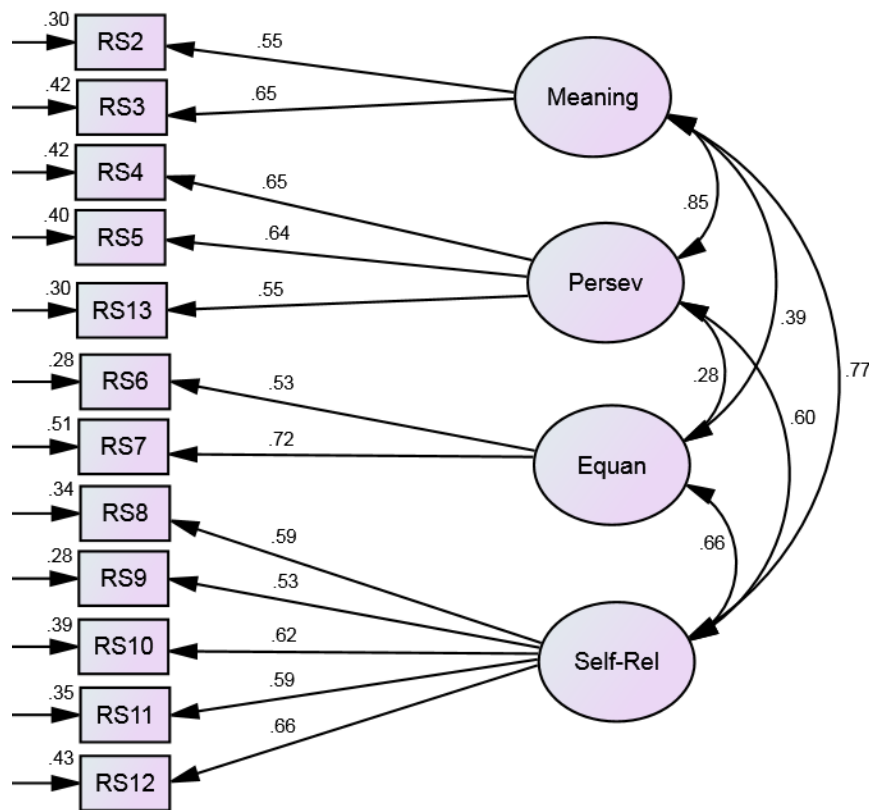


Figure 4.7 Confirmatory factor model of the RS-14

4.3.2 Factor Structure of SWLS

The SWLS by Diener et al. (1985) is a short five-item scale which measures the global cognitive judgments of satisfaction with one's life. It has a single underlying dimension factor structure which is validated time and again by various studies (Lucas, Diener & Suh, 1996; Vera-Villarroel et al., 2012). Further, Vera-Villarroel et al. (2012) have asserted that this scale has been used extensively across languages and samples.

To check the validity of uni-dimensionality for the present sample, a CFA was employed. The CFA revealed that the model fit the data (chi square $\chi^2(5) = 16.987$ at $p < .01$, CMIN/df = 3.397, GFI = .980, NFI = .975, TLI = .965, CFI = .982, RMSEA = .08, PCLOSE=.085, SRMR = .028). Here, alternate absolute and incremental fit indexes indicate a very good fit. Thus, it is established that the original factor structure of SWLS holds true for the present sample and all indicators load heavily on a single factor. Figure 4.8 shows the factor structure of SWLS. The results establish the universality of this scale. Also, the construct validity analysis (convergent and discriminant) confirmed the suitability of the instrument.

Further, all five items of the scale reported above average mean value ranging from 4.76 to 5.33 (Table 4.2). This indicates that study population, which happens to be the employees working in manufacturing industry have average levels of satisfaction with life. Diener et al. (1985) have emphasized that people with this level of satisfaction with life generally have some areas where they would like some improvements. In India, manufacturing sector is not as lucrative as the service sector in terms of salary and working environment. This could be one of the reasons for this average satisfaction with life. This is evident from the mean scores itself. The item LS3 which states "I am satisfied with life" has reported that highest mean value (5.33) whereas the item LS5 which states "If I could live my life over, I would change almost nothing" reported a comparative low mean value of 4.76. This indicates that although the study population is satisfied with their present life, but it is not their ideal life. If they get a chance to live over they would prefer some changes or improvements.

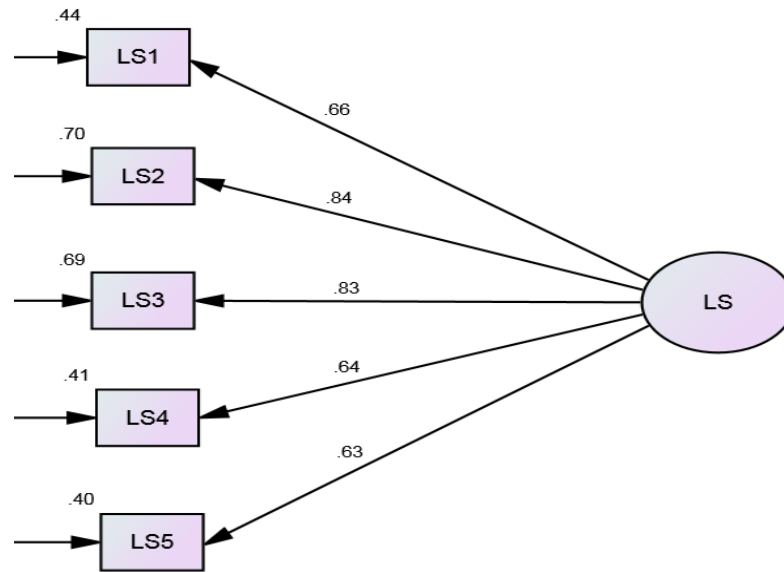


Figure 4.8 Confirmatory factor model of SWLS

4.3.3 Factor Structure of PANAS

Watson, Clark and Tellegen (1988) suggested two components of PANAS as positive affect and negative affect. A CFA was run to test the two-factor structure. The CFA revealed that it did not fit the data well (chi square $\chi^2 (169) = 712.063$ at $p < .01$, CMIN/df = 4.213, GFI = .823, NFI = .746, TLI = .766, CFI = .792, RMSEA = .097, PCLOSE=.000, SRMR = .067). Thus a principal component analysis (PCA) was conducted on the 20 items with orthogonal rotation (varimax). The KMO (= .857) measure confirmed the sampling adequacy for the analysis. Bartlett's test of sphericity $\chi^2 (190) = 2737.996$, $p < .001$, indicated that correlations between items were sufficiently large for PCA. Four factors were extracted using the eigen value criteria of more than one. The extracted factors explained 57.074 percent variance. However, on a closer examination of the factor structure obtained, it was found that item PA10 (i.e. Strong) and item NA7 (i.e. Guilt) had relatively higher secondary loadings with a difference of less than .10 and hence dropped. Dropping items like this is well supported by Watson, Clark and Tellegen (1988). By doing so, one of the components was automatically deleted and thus, when the analysis was repeated again, it resulted in three-factor structure explaining 53.619 percent variance as shown in Table 4.4. The first component included all the items corresponding to positive aspects and emotions and thus named *positive affect (PA)*, similar to the original taxonomy. The second and third component included negative aspects. However, the

second component predominantly indicated hostility, guilt and sadness (for e.g. items like hostile, ashamed and upset), whereas the third component mainly indicated fear factor (e.g. afraid, scared and nervous). These two factors corroborate with the specific negative emotion scales propounded by Watson, Clark and Tellegen (1988) and hence named accordingly. The second component was named *hostility, guilt and sadness (HGS)* and the third component was named as *fear*.

To test the model fit of the newly obtained factor structure of PANAS, CFA was again employed. The CFA revealed the relatively better fit than the two factor structure of the model (chi square χ^2 (132) = 438.615 at $p < .01$, CMIN/df = 3.323, GFI = .879, NFI = .820, TLI = .844, CFI = .865, RMSEA = .082, PCLOSE=.000, SRMR = .061). However, it was noted that the loading for item PA5 was below .50 and as suggested by Janssens (2008) it was decided to drop the item PA5 to improve the model fit. Again, CFA was employed and it resulted in a better fit (chi square χ^2 (106) = 230.605 at $p < .01$, CMIN/df = 2.176, GFI = .931, NFI = .900, TLI = .926, CFI = .943, RMSEA = .058, PCLOSE=.086, SRMR = .05). Thus, this three-factor structure of PANAS (17-items) is established and presented in Figure 4.9.

Table 4.4 Factor structure of PANAS

Item Name	Factor and Item(s)	Factors			RC (α)
		F1	F2	F3	
	Positive Affect (PA) – F1				.87
PA1	Active	.725	-.124	-.309	
PA2	Alert	.756	-.035	-.284	
PA3	Attentive	.715	-.189	.006	
PA4	Determined	.673	-.159	.142	
PA5	Enthusiastic	.564	-.129	.030	
PA6	Excited	.710	-.138	.068	
PA7	Inspired	.715	-.246	.007	
PA8	Interested	.752	-.018	-.124	
PA9	Proud	.590	-.012	-.198	
	Eigen Value	4.452			
	Variance Explained	24.73			
	Hostility, Guilt and Sadness (HGS) - F2				.79
NA4	Jittery	-.056	.676	.246	
NA5	Irritable	-.093	.755	.053	
NA6	Hostile	-.153	.702	.159	
NA8	Ashamed	-.239	.501	.257	

NA9	Upset	-.081	.675	.115	
NA10	Distressed	-.170	.691	.081	
	Eigen Value	3.075			
	Variance Explained	17.08			
	Fear - F3				.72
NA1	Afraid	-.008	.123	.795	
NA2	Scared	-.113	.279	.821	
NA3	Nervous	-.075	.322	.622	
	Eigen Value	2.124			
	Variance Explained	11.80			
Total Variance Explained		53.61			

Source Primary Data (N=345)

PANAS is a widely used inventory in psychology and related fields for the assessment of affect. Although the traditional two-factor structure is validated in many studies (like Crawford & Henry, 2004), the structure of PANAS is still under debate (Leue & Beauducel, 2011). Villodas, Villodas and Roesch (2011) have also demonstrated the poor fit of two-factor model. The EFA in the present study resulted in a three-factor structure with one factor predominantly directing towards positive affect and other two pointing towards negative affect. These results gets support from the literature as Kwon, Kalpakjian & Roller (2010) have suggested the possibility of a third factor reflecting negative affect. Likewise, other researchers (like Leue & Beauducel, 2011) have also found a three-factor structure for PANAS.

All three subscales reported a cronbach's alpha value of more than .70 and hence reliability is also ensured. Also, the construct validity analysis (convergent and discriminant) confirmed the suitability of the instrument.

Further, the mean value for positive affect varied between 3.60 to 4.20 whereas the mean value for factors reflecting negative affect varied from 1.55 to 2.13. The item PA4 "determined" reported the highest mean value and PA9 "proud" reported the lowest mean value for the items of positive affect. On the other hand NA3 "Nervous" reported the highest mean value and NA8 "Ashamed" reported the lowest mean value for the items of negative affect. This shows that the study population felt more determined than proud in last six months. Although, in totality they reported low to negative affect but still felt more nervous than ashamed.

4.3.4 Factor Structure of OCQ

TCM of OC (Allen & Meyer, 1990; Meyer et al., 1993) has been well established in past studies. It has been confirmed and extensively used in studies conducted in Indian context as well. Thus, it is assumed that the present data will fit this three component factor structure of OCQ. To confirm this, CFA was employed, which resulted in a fit statistic (chi square χ^2 (132) = 665.272 at $p < .01$, CMIN/df = 5.040, GFI = .882, NFI = .654, TLI = .651, CFI = .699, RMSEA = .108, PCLOSE=.000, SRMR = .142). However, it was observed that items i.e. OC1 (.05), OC2 (.18), OC6 (.15), OC11 (.49), OC12 (.49), OC13 (.06), OC14 (.49) and OC15 (.48) had corresponding loadings of less than .50. Thus, it was decided to drop these items from the model as suggested by Janssens (2008). The resulted statistics revealed a model fit (chi square χ^2 (31) = 75.266 at $p < .01$, CMIN/df = 2.428, GFI = .960, NFI = .928, TLI = .936, CFI = .956, RMSEA = .064, PCLOSE=.095, SRMR = .058). Thus, the TCM of OC is retained with 10 items. Figure 4.10 presents the CFA model of OC scale.

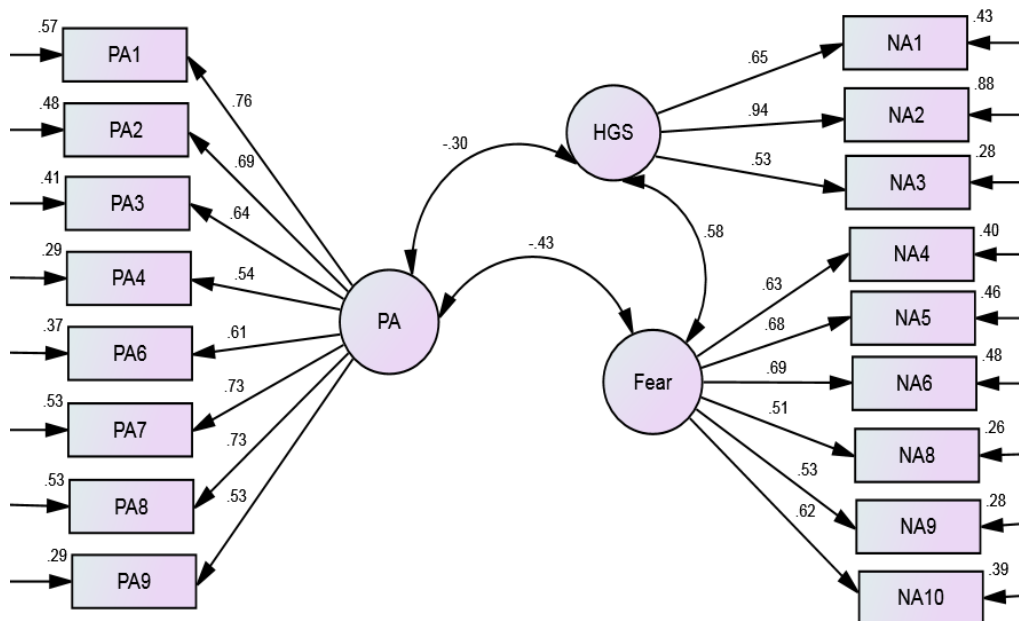


Figure 4.9 Confirmatory factor model of PANAS

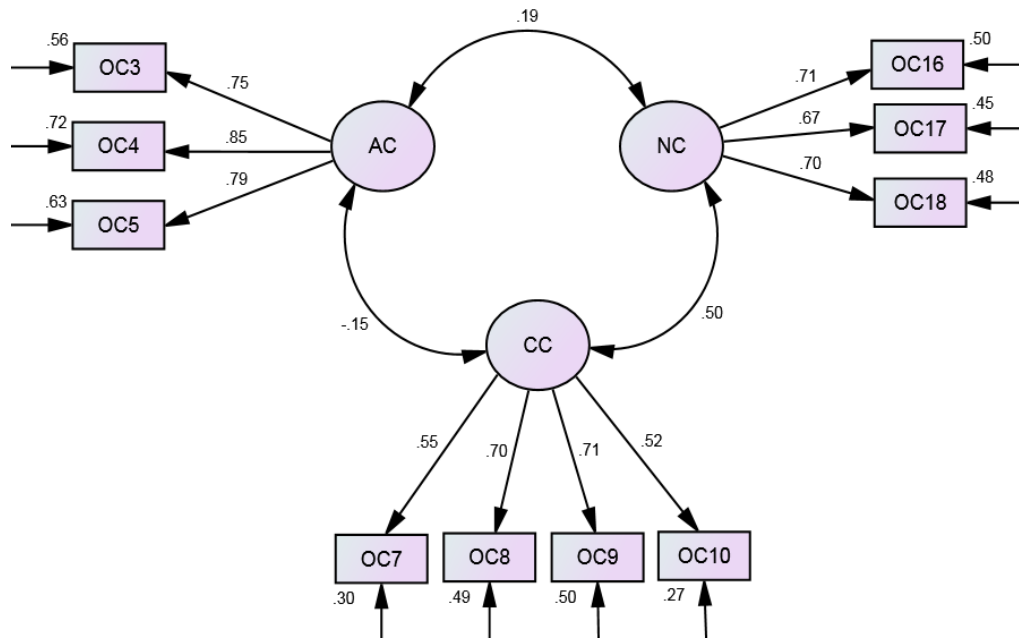


Figure 4.10 Confirmatory factor model of OCQ

The TCM is quite popular and has been the leading approach to study OC. Although, some inconsistency has been observed regarding its factor structure (Solinger, van Olffen & Roe, 2008), studies (like Xu & Bassham, 2010) have shown its sound psychometric properties and discriminant validity. The present study retained the three-factor structure of OC with the removal of a few items. These results are in harmony with the findings of Xu and Bassham (2010). They too found a three factor structure to be the best fit after deletion of few items. Lee, Allen and Meyer (2001) have also suggested that three-factor structure of OC can be generalized to non-Western culture with some refinement or rearrangement of NC and CC items. Likewise, Ko, Price and Muller (1997) have also confirmed the three-factor structure for non-Western culture.

The three sub scales representing AC, CC and NC, reported an acceptable chronbach's alpha reliability coefficient of .84, .71, and .73 respectively. Also, the construct validity analysis (convergent and discriminant) confirmed the suitability of the instrument to be used. Further, the descriptive statistics show that for the study population, items defining NC (5.46, 5.24, 5.55) have a better mean value than that of AC (4.40, 4.46, 4.65) or CC (5.28, 5.22, 4.89, 4.58). This indicates that the study population display more commitment out of normative pressures and obligations towards their workplaces. As evident, next high mean values are reported for CC and not AC which suggests that AC is lowest in the study population.

4.3.5 Factor Structure of OCB Scale

The present study is set to take the five-dimensions structure of OCB as proposed by (Organ, 1988). This structure has been quite popular in OCB studies and has been used in Indian context as well. Thus, in order to confirm five-factor structure of the OCB on the scale given by Podsakoff and Mackenzie (1989), CFA was employed which revealed a good fit statistic (chi square χ^2 (75) = 168.107 at $p < .01$, CMIN/df = 2.241, GFI = .939, NFI = .918, TLI = .933, CFI = .952, RMSEA = .060, PCLOSE=.084, SRMR = .062). Figure 4.11 presents the CFA model of OCB scale.

The five-factor structure of OCB scale has found a great support in the OCB literature (Moorman, 1991; Moorman, Niehoff & Organ, 1993; Lievens & Anseel, 2004). Lam (2001) has asserted that the five-factor structure to be a reliable measure with non-western sample. The CFA in the present study revealed the factor structure of OCB scale to be consistent with previous studies. All the items loaded adequately on their respective factors. Moreover the reliability of the scale was found to be 0.83. Also, the construct validity analysis (convergent and discriminant) confirmed the suitability of the instrument. This shows that the five-factor conceptualization has sound psychometric properties and is valid for the Indian context as well.

Further, the mean value of OCB items varied between 4.52 to 5.86, however, out of all five factors sportsmanship (4.63, 4.52, 4.81) received the lowest mean values whereas courtesy (5.68, 5.86, 5.75) reported the highest mean values. This indicates that study population gives courtesy more importance than sportsmanship.

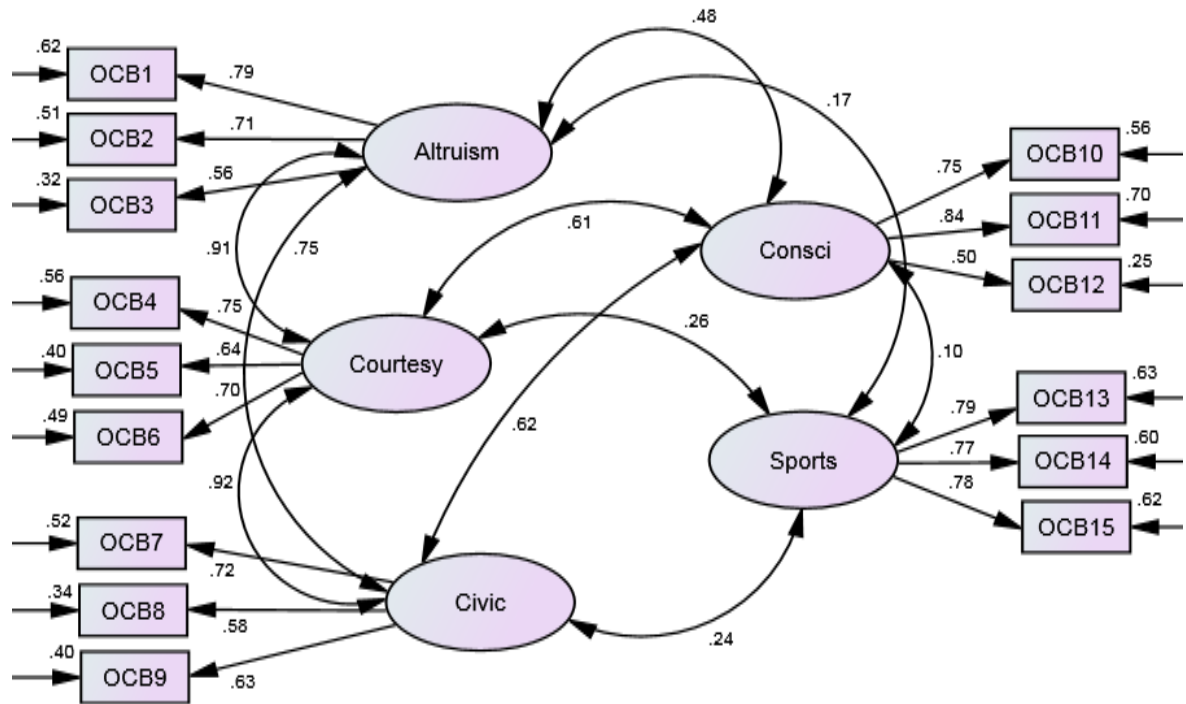


Figure 4.11 Confirmatory factor model of OCB scale

4.3.6 The Overall Measurement Model

Before proceeding for the test of the full structural model, it is advised to test the full measurement model (Anderson & Gerbing, 1988). Thus, a CFA was conducted to test the seven-factor full measurement model that included all the study variables – resilience, life satisfaction, affect balance, AC, NC, CC, and OCB. The number of items was reduced by treating the dimensions of resilience, affect balance and OCB as their respective indicators. The CFA results revealed a poor fit of the model (chi square $\chi^2(303) = 759.075$ at $p < .01$, CMIN/df = 2.505, GFI = .859, NFI = .792, TLI = .839, CFI = .861, RMSEA = .066, PCLOSE=.000, SRMR = .079). However, it was observed that one of the indicators of OCB i.e. sportsmanship had a very low loading (.23), and hence it was decided to drop the indicator. Likewise, one of the indicators of resilience i.e. equanimity too had a loading less than .50, and thus it was also dropped. Also, one of the indicators of affect balance i.e. HGS was having loading less than .50 but when this indicator was dropped then the loading of other indicator representing the negative affect component of affect balance falls below .50 as well. It was not feasible to drop both the indicators as theoretically that would mean the presence of only positive affect. Thus, it was decided to club both the indicators (HGS and fear) by adding their scores to form a single indicator referred to as

negative affect (NA). Again CFA was conducted to test the modified full measurement model and it resulted into a better and an acceptable fit (chi square χ^2 (229) = 394.300 at $p < .01$, CMIN/df = 1.722, GFI = .915, NFI = .876, TLI = .932, CFI = .943, RMSEA = .046, PCLOSE=.814, SRMR = .0532). However, NFI value was found to be less than the cut-off value of .90. To improve the model fit, modification indices were explored to check if any covariances between the related error terms have been suggested. Boomsma (2000) has warned against the use of error covariances. However, McDonald & Ho (2002) have asserted that error covariances as suggested by modification indices can be used with a proper theoretical justification especially between the indicators of the same construct. Thus, the model was re-estimated after making a covariance path between few error terms (like meaning-perseverance, LS1-LS4, LS3-LS4). The modified model revealed an overall improved fit (chi square χ^2 (218) = 316.776 at $p < .01$, CMIN/df = 1.453, GFI = .930, NFI = .901, TLI = .957, CFI = .966, RMSEA = .036, PCLOSE=.997, SRMR = .050). Although, in this model also NA reported a loading of -.44 but in order to avoid a theoretical fallacy, as discussed above, the indicator was retained. Hence, this model (Figure 4.12) was retained for further structural analyses. Also, the Pearson correlations among the retained dimensions of study variables are shown in Table 4.5.

Table 4.5 Pearson correlation among dimensions of study variables

	Persev	Self-Rel	LS	AB	AC	CC	NC	Altruism	Courtesy	Civic	Consci.	Resilience	OCB
Meaning	.497**	.472**	.281**	.311**	.198**	.058	.241**	.310**	.401**	.324**	.283**	.690**	.403**
Persev		.414**	.238**	.309**	.207**	.060	.166**	.311**	.392**	.382**	.304**	.704**	.414**
Self-Rel			.391**	.349**	.108*	.185**	.237**	.407**	.396**	.340**	.289**	.866**	.389**
LS				.188**	.045	.282**	.234**	.339**	.263**	.250**	.205**	.445**	.231**
AB					.365**	.045	.210**	.136*	.217**	.215**	.189**	.383**	.326**
AC						-.145**	.148**	.168**	.266**	.294**	.072	.145**	.449**
CC							.341**	.122*	.010	.110*	.077	.205**	.025
NC								.160**	.240**	.245**	.168**	.271**	.249**
Altruism									.659**	.542**	.401**	.435**	.714**
Courtesy										.666**	.502**	.440**	.797**
Civic											.468**	.394**	.735**
Consci.												.327**	.690**
Resilience													.449**

Source: Primary data, 2 tailed Pearson correlation coefficient, *p<0.05, **p<0.01, Meaning: Meaningful life, Persev: Perseverance, Self-Rel: Self-reliance, LS: Life satisfaction, AB: Affect balance, AC: Affective commitment, CC: Continuance commitment, NC: Normative commitment, Civic: Civic virtue, Consci: Conscientiousness.

4.4 RELIABILITY AND CONSTRUCT VALIDITY

4.4.1 Reliability

Reliability is the overall consistency of the instrument or a scale used to measure a particular construct. A reliable scale or instrument is one which produces the same results repeatedly for a given set of unchanged objects or events. There are different ways to estimate reliability of an instrument like test-retest reliability, split-half reliability and Cronbach's coefficient alpha. Owing to the limitations of the present cross-sectional study, it was not feasible to go for the test-retest approach. Also, split-half reliability has its own limitations, therefore, Cronbach's coefficient alpha was chosen to estimate the reliability of the scales confirmed in the previous section. The reliability coefficients are reported in Table 4.5. Commonly recommended value for cronbach alpha is .70. All the coefficients except that for affect balance (.64) were above this recommended value. However, Ko and Stewart (2002) have also suggested .60 to be an acceptable cutoff for reliability. Thus, all the latent variables used in this study reported an acceptable reliability.

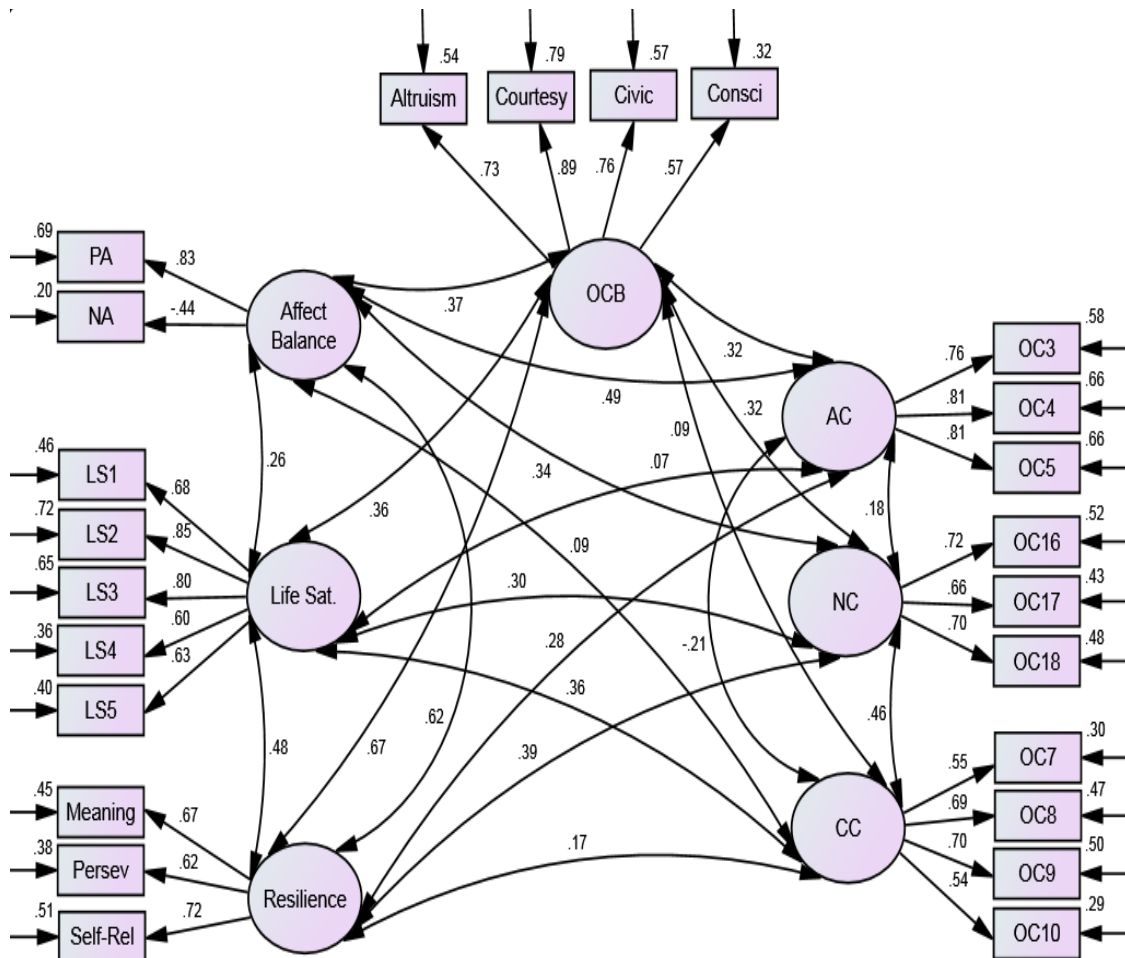


Figure 4.12 Full measurement model

4.4.2 Construct Validity

4.4.2.1 Face and Content Validity

An instrument is said to have a face validity when it “appears to be” measuring the construct of interest. Content validity, on the other hand, requires the agreement of subject matter experts that the instrument and its item/statements actually measure the construct of interest. Since, the present study has used all the established and extensively used instruments to measure the study variables, it is obvious that they have a high face and content validity, albeit, the complete questionnaire which included the items from all the scales was shown to experts in the field to ensure the high face and content validity.

4.4.2.2 Convergent and Discriminant Validity

Colin (2009) has asserted that when different variables are used to measure the same construct and scores from these different variables are strongly correlated, then it indicates convergent validity. Convergent validity was ensured by two approaches. First, Hair et al. (2006) have suggested checking the standardized loadings obtained in CFA and if all the factor loading values are greater than .50, then it shows the presence of convergent validity. Second, Anderson and Gerbing (1988) have proclaimed that if all the factor loadings for the indicators are greater than twice their standard errors and t-tests are significant, then the parameter estimates demonstrate convergent validity. These conditions hold true for the present study, and hence demonstrate the convergent validity. Table 4.6 presents the factor loadings and other statistics for the full measurement model.

Table 4.6 Statistics demonstrating convergent validity of the study variables

Constructs and Indicators	Factor Loadings	t-values	Indicator Reliability	Delta (Std. error of variance)	Square of delta	Variance Estimates	Alpha coeff.
Resilience						.447	.800
Meaning	.669	**	.447	.553	.305		
Persev	.620	9.979*	.384	.616	.379		
Self-Rel	.716	9.733*	.512	.488	.238		
Life Sat.						.517	.842
LS1	.680	**	.462	.538	.289		
LS2	.847	12.981*	.717	.283	.080		
LS3	.805	12.600*	.648	.352	.123		
LS4	.596	9.313*	.355	.645	.416		
LS5	.635	10.424*	.403	.597	.356		

AB						.440	.640
PA	.828	**	.685	.315	.099		
NA	-.443	-5.601*	.196	.804	.646		
AC						.632	.842
OC3	.758	**	.574	.426	.181		
OC4	.814	14.052*	.662	.338	.114		
OC5	.813	13.980*	.660	.340	.115		
CC						.390	.709
OC7	.551	**	.303	.697	.485		
OC8	.687	8.250*	.471	.529	.279		
OC9	.704	8.303*	.495	.505	.255		
OC10	.540	7.189*	.291	.709	.502		
NC						.478	.733
OC16	.722	**	.521	.479	.229		
OC17	.657	9.447*	.431	.569	.323		
OC18	.696	9.619*	.484	.516	.484		
OCB						.555	.835
Altruism	.732	**	.535	.465	.216		
Courtesy	.888	14.905*	.788	.212	.044		
Civic	.758	13.376*	.574	.426	.181		
Consci	.569	9.980*	.323	.677	.458		

* $p < .001$, ** these items were fixed to 1 in the measurement model and hence no t-values

Colin (2009) has also asserted that when different variables are used to measure different constructs and the measures of these different constructs are weakly correlated, then it indicates discriminant validity. To check the presence of discriminant validity the variance extracted estimates for two factors were compared with the square of the correlation between those two factors. Colin (2009) has suggested that if both variance extracted estimates are greater than the squared correlation, then discriminant validity is demonstrated. Table 4.7 demonstrates the satisfactory discriminant validity as none of the factor pairs' squared correlation is found to exceed the respective variance estimates.

Table 4.7 Statistics demonstrating discriminant validity of the study variables

Factor (s)	Correlation	Squared Correlation	Variance Estimates
Affect balance <--> Life Sat.	.257	0.066	0.44, 0.517
Affect balance <--> NC	.341	0.116	0.44, 0.478
Affect balance <--> CC	.095	0.009	0.44, 0.39
Affect balance <--> AC	.492	0.242	0.44, 0.632
Affect balance <--> OCB	.369	0.136	0.44, 0.555
Affect balance <--> Resilience	.625	0.391	0.44, 0.447

Life Sat.	<-->	Resilience	.481	0.231	0.517, 0.447
Life Sat.	<-->	NC	.300	0.090	0.517, 0.478
Life Sat.	<-->	CC	.357	0.127	0.517, 0.39
Life Sat.	<-->	AC	.066	0.004	0.517, 0.632
Life Sat.	<-->	OCB	.361	0.130	0.517, 0.555
Resilience	<-->	NC	.389	0.151	0.447, 0.478
Resilience	<-->	CC	.168	0.028	0.447, 0.39
Resilience	<-->	AC	.279	0.078	0.447, 0.632
Resilience	<-->	OCB	.674	0.454	0.447, 0.555
OCB	<-->	NC	.317	0.100	0.555, 0.478
OCB	<-->	CC	.088	0.008	0.555, 0.39
OCB	<-->	AC	.319	0.102	0.555, 0.632
NC	<-->	CC	.456	0.208	0.478, 0.39
AC	<-->	NC	.181	0.033	0.632, 0.478
AC	<-->	CC	-.210	0.044	0.632, 0.39

4.5 STRUCTURAL MODEL ESTIMATIONS

The full measurement model was re-estimated as a structural equation model and included the hypothesized paths (as shown in Figure 2.1). For the sake of simplicity, hypothesized model is shown with latent variables only. The base model M_0 without controlling for demographic variables (age, gender, marital status, work experience, education and organization type) revealed a good fit statistic (chi square χ^2 (228) = 320.186 at $p < .01$, CMIN/df = 1.404, GFI = .931, NFI = .900, TLI = .962, CFI = .968, RMSEA = .034, PCLOSE=.999, SRMR = .049).

However, demographic variables play a significant role when it comes to measuring human attributes, attitudes and behaviors. Previous research has shown that employees' demographic characteristics are related to personality (Goldberg et al., 1998) and consequently influence employees' work outcomes (Kmec & Gorman, 2010). It has been shown that demographic characteristics like age, gender, organizational tenure, work experience, education, employment type influence the organizational outcomes like OC and OCB (Meyer and Allen, 1997; Podsakoff et al., 1997). Thus, these control variables were incorporated in the study. When the base model M_0 was again estimated while controlling for demographic variable, then also it revealed a good fit statistic (chi square χ^2 (330) = 470.963 at $p < .01$, CMIN/df = 1.427, GFI = .920, NFI = .900, TLI = .954, CFI = .965, RMSEA = .035, PCLOSE=1, SRMR = .047). Table 4.9 presents the detailed parameter estimates for the hypothesized base model M_0 without controlling for

demographic variables and Table 4.11 presents the detailed parameter estimates for the hypothesized base model M_0 while controlling for the demographic variables. Figure 4.13 and Figure 4.14 presents the standardized path coefficients and corresponding t-values only for the hypothesized model M_0 .

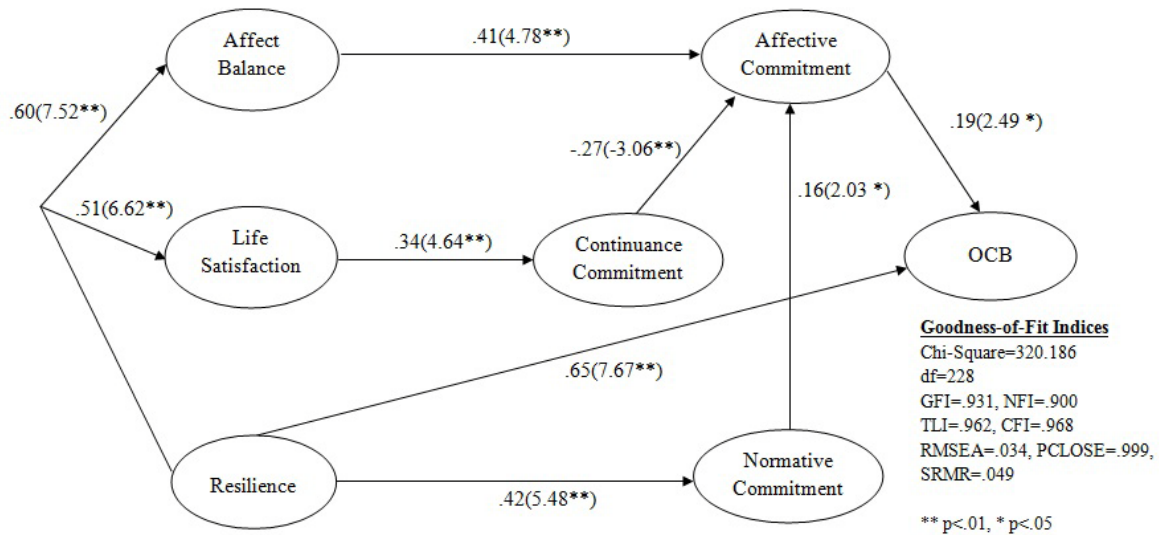


Figure 4.13 Standardized path coefficients and t-values for the hypothesized model M_0 without controlling for the demographic variables.

(Note: ** p<.01, * p<.05, values in parentheses are t-values)

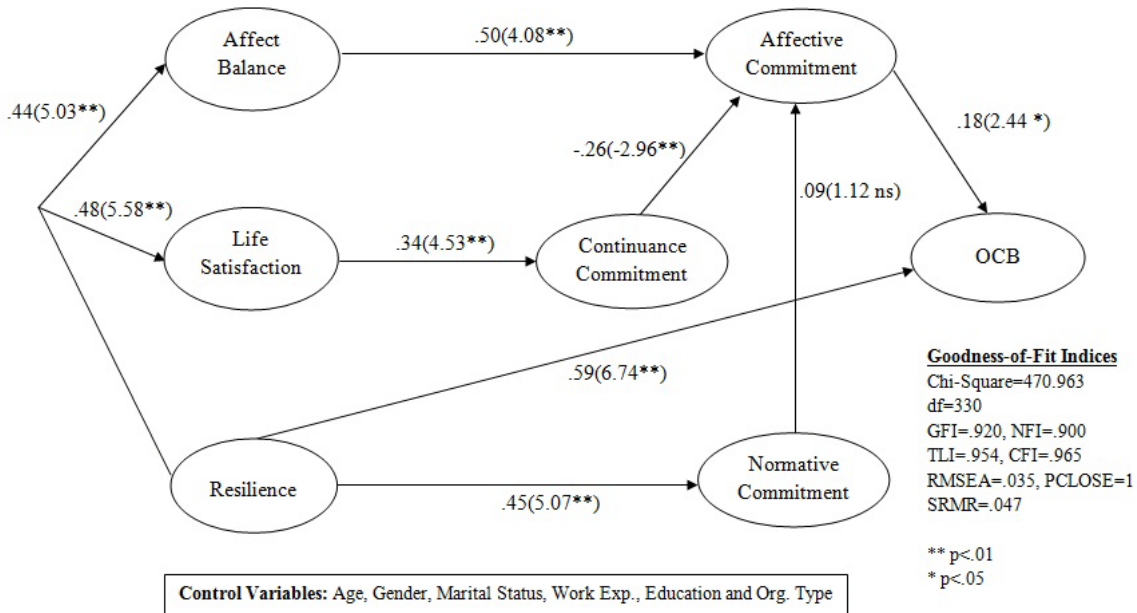


Figure 4.14 Standardized path coefficients and t-values for the hypothesized model M_0 while controlling for the demographic variables.

(Note: ** p<.01, * p<.05, values in parentheses are t-values)

Since demographic variables have an influence on the relationships specified in the hypothesized model M_0 , therefore, the estimates of the model which was estimated while controlling for the demographic variables will be considered for further comparison and testing of hypothesis.

Table 4.12 presents the comparison of fit indices of the hypothesized base model with nested alternate models and non-nested alternate models. The first alternative model M_1 (Figure A.1) contains a direct path between affect balance and NC. As shown in Table 4.12, this nested model did not result in a better fit ($\Delta \chi^2=1.947$, $\Delta df=1$, ns) and also, the introduced path was not significant ($\beta=.16$, $p<.179$). Hence, the hypothesized base model M_0 was retained under the principle of parsimony.

The second nested alternative model M_2 (Figure A.2) contains a direct path between life satisfaction and AC. As shown in Table 4.12, this nested model did not result in a better fit ($\Delta \chi^2=.150$, $\Delta df=1$, ns) and also, the introduced path was not significant ($\beta=.008$, $p<.907$). Next, the third nested alternative model M_3 (Figure A.3) contains a direct path between life satisfaction and NC. As shown in Table 4.12, this nested model did not result in a better fit ($\Delta \chi^2=1.848$, $\Delta df=1$, ns) and also, the introduced path was not significant ($\beta=.105$, $p<.171$).

The fourth nested alternative model M_4 (Figure A.4) contains a direct path between NC and OCB. As shown in Table 4.12, this nested model did not result in a better fit ($\Delta \chi^2=.578$, $\Delta df=1$, ns) and also, the introduced path was not significant ($\beta=.054$, $p<.438$). The fifth nested alternative model M_5 (Figure A.5) contains a direct path between CC and OCB. As shown in Table 4.12, this nested model did not result in a better fit ($\Delta \chi^2=.190$, $\Delta df=1$, ns) and also, the introduced path was not significant ($\beta=.039$, $p<.508$). The sixth nested alternative model M_6 (Figure A.6) drops the direct path between resilience and OCB. As shown in Table 4.12, this nested model result in a significant worse fit ($\Delta \chi^2=72.903$, $\Delta df=1$, $p<.01$) than the hypothesized base model. Hence, in comparison to all the alternative nested models, hypothesized base model M_0 was retained under the principle of parsimony.

Table 4.8 Parameter estimates of the hypothesized structural model without controlling for the demographic variables

Path(s)	Standardized Estimates	S.E.	t-value	p-value
Resilience → Life Satisfaction	.507	.075	6.619	.001
Resilience → Affect Balance	.604	.434	7.519	.001
Resilience → NC	.421	.071	5.484	.001
Resilience → OCB	.650	.190	7.673	.001
Affect Balance → AC	.414	.025	4.783	.001
Life Satisfaction → CC	.336	.056	4.637	.001
CC → AC	-.272	.182	-3.066	.002
NC → AC	.160	.132	2.031	.042
AC → OCB	.193	.082	2.363	.018
Squared Multiple Correlations (R²)		Goodness-of-Fit Indices		
Life Satisfaction	.257	$\chi^2=320.186$, df=228 at p<.01 CMIN/df = 1.404 GFI = .931, NFI = .900 TLI = .962, CFI = .968 RMSEA = .034, PCLOSE=.999 SRMR = .049		
Affect Balance	.365			
AC	.245			
CC	.113			
NC	.177			
OCB	.487			

Table 4.9 Bootstrap estimates for indirect effects in hypothesized base model without controlling for the demographic variables

Pair(s)	Bootstrap Estimate	Bootstrap S.E.	Bias-corrected Significance	Bias-corrected C.I.	
				Lower	Upper
Resilience --- CC	.170	.042	.001	.106	.246
Resilience --- AC	.272	.055	.001	.191	.372
Life satisfaction --- AC	-.091	.033	.001	-.157	-.046
Resilience --- OCB	.050	.017	.017	.013	.069
Life satisfaction --- OCB	-.017	.007	.010	-.029	-.004
CC --- OCB	-.051	.021	.015	-.082	-.012
NC --- OCB	.030	.017	.052	.002	.057
Affect Balance --- OCB	.077	.024	.019	.019	.098

Note: S.E.=Standard error, C.I.=Confidence Interval

Table 4.10 Parameter estimates of the hypothesized structural model while controlling for the demographic variables

Path(s)	Standardized Estimates	S.E.	t-value	p-value
Resilience → Life Satisfaction	.477	.083	5.583	.001
Resilience → Affect Balance	.436	.418	5.028	.001
Resilience → NC	.449	.079	5.075	.001
Resilience → OCB	.595	.196	6.740	.001
Affect Balance → AC	.497	.039	4.085	.001
Life Satisfaction → CC	.344	.059	4.529	.001
CC → AC	-.258	.178	-2.960	.003
NC → AC	.092	.141	1.122	.262
AC → OCB	.180	.080	2.439	.018
Gender → Life Satisfaction	.127	.165	2.278	.023
Org. Type → Affect Balance	.403	.858	5.534	.001
Gender → AC	-.128	.272	-2.197	.028
Org. Type →OCB	.212	.335	3.414	.001
Squared Multiple Correlations (R²)		Goodness-of-Fit Indices		
Life Satisfaction	.285	$\chi^2=470.963$, df=330 at p<.01 CMIN/df = 1.427 GFI = .920, NFI = .900 TLI = .954, CFI = .965 RMSEA = .035, PCLOSE=1 SRMR = .047		
Affect Balance	.512			
AC	.328			
CC	.149			
NC	.290			
OCB	.546			

Table 4.11 Bootstrap estimates for indirect effects in hypothesized base model while controlling for the demographic variables

Pair(s)	Bootstrap Estimate	Bootstrap S.E.	Bias-corrected Significance	Bias-corrected C.I.	
				Lower	Upper
Resilience --- CC	.164	.051	.001	.087	.256
Resilience --- AC	.216	.063	.001	.125	.333
Life satisfaction --- AC	-.089	.035	.003	-.156	-.039
Resilience --- OCB	.039	.013	.046	.010	.083
Life satisfaction --- OCB	-.015	.006	.072	-.020	-.001
CC --- OCB	-.046	.016	.083	-.056	-.001
NC --- OCB	.016	.011	.256	-.003	.033
Affect Balance --- OCB	.090	.028	.035	.007	.189

Note: S.E.=Standard error, C.I.=Confidence Interval

Table 4.12 Comparison of hypothesized base model M₀ and the alternative models

Model	χ^2	Df	GFI	NFI	TLI	CFI	RMSEA (PCLOSE)	SRMR	Δ df	$\Delta \chi^2$
M ₀ : Base Model	470.963	330	.920	.900	.954	.965	.035 (1)	.047		
M ₁ : AB relating to NC	469.016	329	.921	.894	.954	.965	.035 (1)	.047	1	1.947 ns
M ₂ : LS relating to AC	470.948	329	.920	.894	.953	.964	.035 (1)	.047	1	.150 ns
M ₃ : LS relating to NC	469.115	329	.921	.894	.954	.965	.035 (1)	.047	1	1.848 ns
M ₄ : NC relating to OCB	470.385	329	.920	.894	.953	.965	.035 (1)	.047	1	.578 ns
M ₅ : CC relating to OCB	470.544	329	.920	.894	.953	.965	.035 (1)	.047	1	.190 ns
M ₆ : Resilience not relating to OCB directly	543.866	331	.909	.877	.930	.947	.043 (.959)	.069	1	72.903 **
M ₇ : Resilience mediating between SWB and OC components	499.611	329	.915	.887	.944	.957	.039 (.997)	.053		
M ₈ : SWB and OC directly leading to Resilience which further leads to OCB	522.475	337	.912	.882	.940	.954	.040 (.995)			

Note: df=degree of freedom, Δ df=difference in degree of freedom between the specified model and the base model, $\Delta \chi^2$ = difference of chi-square, ns=not significant, ** p<.01

Further, two non-nested alternative models were also analyzed. The model M_7 (Figure A.7) changes the positions of SWB components and resilience in the model indicating that resilience would mediate the relationship between SWB and OC components. This model, although fit the data well, but did slightly worse than the base model (M_0 : AIC=740.963, RMSEA=.035, SRMR=.047, CFI=.96; M_7 : AIC=771.611, RMSEA=.039, SRMR=.053, CFI=.95). Since it is a non-nested model, chi-square difference test cannot be used and thus Akaike Information Criterion (AIC), which tells about the relative quality of the model, was used and therefore, the base model was retained. However, interestingly both the paths from life satisfaction ($\beta=.378$) and affect balance ($\beta=.523$) were significant to resilience at $p<.001$.

Next, another non-nested alternate model M_8 (Figure A.8) was checked which takes SWB and OC components directly leading to resilience which further leads to OCB. This model also, although fit the data well, but did slightly worse than the base model (M_0 : AIC=740.963, RMSEA=.035, SRMR=.047, CFI=.96; M_8 : AIC=778.475, RMSEA=.040, SRMR=.050, CFI=.95). Since it is a non-nested model, chi-square difference test cannot be used and thus Akaike Information Criterion (AIC), which tells about the relative quality of the model, was used and therefore, the base model was retained. Moreover, the paths from AC ($\beta=-.106$, $p<.235$), NC ($\beta=.111$, $p<.226$), and CC ($\beta=-.061$, $p<.503$) were not significant.

4.6 TESTS OF STUDY HYPOTHESES

It was hypothesized that employees with high levels of resilience will display greater levels of OCB (hypothesis 1). The results supported this hypothesis as resilience related positively to OCB ($\beta=.595$, $p<.001$). Next, it was hypothesized that OC would positively influence OCB. This was further divided into three sub-hypotheses. First, employees with more AC will display greater levels of OCB (hypothesis 2a). This hypothesis was supported by the results obtained as AC positively related to OCB ($\beta=.180$, $p<.018$). Next, it was hypothesized that NC (hypothesis 2b) and CC (hypothesis 2c) would relate positively to OCB through AC. The results did not support these hypotheses as the bootstrap indirect effect of NC ($\beta=.016$, $p<.256$) and CC ($\beta=-.046$, $p<.083$) are not significant.

It was further hypothesized that individuals with higher levels of resilience will report greater affect balance (hypothesis 3a) and life satisfaction (hypothesis 3b). The results

supported these hypotheses as resilience related positively to affect balance ($\beta=.436$, $p<.001$) and life satisfaction ($\beta=.477$, $p<.001$). Next, hypotheses were made with respect to the relationship between SWB components and OC components. It was hypothesized that affect balance will relate positively to AC (hypothesis 4a) and life satisfaction will relate positively to CC (hypothesis 4b). The results revealed that affect balance ($\beta=.497$, $p<.001$) related positively to AC and likewise, life satisfaction ($\beta=.344$, $p<.001$) related positively to CC and hence these hypotheses are supported.

With respect to the relationship between resilience and OC components, it was hypothesized that resilience is related positively to AC through positive affect (hypothesis 5a), positively to NC (hypothesis 5b), and positively to CC through life satisfaction (hypothesis 5c). These hypotheses were supported. Resilience predicted affect balance ($\beta=.436$, $p<.001$) which in turns predicted AC ($\beta=.497$, $p<.001$). Also, the bootstrap indirect effect of resilience ($\beta=.216$) on AC is significant at $p<.001$. Next, resilience directly predicted NC ($\beta=.449$, $p<.001$). Further, resilience predicted life satisfaction ($\beta=.477$, $p<.001$) which in turns predicted CC ($\beta=.344$, $p<.001$). Also, the bootstrap indirect effect of resilience ($\beta=.164$) on CC is significant at $p<.001$.

Next hypothesis 6 relates to the overall mediating role of OC and SWB components in the relationship between resilience and OCB. The bootstrap indirect effect of resilience ($\beta=.04$, $p<.046$) on OCB is significant and hence hypothesis 6 is also accepted. Kenny (2013) has regarded .01, .09 and .25 as small, medium and large effect sizes respectively.

Next, hypothesis 7 stated that the direct positive effect of resilience on OCB will be moderated by OC such that the relationship will be stronger when OC is high. To check this, analysis was undertaken in SPSS as suggested by Hayes (2013). Table 4.13 shows the estimates of interaction effect between resilience and OC. It is revealed from the results that the interaction effect is slightly negative but non-significant.

Table 4.13 Estimates of Interaction Effect between Resilience and OC in Predicting OCB

Model	Coeff.	S.E.	t-value	p-value	Bias-corrected C.I.	
					Lower	Upper
Constant	.020	.047	.417	.677	-.074	.113
OC	.172	.051	3.401	.001	.073	.272
Resilience	.473	.044	10.845	.000	.387	.559
Resilience X OC	-.064	.042	-1.499	.147	-.147	.020

Note: S.E.=Standard error, C.I.=Confidence Interval

The interaction was also checked for individual OC components. Table 4.14, Table 4.15 and Table 4.16 provides the estimates for AC, CC and NC respectively. It was found that the interaction effect of resilience with all three OC components in predicting OCB is non-significant. Thus, the results did not provide support for hypothesis 7.

Table 4.14 Estimates of interaction effect between resilience and AC in predicting OCB

Model	Coeff.	S.E.	t-value	p-value	Bias-corrected C.I.	
					Lower	Upper
Constant	.008	.046	.174	.862	-.082	.098
AC	.142	.051	2.775	.006	.041	.242
Resilience	.499	.042	11.830	.000	.416	.582
Resilience X AC	-.041	.043	-.947	.344	-.126	.044

Note: S.E.=Standard error, C.I.=Confidence Interval

Table 4.15 Estimates of interaction effect between resilience and CC in predicting OCB

Model	Coeff.	S.E.	t-value	p-value	Bias-corrected C.I.	
					Lower	Upper
Constant	.002	.047	.040	.968	-.091	.095
CC	.026	.051	.522	.602	-.073	.126
Resilience	.528	.042	12.640	.000	.446	.610
Resilience X CC	-.013	.053	-.244	.808	-.118	.092

Note: S.E.=Standard error, C.I.=Confidence Interval

Table 4.16 Estimates of interaction effect between resilience and NC in predicting OCB

Model	Coeff.	S.E.	t-value	p-value	Bias-corrected C.I.	
					Lower	Upper
Constant	.009	.049	.179	.858	-.088	.106
NC	.122	.056	2.197	.029	.013	.231
Resilience	.498	.044	11.441	.000	.412	.583
Resilience X NC	-.033	.052	-.644	.520	-.135	.068

Note: S.E.=Standard error, C.I.=Confidence Interval

However, to get some more insights in the role of OC in resilience-OCB relationship, the data were divided into two groups having the cases where participants scored in the top 40 percent and the bottom 40 percent on the OC scale. These groups were labeled as high and low commitment groups, respectively. These groups were examined for the relationship between resilience and OCB in two separate hierarchical multiple regression analyses

while controlling the demographic variables. The results revealed that for the high commitment group, the effect of resilience on OCB was ($\beta=.451, p<.001$), whereas for the low commitment group, it was ($\beta=.371, p<.001$).

4.7 DISCUSSION OF FINDINGS

4.7.1 Role of Demographic Variables

For all the statistical analyses age, gender, marital status, education, work experience, and type of organization were treated as control variables. However, only gender and organizational type reported a significant impact on some study variables. The results of structural model estimation revealed that gender is related to life satisfaction and AC. The finding that gender (0=male, 1=female) is significantly related to life satisfaction ($\beta=.127, p<.05$) strengthens the universal notion that men and women have different approaches to life satisfaction and women are happier than men, which is evident by the results of the present study. These results corroborate with the similar finding of Tiefenbach and Kohlbacher (2013) and Al-Attayah and Nasser (2013). Also, the finding that gender is significantly related to AC ($\beta=-.128, p<.05$), highlights that men have more AC than women. The possible explanation to this can be that men are more inclined and emotionally attached to the goals and values of the organization, whereas women are more emotionally attached to the family and their loved ones. However, a caution is suggested while interpreting and generalizing these results as the number of women in the present study is quite less owing to the nature of study population i.e. manufacturing sector.

The results reveal that another control variable organizational type (0=public, 1=private) is significantly related to OCB ($\beta=.212, p<.01$) and affect balance ($\beta=.403, p<.01$). The OCB literature has reported mixed findings on the relationship of OCB with demographic variables. It is suggested that demographic variables do not relate to OCB (Podsakoff, Mackenzie, Paine & Bachrach, 2000), but few studies (like Sharma, Bajpai & Holani, 2011; Ahmadi et al., 2012) have found that public sector employees exhibit a higher degree of OCB. However, the results of the present study reported that the employees from private organizations have more tendencies to engage in OCB. This finding can be attributed to the fact that although OCBs are voluntary behaviors and employees do not get any rewards, they influence the managerial perception of employees' performance (Podsakoff et al., 2009). Since, the peer competition is high in private organizations; it is more likely that employees will engage themselves in OCB to get more favorable

performance ratings. Pal and Dasgupta (2012) have also reported OCB to be higher in private organizations. They argued that employees in private organizations share collective and joint efforts in undertaking organizational tasks, whereas employees in public sector suffer from undue external interventions and lack of teamwork and thus, consequently, employees in the private sector exhibit more OCBs.

Next, in contrast to the general perception that employees in public organization will have high affect balance (more positive affect and less negative affect), the present study reported high affect balance for the employees of private organizations. One of the possible explanations for this can be that although, employees in public organizations have a sense of job security, but the lack of challenging work and competitiveness may result into lower daily positive emotions. On the other hand, employees in private organizations have challenging roles and high career growth (Okurame, 2012) with future focus, which may infuse in them a sense of purpose that elicits positive emotions and higher affect balance.

Other demographic variables, like age, marital status, work experience and education were not found to be significantly related to any of the study variables. These results have challenged at least two common perceptions that with age OC increases and that more work experience will lead to higher OCBs.

4.7.2 Resilience and SWB

The support for the relationship between resilience and SWB can be drawn from the “homeostatic mechanism of set-points” that governs and regulates the SWB of individuals (Cummins, 1998). This mechanism, in general, asserts that the level of SWB of an individual is restored and maintained to the stable SWB level within a short period of time after going through the conditions that may increase or decrease SWB. Cummins, Gallone and Lau (2002) have termed this process of adaptation as “SWB homeostasis”. Cummins and Wooden (in press) have purported that cognitive buffers (perceived control, self-esteem and optimism) and external buffers (like intimate relationships) restore SWB levels to a set-point. They have conceptualized resilience as the sum total of these buffers. Thus, it can be deduced that resilience may influence SWB. Further, the bidirectional relationship between resilience and SWB can not be rejected. The homeostasis model of SWB (Cummins et al., 2002) depicts personality and affect (positive and negative) to be the first order determinants of SWB. It is also shown that this first order determinants lead

to second order determinants - cognitive buffers (or resilience) which consequently influence SWB. Interestingly, SWB is generally conceptualized as constituting of life satisfaction (Diener, 1984) and affect balance (balance between positive and negative affect; Schimmack, 2008) components. Thus, it hints at a possible reciprocal relationship wherein affect leads to resilience which further leads to affect as a component of SWB. The presence of such relationship in terms of positive affect and self-regulation performance is also suggested by Moskowitz et al. (2012) and in terms of positive emotions and personal resources by Ouweneel, Le Blanc and Schaufeli (2012). Similarly, Burns et al. (2008) have also reported reciprocal relationship between positive affect and positive coping. However, it has been shown that resilience relates to positive emotions which consequently relate to OCB (Avey, Wernsing & Luthans, 2008). The present study examined this direction of causality between resilience, positive emotions and OCB.

4.7.2.1 Resilience and Life Satisfaction

The findings of the present study provide strong support for the relationship between resilience and life satisfaction (hypothesis 3b). Life satisfaction is the cognitive component of SWB which constitutes a global sense of life satisfaction (Diener, 1984; Peterson, Park & Seligman, 2005). It is defined as the conscious and cognitive appraisal by an individual about his/her quality of life (Headey & Wearing, 1992). It may include global as well as domain specific appraisals. Lucas and Donnellan (2007) have also asserted that life satisfaction is an integral and key constituent of SWB which reflects the extent to which people think their life is going well. It is also taken as a measure of happiness for global studies on happiness levels (Erdogan et al., 2012).

Fredrickson et al. (2008), in a field experiment with 139 working adults, have empirically found support that positive emotions produce an increase in ego-resilience. However, they also found that the change in ego-resilience significantly predicted change in life satisfaction. If this is so, then it may follow that resilience may also predict SWB since life satisfaction is one major component of SWB. Mak et al. (2011) have also demonstrated that higher levels of resilience relate to higher life satisfaction. Moreover, resilience plays an important role in mental fitness and is considered to be an important factor in increasing happiness (Boelhouwer & Campen, 2013). In general, when people enjoy their work and feel that it is meaningful and important, it contributes to life satisfaction (Diener et al., 1985).

Many scholars (like Ozer & Benet-Martinez, 2006; Sharon et al., 2009) have explored the concept of life satisfaction as an outcome to personality traits, but very few studies (for e.g., Lent et al., 2009; Abolghasemi & Varaniyab, 2010) have addressed the issue that how state-like resource capacities are linked to life satisfaction. However, these studies have primarily explored resilience in the context of adolescents. The present study provides empirical evidences that resilience is equally relevant for the working population as well.

Resilience helps individuals to deal with and overcome workplace hardships and challenges. Usually, people react to the situations and, consequently complicate the things. Resilience capacity not only allows individuals to respond appropriately, but also to constantly anticipate and adjust to ever-changing situations by making them open to change (Wanberg & Banas, 2000). This way resilience helps individuals to manage impulses and take a positive stress appraisal, which consequently improves the life satisfaction levels (Mäkikangas, Kinnunen & Feldt, 2004). Further, at the workplace, resilience helps individuals to set realistic goals and a hope to achieve them. This improves the performance levels and job satisfaction (Froman, 2010) which further results into higher life satisfaction levels. Other constituent characteristics that come with resilience are self-awareness (Toor & Ofori, 2010), persistence and self-reliance (Wagnild, 2009). These qualities provide a leverage to not give up against all odds and help individuals to be patient amidst dire and adverse circumstances till things turn around. Cohen et al. (2009) have also found that positive emotions increase life satisfaction through building resilience. Similarly, Karreman and Vingerhoets (2012) have tested the mediating role of resilience in the relationship of attachment and well-being. They have found that resilience positively relates to well-being (life satisfaction). Thus the result of the present studies provides significant empirical evidence that resilience influences life satisfaction and corroborate with the previous studies (like Fredrickson et al., 2008; Mak et al., 2011).

4.7.2.2 Resilience and Affect Balance

Affect balance is the affective component of SWB which constitutes a balance between positive affect and negative affect (Schimmack, 2008). High affect balance indicates a preponderance of high positive affect and lower negative affect. Literature (Mak, Ng & Wong, 2011; Liu, Wang & Li, 2012) has supported that resilience is linked to positive affect as a constituent of SWB. In line with the earlier findings that resilience is a resource capacity that helps building SWB (Ghimbulut, Ratiu & Opre (2012), the results of the

present study provide empirical evidences for a positive relationship between resilience and affect balance (hypothesis 3a). This finding may again be attributed to the integral characteristics constituting resilience. When individuals have a sense of purpose and consider their work as meaningful, they enjoy the work which protects them against developing negative emotions like stress, depression and helplessness. Consequently, this increases the chances of positive emotions and whenever difficult circumstances are encountered, resilience capacity helps to recall the purpose and move forward. Wagnild (2009) has also asserted that resilience provides courage and emotional stamina, which may also help individuals in facing downturns, failures or any difficult situation at the workplace. Moreover, the perseverance and equanimity also help working individuals to keep going despite difficulties and discouragement without dwelling on disappointments. This balanced approach helps them to have a positive approach and explore all possibilities by regulating emotions.

Waugh, Thompson & Gotlib (2011) have also affirmed emotional flexibility to be a key component of resilience. They found that higher trait resilience predicted more divergent affective responses and thus asserted that resilience help people to flexibly change their affective and physiological responses according to the frequently changing environmental circumstances.

Avey, Wernsing & Mhatre (2011) have also suggested positive resource capacities to be the source of positive emotions. They asserted that although the contributing role of positive emotions in enhancing well-being has been well explained by Fredrickson's (2001, 2003) theory of positive emotions, but it was Lazarus's (1991, 1993) cognitive mediational theory of emotions that highlighted the source of positive emotions. According to the cognitive mediational theory, a cognitive appraisal, which is often automatic and unconscious, precedes emotional response. Based on this theory, Avey, Wernsing & Mhatre (2011) hypothesized and empirically supported self efficacy, hope, optimism, and resilience or psychological capital as attributions to positive emotions. Thus the results obtained in the present study provide support for the positive relation between resilience and affect balance or positive affect. Given the complexities of modern workplaces and its numerous challenges, the present study depicts resilience as a way to improve life satisfaction and develop positive affect which subsequently have their own positive consequences.

However, as stated earlier that the literature points at a reciprocal relationship between resilience and affect balance, the present study also provides empirical support for this as the non-nested alternate model M_7 showed affect balance significantly and positively related to resilience. These results corroborate with Ouweneel, Le Blanc & Schaufeli (2012) wherein it was suggested that short-lived affective emotions precede positive organizational outcomes like work engagement and these short-lived emotions are reciprocally related to personal resources.

4.7.3 SWB and Organizational Commitment

Previous research has found that OC is positively related to employee well-being. However, the question, whether employee well-being influences the OC, is relatively less explored. The present study examines the mechanism as to how well-being influences OC components. Literature suggests that well-being components relate differently to different commitment components (Jain, Giga & Cooper, 2009). Thus, it was hypothesized that affect balance positively influences AC whereas life satisfaction positively relates to CC. However, in order to strengthen the hypothesized relationships and to check if the other relationships exist, three alternate models were also tested. However, the results show that the paths from affect balance to NC (Model M_1), life satisfaction to AC (Model M_2), and life satisfaction to NC (Model M_3) are not significant. This strengthens the significance of hypothesized relationships.

4.7.3.1 Affect Balance and Affective Commitment

The findings of the present study establish empirically that affect balance or more so positive affect positively influences AC (hypothesis 4a). The experience of positive affect help employees feel more attached to the organization and this build their AC. These results are in line with the hypothesized relationships for which the extant literature shows the support that positive affect leads to positive outcomes. Lyubomirsky, King and Diener (2005), while describing the positive affect as the hallmark of well-being, have stated that it stimulates success. Positive emotions or moods help individuals to get involved with the goal (Elliot & Thrash, 2002). Also, these positive emotions help them to develop an affective relationship with their peers and with the organization. This involvement and affective attachment provide an individual a thrust to build AC. Positive affect experienced at work can alleviate negative feelings and infuse the energy and enthusiasm in employees to align themselves with the future goals of the organization which further stimulates the positive outcomes. Another possible justification for the above said relationship may be

that when individuals feel happy and experience frequent positive emotions or moods, then they feel active and willingly get engaged in the work. This work engagement gets translated into the affective attachment towards the work and the organization.

The result corroborates with Garcia and Herrbach (2010) who have established that OC correlates with frequent positive affect at the workplace. Jones and Youngs (2012) have also found positive affect to be positively associated with commitment. Similarly, Panaccio and Vandenberghe (2012) have found that enhanced positive affect mediates the relationship between personality dimensions (extraversion and agreeableness) and AC, suggesting that positive affect positively influences AC. Lately, Kim, Shin and Kim (2013) have also shown that individuals' positive affect is positively associated with their team commitment.

4.7.3.2 Life Satisfaction and Continuance Commitment

Life satisfaction is the global judgement of an individual about his/her own life. When an individual is satisfied with his/her life or considers the life to be going well, then human nature is such that it inherently likes to maintain the status quo and the comfort level which generates the feeling of a satisfied life. If pleasure and pain are to be considered as two extreme outcomes on the continuum of life satisfaction, then individuals tend to avoid pain and make efforts to be towards the pleasure side only. They try to continue doing what keeps them on the pleasure side. It was hypothesized that life satisfaction will relate positively to CC (hypothesis 4b). The present results confirm this phenomenon for employees in the context of organizations as well. The higher the life satisfaction levels, the more efforts an individual will put to continue with the organization. This can be attributed to the fact that for individuals, life satisfaction in itself is an investment which they are afraid of losing if they plan to leave the organization. This viewpoint is also supported by the argument of Wasti (2002) that primary antecedents of CC include any investment in terms of money, time or efforts which increases the cost of quitting. The results are also in line with Bhuian & Shahidulislam (1996) who claimed that greater satisfaction and positive work environment increases the level of CC.

4.7.4 Resilience and Organizational Commitment Dimensions

The literature has recognized OC as pivotal for organizational success (Stroh & Reilly, 1997) and effectiveness (Tseng, 2010; Ahmadi & Donuqezelbash, 2013). In the present times when organizations have high expectations from their employees to realize the business objectives (Bamel, 2013), the organizations also feel the pressure of meeting the

employees' needs and matching their aspiration levels. This is required for organizations to ensure that they have fewer turnovers, high employee satisfaction and well-being, and high performance (Meyer et al., 2002; Wasti, 2003; Meyer & Maltin, 2010; ALDamoe, Sharif & Hamid, 2013).

Youssef and Luthans (2007) have tested the influence of positive resource capacities on employees' organizational outcomes. They have conducted two studies with the sample of 1032 and 232 employees from midwestern organizations. Results of both the studies have reported significant and positive correlation between resilience and OC. The results also demonstrate the unique contribution of resilience in predicting OC. Similarly, Gu and Day (2007) in their study based on a four year research project have explored the variations in teacher's commitment and effectiveness. They have asserted that resilience helps teachers to sustain their professional commitment. They go to the extent of describing resilience as a capacity to sustain commitment levels.

As shown in the literature review chapter, there is a plethora of factors which influence OC. Although, each contributing factor is important in its own way, but OC, being an attitudinal employee outcome is more reflective of how employees feel about their lives and what emotions they carry at their workplace. Previous section has shown that resource capacity like resilience can spur the life satisfaction levels and positive emotions of employees. Adding to this, resilience also allows individuals to welcome change as an inclusive opportunity to improvise, for which Dunne and Mujtaba (2013) has suggested that the inclusive change facilitate new thinking and leads to greater commitment. Thus, the present study has attempted to explore the link between resilience and OC dimensions and the role played by life satisfaction and affect balance in this relationship. Also, the study checks for the reciprocal relationship between resilience and OC component. A non-nested alternate model M_8 , having SWB and OC components directly leading to resilience, resulted into a worse model fit than the base model M_0 . Also, the paths to resilience from AC, NC and CC were found to be nonsignificant. This confirms the direction of the relationship, that resilience influences OC components.

4.7.4.1 Resilience and Affective Commitment

As hypothesized, the result of the present study shows that resilience is related positively to AC through positive affect (hypothesis 5a). Resilience relates positively to affect balance or positive affect which further relates positively to AC. These results are in

accordance with previous studies. Shin, Taylor and Seo (2012) in a sample of 234 employees and 45 managers found employee resilience to be positively related to AC to change mediated through positive affect. Similarly, Vohra and Goel (2009) on a sample of 159 middle level managers from Indian manufacturing and service sector have examined the impact of positive characteristics on OC and job satisfaction. The results of their study indicate a significant positive relation of resilience with AC ($r = .284$).

Resilience as a psychological resource capacity enables an individual to effectively cope up with the changes and challenging situations in the workplace and provides a control over emotional responses to these disruptions. This helps an individual to maintain his or her affect balance and thereby eliciting positive emotions. In Indian context, where resilience levels are reported to be generally high (Bhushan, Kumar & Harizuka, 2011), employees with high affect balance can quickly recover from any negative implication of the workplace disruptions. Building resilience and maintaining high affect balance, thus decrease the chances of the workplace disruptions to lower the AC of employees. The characteristics that constitute resilience provide employees with the required support to not get away with the challenging situation, but face it and overcome in such a manner so as not to lose the composure. The positive affect and emotions further help employees build attachment towards the organization, its goals and values, and the people therein. This viewpoint is also supported by Elliot and Thrash (2002) that with positive emotions people get more involved with business goals. With more involvement, the employees then participate in various organizational activities (Markey & Townsend, 2013) which in turn increase commitment levels (Sahay & Gupta, 2011).

In line with the fact that resilience relates to SWB components (Mak, Ng & Wong, 2011; Liu, Wang & Li, 2012) and that the positive emotions have been linked to successful outcomes (Lyubomirsky et al., 2005) and positive work attitudes (Fredrickson & Tugade, 2003; Swart and Rothmann, 2012; Kim, Shin and Kim, 2013), the present study confirms that resilience positively influences AC through positive balance or positive affect.

4.7.4.2 Resilience and Continuance Commitment

The results confirmed the positive relationship between resilience and CC through life satisfaction (hypothesis 5c). As hypothesized, resilience is found to be positively linked to life satisfaction, which is further found to be contributing to CC. The results also indicate that the indirect effect of resilience on CC is significant.

Resilience is one of the key characteristics which positive scholars have used to define 'positive person' and 'good life'. In this direction, Fineman (2006) has also renewed the focus from 'good/ positive things' to 'what leads to good/positive things'. One such psychological resource capacity that makes a positive person or leads to 'good life' is resilience. Further, the subjective experience of 'good life' in all kinds of circumstances gives an individual, a feeling of a satisfied life. Life satisfaction, consecutively, brings with itself good feelings and positive consequences. Although CC is not what employers prefer in their employees, but still it's a positive and valued consequence in terms of employee maintaining his/her membership in the organization. It follows, from the above perspective, that resilience drives CC through life satisfaction.

An employee does not encounter positive circumstances all the time at the workplace. Stressful and unwanted situations, non-congenial environment, poor subordinate-superior relationships, uncertainty, ambiguity, conflict, non-equity and injustice, disturbs the mindset of employees which in turns influences the work performance. In such situations, employees become upset and find it difficult to function at optimal level. Also, the continuity of such disruptions may result into decreased life satisfaction and employee turnover. However, resilience provides an employee the required strength to stand amidst all negative circumstances and maintain the composure and emotional maturity. This equanimity and perseverance ensure that the individual continue with the organization. Also, resilience not only provides resources to face hardship or tough conditions and cope more effectively, but also to thrive in such situations.

Thus, it may follow from the above discussion that higher resilience and greater life satisfaction levels give employees another good reason to continue with their present organization.

4.7.4.3 Resilience and Normative Commitment

As hypothesized, the results show the direct positive relation between resilience and NC (hypothesis 5b). This shows that resilience guides individuals towards the internalized normative pressure to stay with the organization. Despite difficulties and tough situations at work, resilience helps individuals to demonstrate perseverance and not to stop doing what they believe as moral and right thing to do. This ability allows employees not to get swayed by the environmental factors and also reinforces in them the internalized normative pressure to stick to the organization. Further, resilience helps individuals

translate their organizational membership as something that adds meaning to life. This acts as driving force for them to respond to the call of duty and loyalty. Furthermore, resilience also helps employees to accept organizational values as guides to their behavior, which is then reflected in their actions in the form of NC.

Wiener (1982) has suggested that NC is created on the basis of the pressures that individuals receive from family and culture during early socialization and the socialization as a novice to the organization. It is, thus, expected that the Indians will have a higher NC owing to the collectivist culture that boosts normative perspective (Meyer & Allen, 1997; Chiu and Hong, 2007). Also, resilience helps individuals to maintain their psychological contract with the organization and not to break it easily in testing situations. Resilience facilitates the sense of obligation on the part of the employee towards the organization to be reflected in terms of NC. The results obtained in the present study that resilience influence NC is valid, given that, the Indians have spirituality inextricably embedded into their psyche (Sinha et al., 2010) and higher resilience levels (Bhushan, Kumar & Harizuka, 2011). Likewise, Vohra and Goel (2009) have found a significant positive relation of resilience with NC ($r = .257$). Thus, the present results support resilience-NC relationship in Indian context.

4.7.5 Organizational Commitment and OCB

Hypothesis 2 of the study suggested that OC positively relates to OCB. The results confirm the notion that committed employees have more positive attitudes (Harrison, Newman & Roth, 2006). The literature (Salehi & Gholtash, 2011; Meyer, Stanley & Parfyonova, 2012; Fu, 2013; Xerri & Brunetto, 2013; Lehmann-Willenbrock, Grohmann & Kauffeld, 2013) has also recognized OC as antecedent to OCB. Based on past studies, different hypothesis were formulated for affective, normative and continuance forms of OC, assuming that different forms will have different influence on the tendency of employees to engage in OCB. However, based on the work of Morrow (1993) and Cohen (1999, 2007) which supports the reciprocal relationships between these forms and that they may be antecedent or consequence to each other, it was hypothesized that the resultant commitment level that influences OCB will constitute the interplay of a certain degree of all the three forms of OC. This interplay was assumed to have continuance and NC influencing AC, which subsequently passes the resultant effect to OCB.

4.7.5.1 Affective Commitment and OCB

As hypothesized, the result shows that AC relates positively and significantly to OCB (hypothesis 2a). These results substantiate the existing findings that have demonstrated a positive relationship between AC and positive employees' organizational outcomes (Fu, 2013; Morin et al., 2013; Uçanok & Karabati, 2013; Guh et al., 2013).

In the context of organizational change, Neves and Caetano (2009) have examined the role of AC to change on employees' trust on supervisor and other work outcomes in a study of 221 employees from various organizations undergone major changes. It is found that AC relates to OCB and trust in supervisor mediates this relationship. Similarly, Wang (2009) has also developed and validated a model of how perceptions of organizational support and AC contribute to citizenship behaviors. In an analysis of data from 318 contact employees and their supervisors Wang (2009) confirms the central role of AC in predicting the tendency of employees to get engaged in OCB.

Ng & Feldman (2011) have conducted another meta-analysis to examine the moderating effects of organizational tenure in affective OC-OCB relationship. They have observed 40 studies and found that AC relates to OCB with an effect size of .23 and that organizational tenure moderates the relationship in a curvilinear pattern.

Recently, Fu (2013) has investigated the direct effects of OC on OCB in a sample of flight attendants of six airlines in Taiwan. The results of their study confirm that the display of OCB was more likely with strong AC. Also, in an empirical study of 315 faculty members in public/private colleges and universities, Guh et al. (2013) have examined the mediating role of AC in the relationship of organizational justice and OCB. They found a positive relationship between AC and OCB. Also, their results confirmed the mediating role of AC in the above stated relationship.

Similarly, Uçanok and Karabati (2013), in a study of 277 employees of small and medium-sized enterprises in Turkey, have examined the role of values, work centrality, and OC of on OCBs. It is found that AC and NC are the strong predictors of OCB. Further, Kim (2013) has also found a significant positive relationship between AC and OCB. Xerri and Brunetto (2013) have also concluded that affectively committed employees are predisposed to support the organization's strategic direction by displaying OCB.

In contrast to all above mentioned studies, Morin et al. (2013) in a study of 273 hospital employees have postulated a curvilinear relationship between commitment and work outcomes including OCB. However, the results only confirmed a linear positive relationship between AC and OCB.

These findings suggest that those employees who are emotionally attached to their organization will get themselves engaged more in OCB. Since OCB calls for going the extra mile and performing tasks that are beyond core job duties and also not explicitly rewarded, it is likely that the employees high in AC would be willing to engage in OCB. AC allows employees to get fully involved in the organizational processes and also to identify themselves with the employer. This helps them to perform OCB without any sense of obligation or fear.

Many scholars (like Wright & Bonett, 2002; Ng & Feldman, 2011) have argued that AC is the most relevant form of commitment for predicting OCB. The result of the present study has also supported their perspective. This can be accounted to the fact that OCB are primarily driven by emotions (Ng & Feldman, 2011). OCB includes helping peers; not complaining about minor issues; not taking unnecessary offs; tolerating inevitable inconvenience; keeping others informed and constructive involvement in organization's politics. As per social exchange theory (Blau, 1964), these behaviors are expected to come out when employees feel that they are valued in the organization. Also, a sense of belongingness makes them own the organizational problems and willingly work towards betterment. This viewpoint is as well supported by Nasurdin, Ahmad and Tan (2014) that social exchange process can induce OCB. Another possibility is that emotionally attached employees maintain their organizational membership out of desire and not on the basis of any obligation or calculation. As discussed in introduction chapter, AC is actually a psychological mindset. Employees with this mindset enjoy their association with the organization.

Yet another possibility that AC is found to have greater influence on OCB could be the culture. Mujtaba, Afza, and Habib (2011) have asserted that cultural background and context influence behavior. India has the collectivist culture that encourages emotional dependence which results in people having a desire to remain in their groups. Further, Indians are also shown to have a familial identity (Bhal & Gulati, 2007). Consequently, these characteristics are reflected in the workplace also. While working in organizations,

individuals develop emotional links with other members, supervisors and the employer. Due to this emotional link, they help, share, support each other and engage in different citizenship behaviors. Also, the positive affect developed in this process generates a sense of psychological ownership (Welch & Welch, 2006) which further results into AC and OCB. Positive affect not only psychologically ties individual with the organization, but also increases the well-being. The positive affective states initiate the socialization mechanism which helps individuals to voluntarily engage in OCB.

4.7.5.2 Normative Commitment and OCB

Contrary to the hypothesis framed (hypothesis 2b), the results of the study did not support the view that NC influences OCB through AC. The hypothesis was formulated based on the perspective that collectivist culture will have an influence on the experience of NC. It was further presumed that this obligation towards the organization and people therein will subsequently get translated into an emotional attachment through psychological contract fulfilment, which guides individuals to engage in OCB. The results show that NC is positively related to AC, but this relationship is non significant. Also, the indirect effect of NC on OCB through AC is not significant.

The hypothesized relationships were based on first, the assumption of relational orientation of the psychological contract. The relational orientation develops broad, long-term and socio-emotional obligations. However, the results indicate that the sample population is maintaining the psychological contract with a transactional orientation, which is predominantly characterized by specific, short-term and monetary obligations. Secondly, it was assumed that the employees will have a perception of psychological contract fulfilment. However, the results suggest that the sample population at large perceive that employers are not fulfilling their obligations. The results, thus suggest that employees working in manufacturing industries of Uttarakhand and Himachal Pradesh give more importance to short term monetary benefits than a long term relational approach with the employer. Also, they don't have a general perception of psychological contract fulfilment from employers' end.

In order to check the direct relation between NC and OCB, a nested alternative model M_4 was also checked which contained a direct path between NC and OCB. The results show that this path is non-significant and that it does not improve the overall model. This

confirms the viewpoint of the scholars (Lee & Allen, 2002; Ng & Feldman, 2011) that OCB is more influenced by positive affect and emotions rather than obligations.

Other possible reasons for the obtained results could be the sample size and the cross-sectional research design of the study. Generally, large sample size is required to study the relationships between components such as affective and NC which have marginal discrimination. Bergman (2006) has suggested that cross-sectional research cannot analyze as how the OC components influence each other. Further, the non-significant indirect effect of NC on OCB through AC, substantiate the argument of Meyer et al. (2002) that when AC, NC and CC are evaluated simultaneously, then AC has the strongest effect. Similarly, Chen and Francesco (2003) have also suggested that NC not always affect the theorized outcomes when affective and CC components are also accounted for. Also, the possibility of obtaining such results due to any other contextual factor cannot be ruled out.

4.7.5.3 Continuance Commitment and OCB

In contrast to the hypothesis framed (hypothesis 2c), the results did not confirm that CC influence OCB through AC. Further, the results show that CC is negatively related to AC. Based on the hypothesis, it was expected that the benefit-based perspective and the desire to preserve personal investments would help individuals to develop an emotional attachment (AC) towards the gains and consequently towards the organization. However, the results re-establish the notion that if an individual is working in the organization because of lack of opportunity or cost associated with leaving the job, then, this would reduce its AC levels and also negatively impact the positive outcomes. The results also suggest that for CC, cost-based perspective is more frequently perceived over benefit-based perspective.

Although, it was expected that in a country like India (huge population and less employment), individuals with a high CC would try to engage in OCB in order to protect their job and investments with the organization, but the results show the direct effect of CC on OCB to be non-significant (Model M₅).

Further, the results show that the intensity of the negative impact of CC is marginalized by AC and the resultant effect is positive on OCB. This suggests that although AC, NC and CC are different components of OC, but the commitment level of an individual is made up of a certain level of all the components and the interplay of all these decides the final

impact on any outcome. Also, as stated earlier, that when AC, NC and CC are evaluated simultaneously, then AC has the strongest effect (Meyer et al., 2002). Thus, the argument that CC will predict OCB is not supported.

4.7.6 Resilience and OCB

It was hypothesized that employee with high resilience will engage more in OCB (hypothesis 1). The present results supported the hypothesis for the direct positive relationship between resilience and OCB. The findings of the study confirmed that resilience is a good predictor of OCB.

In the present business scenario, employees work in a dynamic environment and face challenges and changes on a routine basis. While at the workplace, employees encounter conflict, difficult circumstances, setbacks and even failures. Also, positive events, progress and increased responsibility at times presents a crisis situation for the employee. At the same time, expectations of organizations are on a higher side. The organizations expect their employee to perform beyond their job descriptions. In all such situations, psychological resource capacity of resilience ensures that the employees not only continue working normally in difficult situations but also thrive while going the extra mile. This viewpoint is as well supported by Tugade and Fredrickson (2004), who demonstrated that resilient individuals are better able to adapt to changes in the workplace and are more emotionally stable when dealing with challenges. Employees high in resilience do not react to the situation rather respond to it calmly and with positive emotions. They have the ability to get meaning from their work, perceive the intensity of the situation and handle it more calmly. Consequently, they complete their tasks as per expectations and avoid creating problems for others while displaying other citizenship behaviors like helping co-workers and active participation in organization's politics. Literature suggests that employee participation is further linked with high performance workplaces (Markey, Ravenswood, Webber & Knudsen, 2013).

The results of the study provide empirical evidence in favour of the arguments presented by Mills et al. (2013), who have emphasized the utility of resilience as a positive construct to enhance the employee outcomes at the workplace. They also supported the 'emotional contagion' perspective which suggests that the positivity behavior of one is likely to promote positivity among others too. This suggests that if the manager at workplace has higher resilience levels, it is likely that this positive behavior will flow down to the

subordinates as well. There are other studies as well, which have linked resilience to enhanced positive outcomes essential for organizational success. Zunz (1998) has related resilience with successful coping, suggesting that resilience serves as a protective factor against stress and burnout. Similarly, Campbell-Sills et al. (2006) have also related resilience with coping. Likewise, Ryff and Singer (2003) have indicated that resilience stimulate flourishing under hardship. If an individual is able to successfully cope with stress and flourish under hardship then it is likely that resource capacity of resilience will drive positive agency (cognitive component) to succeed upward and bring positive outcomes in terms of increased commitment and OCB.

Next, resilient people are able to pursue new knowledge and experiences and get into deeper relationships with others (Luthans, Youssef & Avolio, 2007). The sense of exploring new experiences (Tugade, Fredrickson & Barrett, 2004) guides employees to build social relationships at workplace and engage into activities which are beyond their defined job roles. Further, resilient individuals are more prone to experience positive emotions even in the midst of difficult situations. Literature suggests that positive emotions are linked to positive outcomes at workplace (Fredrickson, 2001). Thus, it is expected that resilience at work place will encourage employees to engage in OCB.

Resilience is bouncing back during difficult times. Also, organizational change, no matter how good it may bring, is considered to be a difficult and challenging time of making adjustments from the perspective of employees. At such a time, employees' resource capacities may provide required buffer to overcome any negative consequences and turn the series of events in the direction of growth and development. In an effort to examine the possible influence of positive employees on organizational change, Avey, Wernsing and Luthans (2008) have studied the processes of employees' positivity in a heterogeneous sample of 132 employees. They found PsyCap related to positive emotions which in turn have predicted positive attitudes (like engagement) and behaviors (like OCB). Another revelation of their study has been the finding that positive emotions mediated the relationship between PsyCap and the attitudes and behaviors. This highlights an important aspect that resource capacity (like resilience) may be able to elicit positive emotions in an individual which further help them to show positive attitudes and behaviors even in difficult, stressful and challenging times. These positive emotions provide individuals with broader thinking and behavioral repertoires (Fredrickson et al., 2003). Thus, resilience may act as a support for employees to either continue the normal functioning or even perform

better on the behavioral front like to engage in helping (altruism) and other citizenship behaviors. Bonanno (2004) has also held the same viewpoint that resilience incorporates learning, development and flourishing.

Also, a sense of resilience has been taken into account as one of the three dimensions for developing a scale on organizational efficacy (Bohn, 2010). This indicates that when resilience makes the collective perception of efficacy, then it is apparent that resilience may also contribute towards the individual perception of efficacy or general self efficacy. Moreover, Martin and Marsh (2003) even conceptualize academic resilience in terms of self-efficacy. Now, previous research (e.g. Chen & Kao, 2011) shows that efficacy perceptions predict participation in OCB. In this way, it is quite possible that resilience may also influence the employees' tendency to engage in OCB.

Further, Youssef and Luthans (2007) have found a positive relation between resilience and job satisfaction. Previous researches (Organ, 1997; Organ, Posakoff & MacKenzie, 2006) have claimed that the more satisfied employees are more likely to engage in OCBs. Also, Avey et al. (2011) have undertaken an exhaustive literature search and identified 51 primary studies with 12567 participants to conduct meta-analysis. The results indicate that PsyCap is significantly and positively related to employees' desirable attitude (like job satisfaction, OC and psychological well-being) and behaviors like OCB. The corrected r is reported to be 0.45, indicating a strong positive relationship between PsyCap and OCB. Interestingly, a stronger relationship is found in samples from the U.S. than to those from India.

Previous section on review of resilience literature has clearly shown that empirical research on resource capacity like resilience in an organizational context is scarce and fragmented. However, apart from the studies that have established a possible linkage between resilience and OCB while taking a comprehensive PsyCap construct, there are other studies also that have explored the linkage of resilience with the different dimensions of OCB (i.e. altruism, conscientiousness, civic virtue, courtesy and, sportsmanship). Richardson (2002) has conceptualized resilience in terms of altruism. He defines resilience as the "motivational force within everyone that drives them to pursue wisdom, self-actualization, and altruism and to be in harmony with a spiritual source of strength". Connor and Zhang (2006) have also included altruism as one of the salient characteristic of resilience. Similarly, Lietz (2011) while studying resilient families has observed that these

families have developed a sense of compassion and help for others (altruism) as a result of their own experiences. This viewpoint is well supported by the notion that resilient individuals draw their strengths from past experiences (Wagnild & Yound, 2009). Also, Campbell-Sills et al. (2006) have found a positive relationship between resilience and conscientiousness. Similar results have been obtained by Nakaya, Oshio and Kaneko (2006). Moreover, the alternate model M_6 , wherein the direct path between resilience and OCB was dropped, resulted in a significant worse fit than the base model M_0 . Thus, the results of the study present evidence for the relationship between resilience and OCB.

4.7.7 Mediating Role of SWB and OC in Resilience-OCB Relationship

It was hypothesized that through the overall mediating role of OC and SWB components, the resilience of employees enhances their tendency to perform OCBs (hypothesis 6). The results supported this hypothesis as the overall indirect effect of resilience on OCB is significant.

The extant literature suggests the relevance of psychological strength and positive affect for work-related outcomes. Fredrickson (2001) has asserted the repertoire of positive emotions and psychological resource capacities to be of great value in retaining higher levels of motivation and performance. The findings of the present study corroborate with Avey et al. (2008), who also found that positive affect mediates the relationship between psychological capital (a core construct comprising self efficacy, hope, optimism, and resilience) and several employees' attitudes (e.g., engagement) and behaviors (e.g., organizational citizenship). Also, as previously discussed, frequent positive emotions at the workplace predicts organizationally relevant positive attitude (like commitment) and behaviors (like OCB). These findings also get support from the previous studies (like Garcia & Herrbach, 2010; Jones & Youngs, 2012). Positive emotions and life satisfaction lead to the subjective experience called happiness. The theory of happiness (Myers, 1993), indeed suggests that happiness increases helpfulness. It propounds that people who feel good, do good. This suggests that happiness (or positive emotions and life satisfaction) would increase the likelihood of employees getting involved in activities of helping in the workplace, and thus performing OCB. Further, the work offers people a chance to get out of home and interact with others. Happiness ensures that people share their experiences in the work setting. The socializing at workplace results into increased companionship and loyalty. In this way, the positive affect or positive emotions also generate among

employees an emotional attachment and AC towards the organization, which in turns influence the performance of OCB.

Further, deriving from self-determination theory (Deci & Ryan, 2002), it is ubiquitous that the higher life satisfaction levels and high positive affect would increase the chances of employees working and performing willingly. This willingness and the life satisfaction work as an intrinsic motivation for employees to go beyond the call of duty and engage in OCB. Paul and Garg (2013b) have also supported this viewpoint and found that the employees with higher well-being levels reciprocate by engaging themselves in OCB.

Swart and Rothmann (2012) have investigated orientation to happiness and its relationship with organizational outcomes in a sample of 507 managers in South Africa. They have found that orientation to happiness influences commitment through a positive indirect effect of SWB. Similarly, Kim, Shin and Kim (2013), while examining the interactions among three-way positive affect on individual work outcomes in a sample of 261 employees in 42 South Korean organizational teams, have found individual positive affect to be positively associated with team commitment and OCB.

Thus, the study has produced significant findings that are very much relevant to the workplace. It uncovers the role of SWB and OC components as a mediator in the resilience - OCB relationship.

4.7.8 Moderating Role of OC in Resilience-OCB Relationship

The results of the study discard the hypothesis that OC will moderate the resilience-OCB relationship (hypothesis 7). The moderating role of all three components of OC was checked, but the interaction effects were non-significant. This provides empirical evidence that OC will better play the role of a mediator than a moderator in the resilience-OCB relationship. The probable reason for the obtained results could be the strong influence of resilience in predicting both OC and OCB. For moderation, it is required that the moderator should not have a significant correlation with the independent variable (Kraemer, Wilson, Fairburn & Agras, 2002). However, Table 3.1 shows that the OC dimensions have a positive and significant correlation with resilience. Also, a moderation effect is often sought after when a hypothesized relationship is weak or non significant. In the present study, a direct causal relationship is established between resilience and OCB.

However, when the data was divided into two groups (taking top and bottom 40 percent of cases for high commitment and low commitment group), the results revealed a higher prediction value of OCB for the high commitment group. Thus, further research is advised in this area.

4.8 CHAPTER SUMMARY

This chapter entailed how data were screened and prepared for the statistical analyses. It presented the results obtained in the testing of hypotheses and the interpretation and discussion of those findings. Table 4.17 shows the summary of hypothesis test results.

Table 4.17 Summary of hypothesis test results

Hypothesis	Result
Hypothesis 1: Employees with high levels of resilience display greater levels of OCB.	Supported
Hypothesis 2a: Employees with more AC display greater levels of OCB	Supported
Hypothesis 2b: NC positively influences OCB through AC	Not Supported
Hypothesis 2c: CC positively influence OCB through AC	Not Supported
Hypothesis 3a: Individuals with higher levels of resilience report greater affect balance	Supported
Hypothesis 3b: Individuals with higher levels of resilience report increased levels of life satisfaction	Supported
Hypothesis 4a: Affect balance relates positively to AC	Supported
Hypothesis 4b: Life satisfaction relates positively to CC	Supported
Hypothesis 5a: Resilience relates positively to AC of employees through positive affect	Supported
Hypothesis 5b: Resilience relates positively to NC of employees	Supported
Hypothesis 5c: Resilience relates positively to CC of employees through life satisfaction	Supported
Hypothesis 6: Through the overall mediating role of OC and SWB components, the resilience of employees enhances their tendency to perform OCBs	Supported
Hypothesis 7: OC moderates the direct positive effect of resilience on OCB such that the relationship is stronger when OC is high.	Not Supported

CONCLUSION

5.1 OVERVIEW OF THE CHAPTER

This chapter sums up the study and emphasize that the findings of this study can be used effectively to guide theoretical developments and organizational interventions. It also discusses the limitations of the study and the scope for future research.

5.2 SUMMING UP

The era of globalization has been aptly marked by the colossal rise in technological advancements and economic growth worldwide. These advancements even though have opened new avenues for both organizational and personal growth, have also caused a paradigm shift in the business environment making it more volatile, instable and competitive. The organizations today are faced with the challenge to effectively manage the growing instability, stress levels and attrition rates among the employees and at the same time motivating them to accept change positively. Amidst all this, the organizations have now realized that their effectiveness in the modern business world would be determined by their ability to bring forth the employee behaviors which are beyond the formal role requirements. Thus, increased attention is paid to explore the novel measures of enhancing promising organizational outcomes like OCB. The present study, while highlighting the importance of resilience to the workplace, puts forward a framework for enhancing OCB through positive constructs and their interrelationships. The aim of the present study is to examine resilience as the vital resource capacity for employees to engage in citizenship behaviors. Also, the study attempts to examine the role of SWB and commitment in the resilience-OCB relationship.

Essentially, resilience is defined as a person's ability to bounce back from stress, adversity, conflict or failure. In general, individuals are resilient when they can demonstrate ability to face difficult situations and rise above them with ease. Resilience, being a positive construct is usually viewed in the light of a process that provides for reactive recovery; a positive adaptation after an adverse situation. However, a broader perspective highlights the other crucial aspect of this process. Resilience also provides for the process of proactive learning and growth. The challenges faced by the individual serve as catalyst for

growth beyond that point empowering the individual to face new adversities with a positive outlook.

It is important to recognize that resilience enhances an individual's capacity to positively adapt and overcome difficult situations while maintaining the equilibrium. The belief that human strengths are the active ingredients of positive outcomes is empirically tested in an organizational context. It is evident from the results that resilience emerges as a significant predictor for both OC and OCB. The test of hypotheses proved that increased resilience of employees spurred the feeling among them to stick to their organization. The results also suggest that SWB may be predictive of OCB. It is verified that affect balance and life satisfaction spurred commitment levels of employees in the organization. It is found that affect balance influence AC, whereas life satisfaction increases the CC of employees. The study also discovered that the repercussions of negative affect may be controlled by providing ample positive emotions and higher life satisfaction opportunities. Thus, increasing well-being and positive emotions can increase the tendency of employee in the organizations to perform OCB. Therefore, identifying those with lower life satisfaction and positive affect levels becomes important to organizations. The proper identification may allow for necessary interventions to encourage discretionary behaviors and thus increasing the chances of superior performance.

The present study among the employees of manufacturing industry in India is the first of its kind to examine the role of SWB and commitment components in resilience-OCB relationship. The major findings of the study pertain to the mechanism through which resilience exerts influence on OCB. It is found that resilience not only influence OCB directly, but also through the joint mediating effect of SWB and commitment components as well. It is observed that life satisfaction mediates the relationship between resilience and CC. Similarly, CC mediates the relationship between life satisfaction and AC. Also, the study observed that the relationship between affect balance and OCB is mediated by AC. Finally, it is observed that the relationship between resilience and OCB is mediated by the joint effect of affect balance, life satisfaction and AC.

The findings of the study provide empirical evidence to the claims of positive psychology. It highlights resilience as the vital resource capacity of a modern day employee facing complex and rapidly changing environment.

5.3 IMPLICATIONS OF THE STUDY

The significance of any research lies in the contributions which it makes to advance the theory and the practical utility that it offers to the organizations. The present study not only contributes to the theory, but also suggests implications for practice. These are discussed in the following sections:

5.3.1 Theoretical Implications

The present study offers significant advancements for both resilience and OCB research. Resilience is much explored with pathological orientation in clinical and developmental psychology, and most of the research has been conducted with the treatment seeking population. The present study brings the attention towards its implications in the organizations and thereby adds to the literature. Also, predominantly the resilience research has been conducted with White population. The present study provides empirical evidences in Indian context. Further, the present study puts resilience as a resource capacity that is needed not only in some major crisis or emergency situations like the Tsunami or an earthquake, but is required by employees in day to day working life as well.

Since very limited studies have talked about resilience (as individual construct and not as a part of any other higher order construct) in the context of the working population, this study provides better insights into the relevance and implications of resilience in the workplace for predicting positive outcomes. The study not only validates the use of RS-14 for Indian working population, but at the same time provides empirical evidence that it influences positive affect, life satisfaction, OC and OCB.

The past OCB research has largely focused on employee attitudes, personality characteristics, task characteristics, dispositions, and leadership behaviors. The present study highlights the link between OCB and positive psychological capacities, such as resilience and SWB. Further, the present study also provides a deeper understanding of the underlying mechanism as how resilience relates to OCB. It supports the notion that positive emotions generate an emotional attachment among employee. In addition to this, it provides insights into the role of positive emotions and commitment components together in determining the tendency of the employee to perform discretionary behaviors.

Notably, the finding of the study that resilience is positively related to CC through life satisfaction component of SWB, provides the avenue for future research. This finding has

important implications for policy makers, especially in human resource development. It is suggested that employees with high levels of life satisfaction would prefer continuing with the organization and could contribute more to the organizational success in order to maintain their satisfaction levels. Thus, it is recommended for the present competitive environment that the organization should make efforts to develop resilience, which influence their life satisfaction and ultimately increases the CC.

The study also emphasizes the importance of subjective perceptions of well-being. SWB is an important avenue for understanding optimal human experience and well-being which propels the positive outcomes. Its significance is highlighted by the mediating role of affect balance and life satisfaction for predicting OC components and OCB. Although, the implications of OCBs are well documented in the literature, the role of subjective experience was seldom the focus of researchers and practitioners. This study highlights the importance of well-being to increase the tendency of employees to demonstrate OCBs. Employees' subjective experience of well-being helps them to be more willing to engage in such behaviors.

This research is particularly significant as the study is conducted in Indian context and thus, it extends the extant literature which advocates the influence of culture on the development of positive personal characteristics and processes, showing how resilience and other positive constructs are interlinked in a non-Western context.

5.3.2 Implications for Practice

With the ever growing competition and stressful work environment, the organizations are now faced with the question of retaining a workforce which is motivated to stretch beyond the formal role definitions and can effectively contribute under pressure. Developing OCB amongst employees is the much touted outcome that organizations look for. The answer may well be hidden within resilience. OCB calls for the individual's behavior to voluntarily work beyond the assigned tasks and hence contribute towards organizational growth. Resilient individuals are known to have a high degree of flexibility and adaptability to deal with change and uncertainty. They tend to develop a positive outlook for the unfavorable situations they might have to face. In other words, resilient individuals tend to seek a negative situation in the light of positive attributes, perceiving change/adversity as an opportunity for personal and professional growth and development. Resilience thus serves to create a pathway for developing OCB within an individual

wherein he/she considers challenges as opportunities and strives to not only overpower them but also excel in the desired field. The employee can apply the learning from previous successful experiences to confront new challenges with ease and also form new ideas to handle the situation at hand. Further, it can also be argued that resilient individuals have a positive outlook and are happier and more optimistic than their non resilient counterparts. These positive emotions serve as catalyst for motivating the individual; enhancing their capability to adapt and skills to solve problems with ease. This in turn not only leads to personal growth, but also ensures a significant increase in employee's job performance & job satisfaction. Also, employees demonstrating strong OCB tend to have low levels of absenteeism, attrition rate and disengagement.

In present times it is very important for organizations to apprehend the value of assessing and developing individuals' strengths to improve individual and organizational outcomes. With the advent of positive psychology, the utility and implications of having a resilient workforce are highlighted. Resilience is relatively unique positive psychological capacity to the workplace which can be measured, developed, and effectively managed for getting the desired outcomes in the workplace. The results also offer direction that employee well-being and positive outcomes in organizations can be improved by developing resilience among the employees.

In the wake of ever increasing and endless turbulence of the work environment, resilience today has become an intrinsic requirement of life, both at personal and organizational level. The ability to cope with stress and workplace challenges and to effectively "bounce back" underpins the ability of the individual to survive and thrive in this volatile business environment. It is now imperative for organizations to develop resilience amongst its employees, both at a personal and professional level in order to effectively face the adversities or cumulative effect of frequent crises. Essentially, individual resilience can be clustered around the internal attributes of the person, the social environment or the combination of the two. The organizational resilience on the other hand encompasses the organizational culture and structure, job design and systemic environment. It is quintessential for organizations to develop specific interventions for resilience that can act as a buffer to survive adverse situations.

Human resource interventions can be applied at recruitment stage itself to get more resilient employees on board by making it as a recruitment criterion. This could also help

organizations retain their employees in those domains where the job is not very lucrative in terms of working environment (like manufacturing) or the job is very demanding (like sales and time-bound projects). It may also be helpful for the industries marked by high attrition rate like IT, ITES and Call centers. This can be achieved by simply asking the interviewee to respond to any resilience test/questionnaire like Robertsoncooper's i-resilience (<http://www.robertsoncooper.com/iresilience>) or The Resilience Scale (http://www.resiliencescale.com/en/rstest/rstest_en.html) etc.

In practice, organizations can pay attention towards building resilience of its workforce through well designed training and intervention programs (Bonanno, 2005). The resilience capacity of employees can also be increased through the practice of caring relationships (Wilson & Ferch, 2005), helping them to reconnect to the core values (Pemberton, 2011), aid in rebuilding or maintaining an existing social support network and self-worth or self-esteem (Legault, Anawati, & Flynn, 2006), building resilience attitudes by the means of coaching (www.lifetimeswork.com). Faustenhammer and Gossler (2011) have also suggested a few practices to promote personal resilience at work like role clarity, facing fear, reflection and experience sharing, and proactivity. There are many other ways also in which resilience can be developed like conducting awareness about it, empowering employees by giving more autonomy to them in order to facilitate benefits coming out of committed workforce, i.e. decreased turnover, higher satisfaction levels, display of citizenship behaviors etc. A good quality work environment and a positive organizational climate (Lemons & Thatchenkery, 2013; Markey & Knudsen, 2014) may also prove to be conducive for the development of resource capacities like resilience. Gregory, Canning, Lee and Wise (2004) have suggested the use of cognitive behavior bibliotherapy, which involves the use of self-help reading materials that provide coping mechanism to overcome negative thoughts and feelings. Further, mindfulness is also suggested as a technique to develop resilience and positive emotions. Mindfulness is a flexible state of mind that emphasizes observing and attending to current experiences, including inner experiences, such as thoughts and emotions, with a nonjudgmental attitude and with acceptance (Bishop et al., 2004). This also includes relaxation techniques and value-based actions. Similarly, resilience regimen, a series of pointed questions designed to help managers replace negative responses with creative, resourceful ones and to move forward despite real or perceived obstacles, is another technique suggested to develop resilience (Margolis & Stoltz, 2010). Likewise, the extant literature suggests various techniques to build resilience

like self-efficacy training (Noble & McGrath, 2005), psychosocial resilience training programme (Burton, Pakenham & Brown, 2010) and hardy training (Maddi, 2004). Resilience can also be developed through asset-focused (creating human capital), risk-focused (creating ethical and trustworthy culture), and process-focused strategies (self-efficacy, self-enhancement, locus of control) that are relevant and applicable to the workplace. (Masten & Reed, 2002).

Further, Ng & Feldman (2011) suggests that individual with high commitment will have greater intentions to reciprocate to the organization through engaging in OCB. While commitment has long been considered as an antecedent to various work and performance related outcomes, very limited studies have talked about the resilience of individuals in relation to the commitment of employees. This study provides better insights into raising the commitment levels of employees through resilience. A committed employee is inclined to stay with the organization, regardless of whether the circumstances affecting the organization are favourable or unfavourable (Allen and Meyer, 1990).

Fostering resilience at the entry level and thereby increasing the commitment levels, should lead to an overall increase in organizationally valued outcomes. Through resilience employees can consider their life as more meaningful and would be able to associate themselves with the organization in a much enhanced manner. Thus, it is suggested that organizations may focus on building resilience in order to raise the perceptions of the value of organizational membership.

Even the most hopeful and optimistic employees can experience the destructive impact of situational crisis, stressors, setbacks, unwanted transfers, increased responsibility, poor interpersonal relations and other such things characterized by change and uncertainty at the workplace. Resilience promotes the recognition and acknowledgement of such impact, allowing the affected individual the time, energy, and resource investment to recover, rebound, and return to an equilibrium point. Also, many researchers claimed that resilience allows for the use of setbacks as “springboards” or opportunities for growth beyond that equilibrium point (Youssef & Luthans, 2007). Further, Fredrickson’s (2001, 2003) broaden-and-build theory also support for the unique contribution of resilience to performance and other desirable attitudinal outcomes.

The decision makers and managers in organizations may take note of the potential role of SWB while expecting discretionary behaviors from their employees. The organizations can

make conscious efforts to increase the well-being of their employees. Thus, by taking care of well-being, organizations may not only improve the willingness of employees to display OCBs but also control the other ill repercussions of negative affect.

The study is potentially valuable to human resource managers and counselors, as it gives insights to improve well-being, commitment and OCB levels and in turns leveraging benefits of having a resilient workforce. For this, it is important for organizations to cultivate resilience. Developing a culture of enthusiasm, challenge, flexibility and innovation in the organization may spur the resilience capacity among the employees. Thus, the findings of this study not only contribute to the existing literature on resilience, but also have serious implications for practice.

5.4 LIMITATIONS AND FUTURE SCOPE OF RESEARCH

The limitations of this study are common to the field survey research. First, self-report measures were used for all the study variables and this introduces potential common-method bias. Also, a social desirability bias may have had an impact on responses of the participants. Second, unique characteristics of the sample from manufacturing firms might limit the extent to which the findings generalize to other sector context. The study selected manufacturing firms from only two states of India i.e. Himachal Pradesh and Uttarakhand and. Thus, the research findings apply only to the manufacturing industry of Himachal Pradesh and Uttarakhand, and cannot be extended to other type of industries or overall manufacturing industry of India. Consequently, it limits conclusions in the wider Indian context as different results may be obtained when used with service, IT or any other industry. Therefore, the study can be replicated taking a larger sample covering the entire India or on other types of industries. Also, the study sample had a greater representation of males to females, which also limit the generalization of the results. Another limitation of the survey study is the use of convenience sampling in the first two stages. However, in order to minimize the sampling bias, systematic sampling was used in the third stage.

Future research may be undertaken with a larger and more varied sample for ensuring more generalizability. Moreover, the results obtained in the present study can be verified by conducting a longitudinal research, owing to its reliability and overcoming the limitations of cross-sectional design. Another area to explore in future could be the use of multi-source ratings to overcome the limitations of self-report measures.

The study has taken only SWB into consideration. Future studies may also include psychological well-being also in order to get the overall picture of well-being that influences the tendency of employees to exhibit OCBs. Also, other positive resource capacities may also be empirically tested for their implications on organizational outcomes in Indian context.

REFERENCES

1. Abolghasemi, A., & Varaniyab, S. T. (2010). Resilience and perceived stress: predictors of life satisfaction in the students of success and failure. *Procedia Social and Behavioral Sciences*, 5, 748–752.
2. Abraham, R. (2004). Emotional competence as antecedent to performance: A contingency framework. *Genetic, Social, and General Psychology Monographs*, 130(2), 117-143.
3. Abreu, M. C. S., Cunha, M. C., & Reboucas, S. M. P. (2013). Effects of personal characteristics on organizational commitment: Evidence from Brazil's oil and gas industry. *The International Journal of Human Resource Management*, 24(20), 3831-3852.
4. Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 62, 335-343.
5. Adzeh, K. J. (2013). *Assessing the influence of organizational commitment on employee perceptions of superior customer value creation*. Available from ProQuest Dissertations and Theses database. (UMI Number: 3554829).
6. Ahmad, S. Z., Sah, B. M., & Kitchen, P. J. (2010). The relationship between sales skills and salesperson performance, and the impact of organizational commitment as a moderator: An empirical study in a Malaysian telecommunications company. *International Journal of Economics and Management*, 4(2), 181-211.
7. Ahmadi, A., & Donuqezelbash, H. (2013). A survey of the effect of staff's organizational commitment on effectiveness in municipalities of Yazd Province. *European Online Journal of Natural and Social Sciences*, 2(3s), 8-17.
8. Ahmadi, S. A. A., Daraei, M. R., Rabiei, H., Salamzadeh, Y., & Takallo, H. (2012). The study on relationship between organizational justice, organizational citizenship behavior, job satisfaction and turnover intentions: A comparison between public sector and private sector. *International Business Management*, 6(1), 22-31.
9. Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50, 179-211.
10. Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, N.J.: Prentice-Hall.

11. Al-Attayah, A., & Nasser, R. (2013). Gender and age differences in life satisfaction within a sex-segregated society: Sampling youth in Qatar. *International Journal of Adolescence and Youth*. Published online, DOI: 10.1080/02673843.2013.808158
12. ALDamoe, F. M. A., Sharif, M. Y., & Hamid, K. A. (2013). The causal relationship between HRM practices, affective commitment, employee retention and organizational performance. *International Business Management*, 7(3), 191-197.
13. Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
14. Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment. In R. D. Goffin & E. Helmes (Eds.), *Problems and solutions in human assessment: Honoring Douglas N. Jackson at seventy* (pp. 285–314). Norwell, MA: Kluwer Academic Publishers.
15. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103, 411-423.
16. Annas, J. (2004). Happiness as achievement. *Daedalus*, 133, 44–51.
17. Anthony, E. J. (1974). The syndrome of the invulnerable child. In E. J. Anthony & C. Koupernik (Eds.), *The child and his family: Children at psychiatric risk*. New York: Wiley Press.
18. Anwar, F., Islam, T., Khan, S. R., & Ungku, U. N. (2012). Investigating the mediating role of affective commitment between supervisor's ethical leadership and citizenship behaviors. *World Applied Sciences Journal*, 19(8), 1221-1224.
19. Aristotle. (1974). *The Nichomacean ethics* (J.A.K. Thomson, Trans.) Harmondsworth, NY: Penguin.
20. Armenakis, A. A., & Harris, S. G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*, 9, 127-142.
21. Armstrong, A.R., Galligan, R.F., & Critchley, C.R. (2011). Emotional intelligence and psychological resilience to negative life events. *Personality and Individual Differences*, 51, 331-336.

22. ASSOCHAM Press Release (2012, November 25). Manufacturing industry seeks growth revival in FY12-13: Survey. Retrieved from www.assochem.org/prels/shownews.php?id=3788.
23. Avey, J. B., Avolio, B. J., & Luthans, F. (2011). Experimentally analyzing the impact of leader positivity on follower positivity and performance. *The Leadership Quarterly*, 22, 282–294.
24. Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Human Resource Development Quarterly*, 22(2), 127-152.
25. Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organizational change?: Impact of psychological capital and emotions on relevant attitudes and behaviors. *Journal of Applied Behavioral Science*, 44(1), 48-70.
26. Avey, J. B., Wernsing, T. S., & Mhatre, K. H. (2011). A longitudinal analysis of positive psychological constructs and emotions on stress, anxiety, and well-being. *Journal of Leadership and Organizational Studies*, 18(2), 216-228.
27. Bachrach, D. G., & Jex, S. M. (2000). Organizational citizenship behavior and mood: An experimental test of perceived job breadth, *Journal of Applied Social Psychology*, 30, 641-663.
28. Badran, M. A., & Kafafy, J. H. (2008). The effect of job redesign on job satisfaction, resilience, commitment and flexibility: The case of an Egyptian public sector bank. *International Journal of Business Research*, 8(3), 27-41.
29. Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22, 309-328.
30. Bamel, U. (2013). *Organizational climate and role efficacy as predictors of managerial effectiveness*. Unpublished Doctoral Thesis, Department of Management Studies, Indian Institute of Technology Roorkee (India).
31. Banu, C. V., Amudha, R., & Surulivel, S. T. (2012). A pragmatic study on organization citizenship behavior in an Indian private leisure travels organization using factor analysis. *European Journal of Social Sciences*, 28(4), 581-589.
32. Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 25(3), 274-300.

33. Barge, J. K., & Schlueter, D. W. (1988). A critical evaluation of organizational commitment and identification. *Management Communication Quarterly*, 2, 116-133.
34. Barnard, C. (1938). *The functions of the executive*. Cambridge: Harvard Press.
35. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
36. Bartone, P. T., & Hystad, S. W. (2010). Increasing mental hardiness for stress resilience in operational settings. In P. T. Bartone, B. H. Johnsen, J. Eid, J. M. Violanti & J. C. Laberg (Eds.), *Enhancing human performance in security operations: International and law enforcement perspective* (pp. 257–272). Springfield, IL: Charles C. Thomas.
37. Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship”. *Academy of Management Journal*, 26, 587-595.
38. Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32-40.
39. Beddoe, L., Davys, A., & Adamson, C. (2011). Educating Resilient Practitioners. *Social Work Education: The International Journal*, DOI:10.1080/02615479.2011.644532.
40. Beirne, M., & Hunter, P. (2013). Workplace bullying and the challenge of pre-emptive management. *Personnel Review*, 42(5), 595-612.
41. Bentham, J. (1789). *An Introduction to the Principles of Morals and Legislation*, Oxford, England: Clarendon Press.
42. Ben-Zur, H. (2009). Coping styles and affect. *International Journal of Stress Management*, 16(2), 87-101.
43. Bergman, M. E. (2006). The relationship between affective and normative commitment: Review and research agenda. *Journal of Organizational Behavior*, 27, 645–663.
44. Bhal, K.T. (2002). Perceived role of human resource management in Indian organizations: An empirical study. *Global Business Review*, 3(1), 139- 152.
45. Bhal, K.T., & Gulati, N. (2006). Predicting turnover intentions: Incorporating the role of organization and work-group level variables. *Global Journal of Flexible Systems Management*, 7(3&4), 41-50.

46. Bhal, K.T., & Gulati, N. (2007). Pay satisfaction of software professionals in India. *Vikalpa*, 32(3), 9-21.
47. Bhuian, S. N., & Shahidulislam, M. (1996). Continuance commitment and extrinsic job satisfaction among a novel multicultural expatriate workforce. *The Mid-Atlantic Journal of Business*, 32, 1-9.
48. Bhullar, N., Schutte, N. S., & Malouff, J. M. (2013). The nature of well-being: The roles of hedonic and eudaimonic processes and trait emotional intelligence. *Journal of Psychology: Interdisciplinary and Applied*, 147(1), 1-16.
49. Bhushan, B., Kumar, S., & Harizuka, S. (2011). Bereavement, cognitive-emotional processing, and coping with the loss: A study of Indian and Japanese students. *Journal of Social Work in End-of-Life and Palliative Care*, 7(2-3), 263-280.
50. Bishop, S., Lau, M., Shapiro, S., Carlson, L., Anderson, N., Carmody, J., . . . & Devins, G. (2004). Mindfulness: A proposed operational definition. *Clinical Psychology: Science and Practice*, 11, 230–241.
51. Biswas, S., Giri, V. N., & Srivastava, K. B. L. (2007). Examining the role of HR practices in improving individual performance and organizational effectiveness. *Management and Labour Studies*, 31(2), 111-133.
52. Biswas, S., Srivastava, K. B. L., & Giri, V. N. (2007). Human resource management, individual behaviour and organizational effectiveness: A study of Indian organizations. *Indian Journal of Industrial Relations*, 43(1), 33-50.
53. Biswas, S., & Varma, A. (2007). Psychological climate and individual performance in India: Test of a mediated model. *Employee Relations*, 29(6), 664-676.
54. Biswas, S., & Varma, A. (2012). Linkages between antecedents of in-role performance and intentions to quit: an investigation in India. *International Journal of Human Resource Management*, 23(5), 987-1005.
55. Blau, G. J. (1985). The measurement and prediction of career commitment. *Journal of Occupational Psychology*, 58, 277-88.
56. Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
57. Block, J., & Kremen, A. M. (1996). IQ and ego-resiliency: Conceptual and empirical connections and separateness. *Journal of Personality and Social Psychology*, 70, 349–361.
58. Boehm, J. K., & Lyubomirsky, S. (2008). Does happiness promote career success? *Journal of Career Assessment*, 16(1), 101-116.

59. Boelhouwer, J., & Van Campen, C. (2013). Steering towards happiness in the Netherlands. *Social Indicators Research*, 114(1), 59-72.
60. Bohn, J. G. (2010). Development and exploratory validation of an organizational efficacy scale. *Human Resource Development Quarterly*, 21(3), 227-251.
61. Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 27(4), 505-522.
62. Bolino, M., & Turnley, B. (2003). Neglected issues in citizenship research. In R. H. Moorman (Chair), *New frontiers for OCB research: An examination of four research directions*. Symposium conducted for the Midwest Academy of Management, St. Louis, Mo.
63. Bolton, D. (2004). Change, coping and context in the resilient organization. *Mt Eliza Business Review*, 7(1), 57-66.
64. Bonanno, G. A. (2004). Loss, trauma, and human resilience: Have we underestimated the human capacity to thrive after extremely aversive events? *American Psychologist*, 59, 20-28.
65. Bonanno, G. A. (2005). Clarifying and extending the concept of adult resilience. *American Psychologist*, 60(3), 63-64.
66. Boomsma, A. (2000). Reporting analyses of covariance structures. *Structural Equation Modeling*, 7, 461-483.
67. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include p elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco, CA: Jossey Bass.
68. Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99-109.
69. Borman, W. C., Penner, L. A., Allen, T. D., & Motowidlo, S. J. (2001). Personality predictors of citizenship performance. *International Journal of Selection and Assessment*, 9(1-2), 52-69.
70. Braun, T., Ferreira, A. I., & Sydow, J. (2013). Citizenship behavior and effectiveness in temporary organizations. *International Journal of Project Management*, 31(6), 862-876.

71. Bretones, F. D., & Gonzalez, M. J. (2011). Subjective and occupational well-being in a sample of Mexican workers. *Social Indicators Research, 100*(2), 273-285.
72. Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of Management Review, 11*, 710-725.
73. Bronfenbrenner, U. (1979). *The ecology of human development: Experiments by nature and design*. Cambridge, MA: Harvard University Press.
74. Brooks, R., & Goldstein, S. (2004). *The power of resilience*. New York: McGraw-Hill.
75. Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In: Bollen, K. A. & Long, J. S. (Eds.) *Testing structural equation models* (pp. 136–162). Beverly Hills, CA: Sage.
76. Buchanan, B. (1974). Building organizational commitment: The socialization of managers in work organizations. *Administrative Science Quarterly, 19*, 533-546.
77. Burns, A. B., Brown, J. S., Sachs-Ericsson, N., Plant, E. A., Curtis, J. T., Fredrickson, B. L., & Joiner, T. E. (2008). Upward spirals of positive emotion and coping: Replication, extension, and initial exploration. *Personality and Individual Differences, 44*(2), 360–370.
78. Burton, N. W., Pakenham, K. I., & Brown, W. J. (2010). Feasibility and effectiveness of psychosocial resilience training: a pilot study of the READY program. *Psychology, health and medicine, 15*(3), 266-277.
79. Busseri, M. A., Sadava, S. W., & Decourville, N. (2007). A hybrid model for research on subjective well-being: Examining common and component-specific sources of variance in life satisfaction, positive affect, and negative affect. *Social Indicators Research, 83*, 413–445.
80. Busseri, M. A., & Sadava, S. W. (2013). Subjective well-being as a dynamic and agentic system: Evidence from a longitudinal study. *Journal of Happiness Studies, 14*(4), 1085-1112.
81. Campbell-Sills, L., Cohan, S. L., & Stein, M. B. (2006). Relationship of resilience to personality, coping, and psychiatric symptoms in young adults. *Behaviour Research and Therapy, 44*, 585–599.
82. Carrell, M. R., & Dittrich, J. E. (1978). Equity theory: The recent literature, methodological considerations, and new directions. *The Academy of Management Review, 3*(2), 202-210.

83. Carson, K. D., & Carson, P. P. (2002). Differential relationships associated with two distinct dimensions of continuance commitment. *International Journal of Organization Theory and Behavior*, 5(3 & 4), 359-381.
84. Cassar, V., & Briner, R. B. (2011). The relationship between psychological contract breach and organizational commitment: Exchange imbalance as a moderator of the mediating role of violation. *Journal of Vocational Behavior*, 78, 283–289.
85. Castro, C. B., Armario, E. M., & Ruiz, D. M. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*, 15(1), 27-53.
86. Celeste Dávila, M., & García, G. J. (2012). Organizational identification and commitment: Correlates of sense of belonging and affective commitment. *Spanish Journal of Psychology*, 15(1), 244-255.
87. Chadha, N. K., & Ganeshan, U. (1986). *Manual for social intelligence*. Agra: National Psychological Corporation.
88. Chahal, H., & Mehta, S. (2010). Antecedents and consequences of organizational citizenship behaviour (OCB): A conceptual framework in reference to healthcare sector. *Journal of Service Research*, 10(2), 25-44.
89. Chan, D. W. (2010). Gratitude, gratitude intervention and subjective well-being among Chinese school teachers in Hong Kong. *Educational Psychology*, 30(2), 139-153.
90. Chen, C.-H.V., & Kao, R.-H. (2011). A multilevel study on the relationships between work characteristics, self-efficacy, collective efficacy, and organizational citizenship behavior: The case of Taiwanese police duty-executing organizations. *Journal of Psychology: Interdisciplinary and Applied*, 145(4), 361-390.
91. Chen, D. J. Q., & Lim, V. K. G. (2012). Strength in adversity: The influence of psychological capital on job search. *Journal of Organizational Behavior Special Issue: Coping with Economic Stress*, 33(6), 811-839.
92. Chen, F. F., Jing, Y., Hayes, A., & Lee, J. M. (2013). Two concepts or two approaches? A bifactor analysis of psychological and subjective well-being. *Journal of Happiness Studies*, 14(3), 1033-1068.
93. Chen, X.-P., Hui, C., & Sego, D. J. (1998). The role of organizational citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses. *Journal of Applied Psychology*, 83(6), 922-931

94. Chen, Z. X., & Francesco, A. M. (2003). The relationship between the three components of commitment and employee performance in China. *Journal of Vocational Behavior*, 62(3), 490-510.
95. Cheung, F., Tang, C. S., & Tang, S. (2011). Psychological capital as a moderator between emotional labor, burnout, and job satisfaction among school teachers in China. *International Journal of Stress Management*, 18, 348–371.
96. Cheung, F.Y.-L., & Cheung, R.Y.-H. (2013). Effect of emotional dissonance on organizational citizenship behavior: Testing the stressor-strain-outcome model. *Journal of Psychology: Interdisciplinary and Applied*, 147(1), 89-103.
97. Chiang, C.-F., & Hsieh, T.-S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180-190.
98. Chiu, C.Y., & Hong, Y.Y. (2007). *Social psychology of culture*. New York: Psychology Press.
99. Cho, N., Li, G. Z., & Su, C. J. (2007). An empirical study on the effect of individual factors on knowledge sharing by knowledge type. *Journal of Global Business and Technology*, 3(2), 1-16.
100. Choi, Y., & Lee, D. (2014). Psychological capital, big five traits, and employee outcomes. *Journal of Managerial Psychology*, 29(2), 122-140.
101. CII (2012). Himachal Pradesh. Retrieved from the Regions section at www.cii.in accessed on December 6, 2012.
102. CII News Update (2012, February, 10). Uttarakhand's next decade of development. Retrieved from the CII News Update section at www.cii.in.
103. Clair, J. A., & Dufresne, R. L. (2007). Changing poison into medicine: How companies can experience positive transformation from a crisis? *Organizational Dynamics*, 36(1), 63-77.
104. Cohen, A. (1999). Relationships among five forms of commitment: An empirical assessment, *Journal of Organizational Behavior*, 20, 285-308.
105. Cohen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, 17(3), 336–354.

106. Cohen, A., & Keren, D. (2008). Organizational commitment and cultural values: Examining their relationship and their mutual effect on in-role performance and organizational citizenship behavior. *Group & Organization Management*, 33, 425–452.
107. Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences*. Lawrence Erlbaum Associates: London.
108. Cohen, K., & Cairns, D. (2012). Is searching for meaning in life associated with reduced subjective well-being? Confirmation and possible moderators. *Journal of Happiness Studies*, 13(2), 313-331.
109. Cohen, M. A., Fredrickson, B. L., Brown, S. L., Mikels, J. A., & Conway, A. M.(2009). Happiness unpacked: Positive emotions increase life satisfaction by building resilience. *Emotion*, 9(3), 361-368.
110. Coleman, V. I., & Borman, W. C. (2000). Investigating the underlying structure of the citizenship performance domain. *Human Resource Management Review*, 10(1), 25-44.
111. Colin, J. D. (2009). The determinants of resistance to change: A structural equation modeling approach dissertation. Available from ProQuest Dissertations and Theses database. (UMI Number: 3365346).
112. Connor, K. M., & Zhang, W. (2006). Resilience: Determinants, measurement, and treatment responsiveness. *CNS Spectrums*, 11(10) (Suppl. 12), pp. 5-12.
113. Cooper, D. R., & Schindler , P. S. (2000). *Business Research Methods* (7th Edition). Boston: Irwin/McGraw Hill.
114. Coyle-Shapiro, J. A.-M., & Conway, N. (2005). Exchange relationships: Examining psychological contracts and perceived organizational support. *Journal of Applied Psychology*, 90(4), 774-781.
115. Crawford, J. R., & Henry, J. D. (2004). The positive and negative affect schedule (PANAS): Construct validity, measurement properties and normative data in a large non-clinical sample. *British Journal of Clinical Psychology*, 43, 245–265.
116. Cummins, R. (1998). The second approximation to an international standard for life satisfaction. *Social Indicators Research*, 43, 307-334.
117. Cummins, R. A., & Wooden, M. (in press). Personal resilience in times of crisis: The Implications of SWB homeostasis and set-points. *Journal of Happiness Studies*. DOI 10.1007/s10902-013-9481-4.

118. Cummins, R., Gullone, E., & Lau, A. L. D. (2002). A model of subjective wellbeing homeostasis: The role of personality. In E. Gullone & R.A. Cummins (Eds). *The Universality of Subjective Wellbeing Indicators* (pp. 7-46), Dordrecht, Kluwer: Social Indicators Research Series.
119. Damásio, B. F., & Borsa, J. C. (2011). 14-Item Resilience Scale (RS-14): Psychometric Properties of the Brazilian Version. *Journal of Nursing Measurement, 19*(3), 131-145.
120. Darwin, C. (1859). *The origin of species by means of natural selection*. London: J. Murray.
121. Deb, A., & Arora, M. (2012). Resilience and academic achievement among adolescents. *Journal of the Indian Academy of Applied Psychology, 38*(1), 93-101.
122. Deci, E., & Ryan, R. (2002). *Handbook of self-determination research* (Eds.). Rochester, NY: University of Rochester Press.
123. Deluga, R. J. (1994). Supervisor trust building, leader-member exchange, and organizational citizenship behavior. *Journal of Occupational Psychology, 67*, 315-326.
124. DeNeve, K. M. (1999). Happy as an extraverted clam? The role of personality for subjective well-being. *Current Directions in Psychological Science, 8*(5), 141–144.
125. Denis, D. (2011). Multiple linear regression using SPSS Part II. Data & Decision Lab, Department of Psychology, University of Montana. Retrieved from http://psychweb.psy.umt.edu/denis/datadecision/front/stat_II_2011/psyx_521_multiple_regression_part_II.pdf on November 03, 2013.
126. Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (2003). Examining the roles of job involvement and work centrality in predicting organizational citizenship behaviors and job performance. *Journal of Organizational Behavior, 23*(1), 93-108.
127. Diener, E. (1984). Subjective well-being. *Psychological Bulletin, 95*, 542-575.
128. Diener, E., & Oishi, S. (2000). Money and happiness: Income and subjective well being across nations. In E. Diener & E. M. Suh (Eds.), *Culture and subjective well-being* (pp. 185-218). Cambridge, MA: MIT Press.
129. Diener, E., Emmon, R., Larsen, R., & Griffen, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment, 49*, 71-75.

130. Diener, E., Oishi, S., & Lucas, R. E. (2003). Personality, culture, and well-being: Emotional and cognitive evaluations of life. *Annual Review of Psychology, 54*, 403-425.
131. Dulewicz, V., Higgs, M. J., & Slaski, M. (2003). Emotional intelligence: Construct and concurrent validity. *Journal of Managerial Psychology, 18*(5), 405-420.
132. Dunham, R. B., Grube, J. A., & Castaneda, M. B. (1994). Organizational commitment: The utility of an integrative definition. *Journal of Applied Psychology, 79*(3), 370-380.
133. Dunne, M. J., & Mujtaba, B. G. (2013). Employee engagement and change management programmes: A comparative study of organisational commitment between Thai and Irish cultures. *International Affairs and Global Strategy, 9*(1), 1-22.
134. Eagly, A. H., & Chaiken, S. (1993). *The psychology of attitudes*. Fort Worth, TX: Harcourt Brace Jovanovich College Publishers.
135. Ellemers, N., Van Rijswijk, W., Bruins, J., & De Gilder, D. (1998). Group commitment as a moderator of attributional and behavioural responses to power use. *European Journal of Social Psychology, 28*(4), 555-573.
136. Ellinger, A. E., Musgrove, C. C. F., Ellinger, A. D., Bachrach, D. G., Elmadag Baş, A. B., & Wang, Y.-L. (2013). Influences of organizational investments in social capital on service employee commitment and performance. *Journal of Business Research, 66*(8), 1124-1133.
137. Elliot, A. J., & Thrash, T. M. (2002). Approach-avoidance motivation in personality: Approach and avoidance temperaments and goals. *Journal of Personality and Social Psychology, 82*, 804-818.
138. Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology, 2*, 335-362.
139. Erdogan, B., Bauer, T. N., Truxillo, D. M., & Mansfield, L. R. (2012). Whistle while you work: A review of the life satisfaction literature. *Journal of Management, 38*(4), 1038-1083.
140. Erkutlu, H. (2011). The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. *Leadership and Organization Development Journal, 32*(6), 532-554.
141. Etzioni, A. (1961). *A comparative analysis of complex organizations*. New York, NY: Free Press.

142. Fairchild, A. J., & MacKinnon, D. P. (2009). A general model for testing mediation and moderation effects. *Prevention Science, 10*(2), 87-99.
143. Fairchild, A. J., & McQuillin, S. D. (2010). Evaluating mediation and moderation effects in school psychology: A presentation of methods and review of current practices. *Journal of School Psychology, 48*, 53-84.
144. Farid, M., & Lazarus, H. (2008). Subjective well-being in rich and poor countries. *Journal of Management Development, 27*(10), 1053-1065.
145. Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2013). The impact of corporate social responsibility on organizational commitment: exploring multiple mediation mechanisms. *Journal of Business Ethics*, DOI 10.1007/s10551-013-1928-3.
146. Farrell, D., & Rusbult, C. E. (1981). Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, costs, alternatives, and investments. *Organizational Behavior and Human Performance, 27*, 78-95.
147. Faustenhammer, A., & Gössler, M. (2011). Preparing for the next crisis: what can organizations do to prepare managers for an uncertain future? *Business Strategy Series, 12*(2), 51-55.
148. Felten, B. S. (2000). Resilience in a multicultural sample of community dwelling women older than age 85. *Clinical Nursing Research, 9*(2), 102-124.
149. Fergus, S., & Zimmerman, M. A. (2005). Adolescent resilience: A framework for understanding healthy development in the face of risk. *Annual Review of Public Health, 26*, 399-419.
150. Ferris, P. A., Sinclair, C., & Kline, T. J. (2005). It takes two to tango: Personal and organizational resilience as predictors of strain and cardiovascular disease risk in a work sample. *Journal of Occupational Health Psychology, 10*(3), 225-238.
151. Field, A. (2000). *Discovering statistics using SPSS for Windows: Advanced techniques for beginners (introducing statistical methods series)*. London: Sage.
152. Field, A. (2005). *Discovering statistics with SPSS for windows (2nd ed.)*. London: Sage.
153. Field, A. (2009). *Discovering statistics using SPSS (3rd ed.)*. London: Sage.
154. Fineman, S. (2006). On being positive: Concerns and counterpoints. *The Academy of Management Review, 31* (2), 270-291.

155. Foote, D. A., & Tang, T. L. (2008). Job satisfaction and organizational citizenship behavior (OCB): Does team commitment make a difference in self-directed teams? *Management Decision*, 46(6), 933 – 947.
156. Fredrickson, B. L. (1998). What good are positive emotions? *Review of General Psychology*, 2, 300–319.
157. Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and –build theory of positive emotions, *American Psychologist*, 56(3), 218-226.
158. Fredrickson, B. L. (2003). Positive emotions and upward spirals in organizations. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship* (pp. 241-261). San Francisco, CA: Barrett-Koehler.
159. Fredrickson, B. L., Cohn, M. A., Coffey, K. A., Pek, J., & Finkel, S. M. (2008). Open hearts build lives: Positive emotions, induced through loving-kindness meditation, build consequential personal resources. *Journal of Personality and Social Psychology*, 95(5), 1045–1062.
160. Fredrickson, B. L., Tugade, M. M., Waugh, C.E., & Larkin, G.R. (2003). What good are positive emotions in crises? a prospective study of resilience and emotions following the terrorist attacks on the united states on September 11th, 2001. *Journal of Personality and Social Psychology*, 84(2), 365–376.
161. Froman, L. (2010). Positive psychology in the workplace. *Journal of Adult Development*, 17, 59-69.
162. Fu, Y. -K. (2013). High-performance human resource practices moderate flight attendants' organizational commitment and organizational citizenship behavior. *Social Behavior and Personality*, 41(7), 1195-1208.
163. Gallagher, E., & Vella-Brodrick, D. (2007). *What makes people happy? Social support & emotional intelligence as predictors of subjective wellbeing*. Proceedings of the 8th Australian Conference on Quality of Life.
164. Ganesh, M. P, & Gupta, M. (2010). Impact of virtualness and task interdependence on extra-role performance in software development teams. *Team Performance Management*, 16(3/4), 169-186.
165. Garcia, A., & Herrbach, O. (2010). Organisational commitment, role tension and affective states in audit firms. *Managerial Auditing Journal*, 25(3), 226-239.

166. Garg, P., & Rastogi, R. (2006). Climate profile and OCBs of teachers in public and private schools of india. *The International Journal of Educational Management*, 20(7), 529-541.
167. Garmezy, N. (1985). Stress-resistant children: The search for protective factors. In J. Stevenson (Ed.), *Recent research in developmental psychopathology* (pp. 213-233). Oxford, England: Pergamon.
168. Garmezy, N. (1991). Resiliency and vulnerability to adverse developmental outcomes associated with poverty. *American Behavioral Scientist*, 34, 417-430.
169. Garmezy, N., & Rutter, M. (1983). *Stress, coping, and development in children* (Eds.). New York, NY: McGraw-Hill.
170. Gautam, T., Van Dick, R., Wagner, U., Upadhyay, N., & Davis, A. J. (2005). Organizational citizenship behavior and organizational commitment in Nepal. *Asian Journal of Social Psychology*, 8(3), 305-314.
171. George, J. M., & Brief, A. P. (1992). Feeling good-doing good: A conceptual analysis of the mood at work-organizational spontaneity relationship. *Psychological Bulletin*, 112, 310-329.
172. George, J. M., & Jones, G. R. 1997. Organizational spontaneity in context. *Human Performance*, 10, 153–170.
173. Ghimbulut, O., Ratiu, L., & Opre, A. (2012). Achieving resilience despite emotional instability. *Cognition, Brain, Behavior*, 16(3), 465-480.
174. Ghorpade, S. (2012, November 28). Manufacturing the only way forward to create jobs: CII Chief. Daily News and Analysis. Retrieved from www.dnaindia.com/bangalore/report_manufacturing-the-only-way-forward-to-create-jobs-cii-chief_1770763.
175. Ghosh, R., Reio Jr, T. G., & Haynes, R. K. (2012). Mentoring and Organizational Citizenship Behavior: Estimating the Mediating Effects of Organization-Based Self-Esteem and Affective Commitment. *Human Resource Development Quarterly*, 23(1), 41-63.
176. Gill, H., Meyer, J. P., Lee, K., Shin, K.-H., & Yoon, C.-Y. (2011). Affective and continuance commitment and their relations with deviant workplace behaviors in Korea. *Asia Pacific Journal of Management*, 28(3), 595-607.
177. Glazer, S., & Kruse, B. (2008). The role of organizational commitment in occupational stress models. *International Journal of Stress Management*, 15(4), 329-344.

178. Golafshani, M. R., & Rahro, M. (2013). Identification of personality traits affecting on development of organizational citizenship behavior. *Middle East Journal of Scientific Research*, 16(2), 274-281.
179. Goldberg, L. R., Sweeney, D., Merenda, P. F., & Hughes, J. E., Jr. (1998). Demographic variables and personality: The effects of gender, age, education, and ethnic/racial status on self-descriptions of personality attributes. *Personality and Individual Differences*, 24(3), 393-403.
180. Goswami, S., Mathew, M., & Chadha, N. K. (2007). Differences in occupational commitment amongst scientists in Indian defence, academic, and commercial R&D organizations. *Vikalpa*, 32(4), 13-27.
181. Graham, J. W. (1986). Principled organizational dissent: A theoretical essay. *Research in Organizational Behavior*, 8, 1-52.
182. Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Rights and Responsibilities Journal*, 4(4), 249-270.
183. Green, R., Malcolm, S., Greenwood, K., & Murphy, G. (2001). Impact of a health promotion program on the health of primary school principals. *The International Journal of Education Management*, 15(1), 31-38.
184. Green, R., Malcolm, S., Greenwood, K., Small, M., & Murphy, G. (2001). A survey of the health of Victorian primary school principals. *The International Journal of Education Management*, 15(1), 23-30.
185. Gregory, R., Canning, S., Lee, T., & Wise, J. (2004). Cognitive bibliotherapy for depression: a meta-analysis. *Professional Psychology: Research and Practice*, 35, 275–280.
186. Gu, Q., & Day, C. (2007). Teachers' resilience: A necessary condition for effectiveness, *Teaching and Teacher Education*, 23, 1302-1316.
187. Guh, W.-Y., Lin, S.-P., Fan, C.-J., & Yang, C.-F. (2013). Effects of organizational justice on organizational citizenship behaviors: Mediating effects of institutional trust and affective commitment. *Psychological Reports*, 112(3), 818-834.
188. Gumusluoglu, L., Karakitapoglu-Aygün, Z., & Hirst, G. (2013). Transformational leadership and R&D workers' multiple commitments: Do justice and span of control matter? *Journal of Business Research*, 66(11), 2269-2278.

189. Gupta, V., & Singh, S. (2013). An empirical study of the dimensionality of organizational justice and its relationship with organizational citizenship behaviour in the Indian context. *International Journal of Human Resource Management*, 24(6), 1277-1299.
190. Hair, J. F. H., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5th Ed.). Englewood Cliffs, NJ: Prentice Hall.
191. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis*. Upper Saddle River, NJ: Pearson Education Inc.
192. Hamama, L., Ronen, T., Shachar, K., & Rosenbaum, M. (2013). Links between stress, positive and negative affect, and life satisfaction among teachers in special education schools. *Journal of Happiness Studies*, 14(3), 731-751.
193. Hamel, G., & Välikangas, L. (2003). The quest for resilience. *Harvard Business Review*, 81(9), 52-63.
194. Harrison, D. A., Newman, D. A., & Roth, P. L. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325.
195. Hartmann, N. N., Rutherford, B. N., Hamwi, G. A., & Friend, S. B. (2013). The effects of mentoring on salesperson commitment. *Journal of Business Research*, 66(11), 2294-2300.
196. Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression based approach*. New York: Guilford Press.
197. Headey, B., & Wearing, A. (1992). *Understanding happiness: A theory of subjective well-being*. Longman Cheshire: Melbourne, Victoria, Australia.
198. Hemdi, M. A., & Nasurdin, A. M. (2007). Investigating the influence of organizational justice on hotel employees' organizational citizenship behavior intentions and turnover intentions. *Journal of Human Resources in Hospitality & Tourism*, 7(1), 1-23.
199. Ho, R. (2006). *Handbook of univariate and multivariate data analysis and interpretation with SPSS*. Boca Raton, FL: Chapman & Hall/CRC .
200. Hoang, T. G. (2012). *Reconceptualizing organizational commitment using the theory of reasoned action: testing antecedents of multiple organizational behaviors*. Available from ProQuest Dissertations and Theses database. (UMI Number: 3554829).

201. Hofstede, G. (2001). *Culture's Consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd Ed.). Thousand Oaks, CA: SAGE Publications.
202. Holmes, J. G. (1981). The exchange process in close relationships: Microbehavior and Macromotives. In J. M. Lerner & C. S. Lerner (Eds). *The Justice Motive in Social Behavior*, New York, NY: Plenum.
203. Hou, E., & Chen, S. (2011). *Effects of psychological capital on turnover intension: mediating roles of psychological empowerment and job satisfaction*. Proceedings at International Conference on Business Management and Electronic Information 2, Art. no. 5917938, pp. 426-429.
204. Hu, L., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, 6(1), 1-55.
205. Huang, C., & You, C. (2011). The three components of organizational commitment on in-role behaviors and organizational citizenship Behaviors. *African Journal of Business Management*, 5(28), 11335-11344.
206. Hui, C., Lam, S. S. K., & Law, K. K. S. (2000). Instrumental values of organizational citizenship behavior for promotion: A field quasi-experiment. *Journal of Applied Psychology*, 85(5), 822-828.
207. Ilies, R., Fulmer, I. S., Spitzmuller, M., & Johnson, M. D. (2009). Personality and citizenship behavior: The mediating role of job satisfaction. *Journal of Applied Psychology*, 94(4), 945-959.
208. Innocenti, L., Profili, S., & Sammarra, A. (2013). Age as moderator in the relationship between HR development practices and employees' positive attitudes. *Personnel Review*, 42(6), 724-744.
209. Jackson, D. L. (2003). Revisiting sample size and number of parameter estimates: Some support for the N:q hypothesis. *Structural Equation Modeling*, 10, 128-141.
210. Jain, A. K. (2011). Does organizational structure predict citizenship behaviours? *Journal of the Indian Academy of Applied Psychology*, 37(2), 341-353.
211. Jain, A. K., & Sinha, A. K. (2005). General health in organizations: Relative relevance of emotional intelligence, trust, and organizational support. *International Journal of Stress Management*, 12(3), 257-274.

212. Jain, A. K., Giga, S. I., & Cooper, C. L. (2009). Employee wellbeing, control and organizational commitment. *Leadership & Organizational Development Journal*, 30(3), 256-273.
213. Jain, A. K., & Cooper, C. L. (2012). Stress and organisational citizenship behaviours in Indian business process outsourcing organisations. *IIMB Management Review*, 24(3), 155-163.
214. Jain, A. K., Giga, S. I., & Cary Cooper, C.B.E. (2011). Social power as a means of increasing personal and organizational effectiveness: The mediating role of organizational citizenship behavior. *Journal of Management and Organization*, 17(3), 414-432.
215. Jain, A. K., Giga, S. I., & Cooper, C.L. (2013). Perceived organizational support as a moderator in the relationship between organisational stressors and organizational citizenship behaviors. *International Journal of Organizational Analysis*, 21(3), 313-334.
216. Jayasingam, S., & Yong, J. R. (2013). Affective commitment among knowledge workers: The role of pay satisfaction and organization career management. *International Journal of Human Resource Management*, 24(20), 3903-3920.
217. Jena, R. K., & Goswami, R. (2013). Exploring the relationship between organizational citizenship behavior and job satisfaction among shift workers in India. *Global Business and Organizational Excellence*, 32(6), 36-46.
218. Jibeen, T. (in press). Personality traits and subjective well-being: Moderating role of optimism in university employees. *Social Indicators Research*. DOI 10.1007/s11205-013-0416-6.
219. Jin, N. C. (2006). Multilevel and cross-level effects of workplace attitudes and group member relations on interpersonal helping behavior. *Human Performance*, 19(4), 383-402.
220. Johnson, R. E., & Chang, C.-H. (2006). "I" is to continuance as "We" is to affective: The relevance of the self-concept for organizational commitment. *Journal of Organizational Behavior*, 27(5), 549-570.
221. Johnson, R. E., Chang, C.-H., & Yang, L.-Q. (2010). Commitment and motivation at work: The relevance of employee identity and regulatory focus. *Academy of Management Review*, 35(2), 226-245.
222. Johnson, S. K. (2008). I second that emotion: Effects of emotional contagion and affect at work on leader and follower outcomes. *Leadership Quarterly*, 19(1), 1-19.

223. Jones, N., & Youngs, P. (2012). Attitudes and affect: Daily emotions and their association with the commitment and burnout of beginning teachers. *Teachers College Record*, 114(2), 1-36.
224. Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Noble, D. (2012). Exploring the role of supervisor trust in the associations between multiple sources of relationship conflict and organizational citizenship behavior. *Leadership Quarterly*, 23(1), 43-54.
225. Kacmar, K. M., Bachrach, D. G., Harris, K. J., & Zivnuska, S. (2011). Fostering good citizenship through ethical leadership: Exploring the moderating role of gender and organizational politics. *Journal of Applied Psychology*, 96(3), 633-642.
226. Kanter, R. (1968). Commitment and social organization: A study of commitment mechanisms in utopian communities. *American Sociological Review*, 33, 499-517.
227. Kanungos, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67, 341-9.
228. Kaplan, M., & Chadha, N. K. (2004). Intergenerational programs and practices: A conceptual framework and an Indian context. *Indian Journal of Gerontology*, 18(3&4), 301-317.
229. Karabati, S., & Cemalcilar, Z. (2010). Values, materialism, and well-being: A study with Turkish university students. *Journal of Economic Psychology*, 31(4), 624-633.
230. Karanth, K (2011, Jul/Aug). Highlighting key HR trends. *EM India* (p. 36). Retrieved from www.efficientmanufacturing.in/pi-india/index.php? StoryID=443& articleID =127766.
231. Karatas, Z., & Tagay, O. (2012). Self-esteem, locus of control and multidimensional perfectionism as the predictors of subjective well-being. *International Education Studies*, 5(6), 131-137.
232. Karreman, A., & Vingerhoets, A. J. J. M. (2012). Attachment and well-being: The mediating role of emotion regulation and resilience. *Personality and Individual Differences*, 53(7), 821-826.
233. Katou, A. A. (2013). Justice, trust and employee reactions: An empirical examination of the HRM system. *Management Research Review*, 36(7), 674-699.
234. Katz, D. (1964). Motivational basis of organizational behavior. *Behavioral Science*, 9, 131-146.

235. Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd Ed.). New York: Wiley.
236. Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of Management*, 39(2), 366-391.
237. Kelidbari, H. R., Dizgah, M. R., & Yusefi, A. (2011). The relationship between organization commitment and job performance of employees of Guilan Province social security organization. *Interdisciplinary Journal of Contemporary Research in Business*, 3(6), 555–568.
238. Kelloway, E. K. (1998). *Using LISREL for structural equation modeling. A researcher's guide*. Thousand Oaks, CA: Sage Publications.
239. Kenny, D. A. (2013). Mediation. Retrieved from <http://davidakenny.net/cm/mediate.htm> on December 17, 2013.
240. Keyes, C. L. M., Shmotkin, D., & Ryff, C. D. (2002). Optimizing well-being: The empirical encounter of two traditions. *Journal of Personality and Social Psychology*, 82, 1007–1022.
241. Khan, A. (2013). Predictors of positive psychological strengths and subjective well-being among north Indian adolescents: Role of mentoring and educational encouragement. *Social Indicators Research*, 114(3), 1285-1293.
242. Kim, H. (2013). Transformational leadership, organizational clan culture, organizational affective commitment, and organizational citizenship behavior: A case of South Korea's public sector. *Public Organization Review*. DOI 10.1007/s11115-013-0225-z
243. Kim, S.Y., Shin, Y., & Kim, M. S. (2013). Cross-level interactions of individual trait positive affect, group trait positive affect, and group positive affect diversity. *Asian Journal of Social Psychology*, 16, 197–206.
244. Kim, T.-Y., & Kim, M. (2013). Leaders' moral competence and employee outcomes: The effects of psychological empowerment and person-supervisor fit. *Journal of Business Ethics*, 112(1), 155-166.
245. King, A. S. (1997). The crescendo effect in career motivation. *Career Development International*, 2(6), 293-301.
246. Kmec, J. A., & Gorman, E. H. (2010). Gender and discretionary work effort: evidence from the United States and Britain. *Work and Occupations*, 37, 3-36.

247. Knight, C. (2007). A resilience framework: Perspectives for educators. *Health Education, 107*(6), 543-555.
248. Ko, D., & Stewart, W. P. (2002). A structural equation model of residents' attitudes for tourism development. *Tourism Management, 23*(5), 521-530.
249. Kobasa, S. C. (1979). Stressful life events, personality, and health – Inquiry into hardiness. *Journal of Personality and Social Psychology, 37*(1), 1–11.
250. Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal, 37*(3), 656-669.
251. Kraemer, H. C., Wilson, G T., Fairburn, C. G., & Agras, W. S. (2002). Mediators and moderators of treatment effects in randomized clinical trials. *Archives of General Psychiatry, 59*, 877–883.
252. Krishnan, S. K., & Singh, M. (2010). Outcomes of intention to quit of Indian IT professionals. *Human Resource Management, 49*(3), 421-437.
253. Kuehn, K. W., & Al-Busaidi, Y. (2002). Citizenship behavior in a non-Western context: an examination of the role of satisfaction, commitment and job characteristics on self-reported OCB. *International Journal of Commerce & Management, 12*(2), 107-125.
254. Kumar, K., & Bakhshi, A. (2009). Organizational citizenship behavior in India: development of a scale. *International Journal of Organisational Behaviour, 14*(1), 14-25.
255. Kwantes, C. T. (2003). Organizational citizenship and withdrawal behaviors in the USA and India: Does commitment make a difference? *International Journal of Cross Cultural Management, 3*(1), 5-26.
256. Kwon, C., Kalpakjian, C. Z., & Roller, S. (2010). Factor structure of the PANAS and the relationship between positive and negative affect in polio survivors. *Disability and Rehabilitation, 32*(15), 1300-1310.
257. Lam, S. S. K. (2001). Article: test-retest reliability and factor structures of organizational citizenship behavior for Hong Kong workers. *Psychological Reports, 88*(1), 262-264.
258. Lambert, E. G., & Hogan, N. L. (2013). The association of distributive and procedural justice with organizational citizenship behavior. *Prison Journal, 93*(3), 313-334.

259. Lambert, E. G., Kelley, T., & Hogan, N. L. (2013). The association of occupational stressors with different forms of organizational commitment among correctional staff. *American Journal of Criminal Justice*, 38(3), 480-501.
260. Lazarus, R. S. (1991). *Emotion and adaptation*. New York, NY: Oxford University Press.
261. Lazarus, R. S. (1993). From psychological stress to the emotions: A history of changing outlooks. *Annual Review of Psychology*, 44, 1-21.
262. Lee, K., Allen, N. J., & Meyer, J. P. (2001). The three-component model of organizational commitment: An application to South Korea. *Applied Psychology: An International Review*, 50(4), 596-614.
263. Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87(1), 131-142.
264. Legault, L., Anawati, M., & Flynn, R. (2006). Factors favoring psychological resilience among fostered young people, *Children and Youth Services Review*, 28, 1024–1038.
265. Legge, K. (1995). *Human resource management: Rhetorics and realities*. Basingstoke: Macmillan.
266. Lehmann-Willenbrock, N., Grohmann, A., & Kauffeld, S. (2013). Promoting multifoci citizenship behavior: Time-lagged effects of procedural justice, trust, and commitment. *Applied Psychology*, 62(3), pp. 454-485.
267. Lemons, R. M., & Thatchenkery, T. (2013). A change management case study using appreciative intelligence ®, *International Journal of Business Performance Management*, 14(4), 435-449.
268. Lengnick-Hall, C. A., & Beck, T. (2003, August). *Beyond bouncing back: The concept of organizational resilience*. Paper presented at the National Academy of Management meetings, Seattle, WA.
269. Lengnick-Hall, C. A., & Beck, T. E. (2005). Adaptive fit versus robust transformation: How organizations respond to environmental change. *Journal of Management*, 31, 738-757.
270. Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing organization resilience capacity through strategic human resource management. *Human Resource Management Review*, 21, 243-255.

271. Lent, R. W., Taveira, M., B, Sheu, H. B., & Singley, D. (2009). Social cognitive predictors of academic adjustment and life satisfaction in Portuguese college students: A longitudinal analysis. *Journal of Vocational Behavior, 74*, 190–198
272. Lepine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology, 87*, 52-65.
273. Letzring, T. D., Block, J., & Funder, D. C. (2005). Ego-control and ego-resiliency: Generalization of self-report scales based on personality descriptions from acquaintances, clinicians, and the self. *Journal of Research in Personality, 39*(4), 395-422.
274. Leue, A., & Beauducel, A. (2011). The PANAS structure revisited: On the validity of a bifactor model in community and forensic samples. *Psychological Assessment, 23*(1), 215-25.
275. Levine, S. Z., Laufer, A., Stein, E., Hamama-Raz, Y., & Solomon, Z. (2009). Examining the relationship between resilience and posttraumatic growth. *Journal of Traumatic Stress, 22*(4), 282–286.
276. Lewis, S. E. (2013). Trauma and the making of flexible minds in the Tibetan exile community. *Ethos, 41*(3), 313-336.
277. Li, Y.-M. (2013). Moderating effects of emotional intelligence in the relationship between emotional labor, emotional exhaustion and organizational citizenship behavior of first-line hotel service staff. *Actual Problems of Economics, 140*(2), 226-236.
278. Lian, S.-Y., & Tam, C.L. (2014). Work stress, coping strategies and resilience: A study among working females. *Asian Social Science, 10*(12), 41-52.
279. Liang, Y.-W. (2012). The relationships among work values, burnout, and organizational citizenship behaviors: A study from hotel front-line service employees in Taiwan. *International Journal of Contemporary Hospitality Management, 24*(2), 251-268.
280. Libran, E. C. (2006). Personality dimensions and subjective well-being. *The Spanish Journal of Psychology, 9*(1), 38-44.
281. Lietz, C. A. (2011). Empathic action and family resilience: A narrative examination of the benefits of helping others. *Journal of Social Service Research, 37*(3), 254-265.

282. Lievens, F., & Anseel, F. (2004). Confirmatory factor analysis and invariance of an organizational citizenship behaviour measure across samples in a Dutch-speaking context. *Journal of Occupational and Organizational Psychology*, 77, 299–306.
283. Lightsey, O. R. Jr. (2006). Resilience, meaning, and well-being. *The Counselling Psychologist*, 34, 96-107.
284. Lilly, J. D., & Virick, M. (2013). Coping mechanisms as antecedents of justice and organization citizenship behaviors: A multi-focal perspective of the social exchange relationship. *Current Psychology*, 32(2), 150-167.
285. Liu, Y. (2009). Perceived organizational support and expatriate organizational citizenship behavior: The mediating role of affective commitment towards the parent company. *Personnel Review*, 38(3), 307-319.
286. Liu, Y., & Cohen, A. (2010). Values, commitment, and OCB among Chinese employees. *International Journal of Intercultural Relations*, 34, 493–506.
287. Liu, Y., Wang, Z., & Lü, W. (2013). Resilience and affect balance as mediators between trait emotional intelligence and life satisfaction. *Personality and Individual Differences*, 54, 850–855.
288. Liu, Y., Wang, Z. H., & Li, Z. G. (2012). Affective mediators of the influence of neuroticism and resilience on life satisfaction. *Personality and Individual Differences*, 52, 833–838.
289. Lopez, S. J., Prosser, E. C., Edwards, L. M., Magyar-Moe, J. L., Neufeld, J. E., & Rasmussen, H. N. (2005). Putting positive psychology in a multicultural context. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 700–714). New York: Oxford University Press.
290. Lövblad, M., & Bantekas, A. (2010). What do you expect? The effect of psychological contracts on affective commitment in industrial marketing relationships. *Journal of Relationship Marketing*, 9(3), 161-78.
291. Lövblad, M., Hyder, A.S., & Lönnstedt, L. (2012). Affective commitment in industrial customer-supplier relations: a psychological contract approach. *Journal of Business & Industrial Marketing*, 27(4), 275 – 285
292. Lucas, R. E., & Donnellan, M. B. (2007). How stable is happiness? Using the STARTS model to estimate the stability of life satisfaction. *Journal of Research in Personality*, 41, 1091–1098.
293. Lucas, R. E., Diener, E., & Suh, E. (1996). Discriminant Validity of Well-Being Measures. *Journal of Personality and Social Psychology*, 71(3), 616-628.

294. Luhmann, M., Lucas, R. E., Eid, M., & Diener, E. (2013). The Prospective Effect of Life Satisfaction on Life Events. *Social Psychological and Personality Science*, *4*(1), 39-45.
295. Lundman, B., Strandberg, G., Eisemann, M., Gustafson, Y., & Brulin, C. (2007). Psychometric properties of the Swedish version of the Resilience Scale. *Scandinavian Journal of Caring Sciences*, *21*, 229-237.
296. Luthans, F. (2002a). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Executive*, *16*(1), 57-72
297. Luthans, F. (2002b). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, *23*, 695-706.
298. Luthans, F., & Youssef, C. M. (2004). Human, social and now positive psychological capital management: investing in people for competitive advantage. *Organizational Dynamics*, *33*(2), 143-160.
299. Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital*. Oxford: Oxford University Press.
300. Luthans, F., Youssef, C. M., & Rawski, S. L. (2011). A tale of two paradigms: The impact of psychological capital and reinforcing feedback on problem solving and innovation. *Journal of Organizational Behavior Management*, *31*(4), 333-350
301. Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, *33*(3), 321-349.
302. Luthar, S. S. (1993). Annotation: Methodological and conceptual issues in research on childhood resilience. *Journal of Child Psychology and Psychiatry*, *34*, 441-53.
303. Luthar, S., Cicchetti, D., & Becker, B. (2000). The construct of resilience: A critical evaluation and guidelines for future work. *Child Development*, *71*(3), 543-562.
304. Lykken, D., & Tellegen, A. (1996). Happiness is a stochastic phenomenon. *Psychological Science*, *7*(3), 186-189.
305. Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success. *Psychological Bulletin*, *131*(6), 803-855.
306. Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success? *Psychological Bulletin*, *131*(6), 803-855.
307. Maddi, S. R. (2004). Hardiness: An operationalization of existential courage. *Journal of Humanistic Psychology*, *44*(3), 279-298.

308. Maddi, S. R., & Kobasa, S. C. (1984). *The hardy executive: Health under stress*. Homewood, IL: Dow Jones-Irwin.
309. Maini, J. J., Singh, B., & Kaur, P. (2012). The relationship among emotional intelligence and outcome variables: A study of Indian employees. *Vision: The Journal of Business Perspective*, *16*(3), 187-199.
310. Mak, W. W. S., Ng, I. S. W., & Wong, C. C. Y. (2011). Resilience: Enhancing well-being through the positive cognitive triad. *Journal of Counseling Psychology*, *58*, 610–617.
311. Mäkikangas, A., Kinnunen, U., & Feldt, T. (2004). Self-esteem, dispositional optimism, and health: Evidence from cross-lagged data on employees. *Journal of Research in Personality*, *38*, 556-575.
312. Mansfield, C. F., Beltman, S., Price, A., & McConney, A. (2012). Don't sweat the small stuff: Understanding teacher resilience at the chalkface. *Teaching and Teacher Education*, *28*, 357-367.
313. March, J. G., & Simon, H. A. (1958). *Organizations*. New York: Wiley.
314. Margolis, J. D., & Stoltz, P. G. (2010). How to bounce back from adversity. *Harvard Business Review*, *88*(1/2), 86-92.
315. Maring, E. F., Malik, B. B., & Wallen, J. (2012). Drug abuse in India: Grounding research in ecological risk and resilience theory. *Family and Consumer Sciences Research Journal*, *41*(2), 172-182.
316. Markey, R., & Knudsen, H. (2014). Employee participation and quality of work environment: Denmark and New Zealand. *International Journal of Comparative Labour Law and Industrial Relations*, *30*(1), 105-126.
317. Markey, R., & Townsend, K. (2013). Contemporary trends in employee involvement and participation. *Journal of Industrial Relations*, *55*(4), 1-13.
318. Markey, R., Ravenswood, K., Webber, D. J., & Knudsen, H. (2013). Influence at work and the desire for more influence. *Journal of Industrial Relations*, *55*(4), 507-526.
319. Marschke, E., & Mujtaba, B. G. (2011). Health and wellness value creation for human resource professionals. *HRM Review*, *11*(8), 10-19.
320. Marsh, K., & Bertranou, E. (2012). Can subjective well-being measures be used to value policy outcomes? The example of engagement in culture. *Cultural Trends*, *21*(4), 299-310.

321. Martin, A. J. (2005). The role of positive psychology in enhancing satisfaction, motivation, and productivity in the workplace. *Journal of Organizational Behavior Management*, 24(1/2), 113-133.
322. Martin, A. J., & Marsh, H. W. (2003). *Academic resilience and the four Cs: Capacity, control, composure, and commitment*. Presented at Joint AARE/NZRE Conference. Auckland, New Zealand.
323. Maslach, C., Jackson, S. E., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
324. Masten, A. S. (1994). Resilience in individual development: Successful adaptation despite risk and adversity. In M. C. W. G. W. Gordon (Ed.), *Educational resilience in inner-city America*. Hillsdale, NJ: Lawrence Erlbaum Associates.
325. Masten, A. S., & Reed, M. G. (2002). Resilience in development. In C. R. Snyder & S. J. Lopez (Eds.). *The handbook of positive psychology* (pp. 74-88). New York: Oxford University Press.
326. Masten, A. S., Best, K. M., & Garmezy, N. (1990). Resilience and development: Contributions from the study of children who overcome adversity. *Development and Psychopathology*, 2, 425-444.
327. Masten, A., & Garmezy, N. (1985). Risk, vulnerability, and protective factors in developmental psychopathology. In B. Lahey & A. Kazdin (Ed.), *Advances in clinical child psychology Vol. 8* (pp. 1-52). New York: Plenum Press.
328. Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194.
329. McCarthy, J. F. (2003). *Short stories at work: Organizational story telling as a leadership conduit during turbulent times*. Paper presented at the Academy of Management Proceedings.
330. McDaniel, B. L. (2007). *Predicting moral judgement competence from developmental building blocks and moral emotions: A structural equation model* (Doctoral thesis). Retrieved from ProQuest Dissertations and Theses database. (UMI No. 3274623)
331. McDonald, R. P., & Ho, M. R. (2002). Principles and practice in reporting structural equation analyses. *Psychological Methods*, 7, 64-82.

332. McFarlane, J., Martin, C. L., & Williams, T. M. (1988). Mood fluctuations: Women versus men and menstrual versus other cycles. *Psychology of Women Quarterly, 12*, 201–223.
333. Meyer, J. P., & Allen, N. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*, 61–89.
334. Meyer, J. P., & Allen, N. (1997). *Commitment in the workplace*. Thousand Oaks, CA: SAGE
335. Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11*, 299–326.
336. Meyer, J. P., & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior, 77*, 323–337.
337. Meyer, J. P., Allen, N., & Smith, C. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology, 78*, 538-551.
338. Meyer, J. P., Becker, T. E., & Van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior, 27*, 665–683.
339. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior, 61*(1), 20-52.
340. Meyer, J. P., Stanley, D. J., Jackson, T. A., McInnis, K. J., Maltin, E. R., & Sheppard, L. (2012). Affective, normative, and continuance commitment levels across cultures: A meta-analysis. *Journal of Vocational Behavior, 80*(2), 225-245.
341. Meyer, J. P., Stanley, L. J., & Parfyonova, N. M. (2012). Employee commitment in context: The nature and implication of commitment profiles. *Journal of Vocational Behavior, 80*(1), 1-16.
342. Meyers, L. S., Gamst, G., & Guarino, A. J. (2006). *Applied multivariate research: Design and interpretation*. Thousand Oaks, CA: Sage.
343. Mills, M. J., Fleck, C. R., & Kozikowski, A. (2013). Positive psychology at work: A conceptual review, state-of-practice assessment, and a look ahead. *The Journal of Positive Psychology: Dedicated to furthering research and promoting good practice, 8*(2), 153-164.

344. Mitchell, M. S., & Cropanzano, R. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
345. Mohanty, J., & Rath, B. P. (2013). Organisation culture as indicators of citizenship behaviours within organisations: A multi sector analysis. *International Journal of Business Performance Management*, 14(3), 245-255.
346. Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998), Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *The Academy of Management Journal*, 41, 351-357.
347. Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6), 845-855.
348. Moorman, R. H., & Blakely, G. L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior*, 16(2), 127-142.
349. Morin, A. J. S., Vandenberghe, C., Boudrias, J., Madore, I., Morizot, J., & Tremblay, M. (2011). Affective commitment and citizenship behaviors across multiple foci. *Journal of Managerial Psychology*, 26(8), 716-738.
350. Morin, A. J. S., Vandenberghe, C., Turmel, M.-J., Madore, I., & Maïano, C. (2013). Probing into commitment's nonlinear relationships to work outcomes. *Journal of Managerial Psychology*, 28(2), 202-223.
351. Morrow, P. C. (1983). Concept redundancy in organizational research: The case of work commitment, *Academy of Management Review*, 8, 486-500.
352. Morrow, P. C. (1993). *The theory and measurement of work commitment*, JAI Press Inc., Greenwich, CT.
353. Moskowitz, J. T., Shmueli-Blumberg, D, Acree, M., & Folkman, S. (2012). Positive affect in the midst of distress: implications for role functioning. *Journal of Community and Applied Social Psychology*, 22(6), 502–518.
354. Mowday, R. T., Porter, L. W., & Steers, R. (1982). *Employee-organizational linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.
355. Mowday, R., Steers, R., & Porter, L. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.

356. Muchiri, M. K., & Ayoko, O. B. (2013). Linking demographic diversity to organisational outcomes: The moderating role of transformational leadership. *Leadership and Organization Development Journal*, 34(5), 384-406.
357. Mudrack, P. E. (1999). Time structure and purpose, type A behavior, and the Protestant work ethic. *Journal of Organizational Behavior*, 20, 145-58.
358. Mujtaba, B. G., Afza, T., & Habib, N. (2011). Leadership tendencies of Pakistanis: Exploring similarities and differences based on age and gender. *Journal of Economics and Behavioral Studies*, 2(5), 199-212.
359. Murphy, G., Athanasou, J., & King, N. (2002). Job satisfaction and organizational citizenship behaviour: A study of Australian human-service professionals. *Journal of Managerial Psychology*, 17(4), 287-297.
360. Myers, D. G. (1993). *The pursuit of happiness*. New York: HarperCollins.
361. Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 29(1), 33-41.
362. Nakaya, M., Oshio, A., & Kaneko, H. (2006). Correlations for adolescent resilience scale with big five personality traits. *Psychological Reports*, 98(3), 927-930.
363. Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work–family conflict and job satisfaction among hospitality employees in India. *Tourism Management*, 28, 1212–1223.
364. Narayanan, A., & Jose, T. P. (2011). Spiritual intelligence and resilience among Christian youth in Kerala. *Journal of the Indian Academy of Applied Psychology*, 37(2), 263-268.
365. Nasurdin , A. M., Ahmad, N. H., & Tan , C. L. (2014). Cultivating service-oriented citizenship behavior among hotel employees: The instrumental roles of training and compensation. *Service Business Journal*, DOI 10.1007/s11628-014-0230-5.
366. Nasurdin, A. M., Nejati, M., & Mei, Y. K. (2013). Workplace spirituality and organizational citizenship behaviour: Exploring gender as a moderator. *South African Journal of Business Management*, 44 (1), pp. 61-74.
367. Near, J. P., & Miceli, M. P. (1987). Whistle-blowers in organisations: Dissidents or reformers. *Research in Organisational Behavior*, 9, 321-368.

368. Neininger, A., Lehmann-Willenbrock, N., Kauffeld, S., & Henschel, A. (2010). Effects of team and organizational commitment – A longitudinal study. *Journal of Vocational Behavior*, 76, 567–579.
369. Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of Marketing*, 61(3), 85-98.
370. Neves, P., & Caetano, A. (2009). Commitment to change: Contributions to trust in the supervisor and work outcomes. *Group and Organization Management*, 34(6), 623-644.
371. Newman, D. B., Tay, L., & Diener, E. (in press). Leisure and subjective well-being: A model of psychological mechanisms as mediating factors. *Journal of Happiness Studies*. DOI 10.1007/s10902-013-9435-x.
372. Newsom, J. (2012). Levels of Measurement and Choosing the Correct Statistical Test. Retrieved from http://www.upa.pdx.edu/IOA/newsom/da1/ho_levels.pdf on December 7, 2013.
373. Ng, T. W. H., & Feldman, D. C. (2011). Affective organizational commitment and citizenship behavior: Linear and non-linear moderating effects of organizational tenure. *Journal of Vocational Behavior*, 79(2), 528-537.
374. Nguyen, T. D., & Nguyen, T. T. M. (2012). Psychological capital, quality of work life, and quality of life of marketers: Evidence from Vietnam. *Journal of Macromarketing*, 32(1), 87-95.
375. Nigah, N., Davis, A. J., & Hurrell, S. A. (2012). The impact of buddying on psychological capital and work engagement: An empirical study of socialization in the professional services sector. *Thunderbird International Business Review Special Issue: A Global Perspective on HRM*, 54(6), 891-905.
376. Ning, J., & Jing, R. (2012). Commitment to change: Its role in the relationship between expectation of change outcome and emotional exhaustion. *Human Resource Development Quarterly*, 23(4), 461-485.
377. Nishi, D., Uehara, R., Kondo, M., & Matsuoka, Y. (2010). Reliability and validity of the Japanese version of the Resilience Scale and its short version. *BMC Research Notes*, 3(1), 310.
378. Noble, T., & McGrath, H. (2005). Emotional growth: Helping children and families bounce-back. *Australian Family Physician*, 34, 749–752.

379. O' Driscoll, M.P., Cooper-Thomas, H.D., Bentley, T., Catley, B.E., Gardner, D.H., & Trenberth, L. (2011). Workplace bullying in New Zealand: A survey of employee perceptions and attitudes. *Asia Pacific Journal of Human Resources*, 49(4), 390-408.
380. O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification and internalization on prosocial behavior. *The Journal of Applied Psychology*, 71, 492-499.
381. Okurame, D. (2012). Impact of career growth prospects and formal mentoring on organisational citizenship behaviour. *Leadership and Organization Development Journal*, 33(1), 66-85.
382. Ong, L. D. (2013). Workplace friendship, trust in co-workers and employees' OCB. *Actual Problems of Economics*, 140(2), 289-294.
383. Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfaction-causes performance hypothesis. *Academy of Management Review*, 2, 46-53.
384. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
385. Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97.
386. Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74(1), 157-164.
387. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775-802.
388. Organ, D. W., Podsakoff, P. M., & MacKenzie S. P. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. London: Sage Publications.
389. Organ, D. W., & Moorman, R. H. (1993). Fairness and organizational citizenship behavior: What are the connections? *Social Justice Research*, 6(1), 5-18.
390. Organ, D.W., Podsakoff, P.M., & MacKenzie, S.B. (2005). *Organizational citizenship behavior: Its nature, antecedents and consequences*. Thousand Oaks, CA: Sage.

391. Ouweneel, E., Le Blanc, P. M., & Schaufeli, W. B. (2012). Don't leave your heart at home: Gain cycles of positive emotions, resources, and engagement at work. *Career Development International*, 17(6), 537 – 556.
392. Ozer, D. J., & Benet-Martinez, V. (2006). Personality and prediction of consequential outcomes. *Annual Review of Psychology*, 57, 401–421.
393. Paine, J. B., & Organ, D. W. (2000). The cultural matrix of organizational citizenship behavior: Some preliminary conceptual and empirical observations. *Human Resource Management Review*, 10(1), 45-59.
394. Pal, D., & Dasgupta, S. K. (2012). Work motivation vis-a-vis organizational citizenship behaviour. *Journal of the Indian Academy of Applied Psychology*, 38(2), 352-360.
395. Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, 75, 224–236.
396. Panaccio, A., & Vandenberghe, C. (2012). Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states. *Journal of Vocational Behavior*, 80(3), 647-658.
397. Park, N. (2004). The role of subjective well-being in positive youth development. *Annals of the American Academy of Political and Social Science*, 591, 25-39.
398. Paul, H., & Garg, P. (2012a). *Revisiting resilience in Indian context*. In conference proceeding of International Conference on Management in New World Order: Concepts and Practices from India (pp. 380-397). New Delhi: Tata McGraw-Hill.
399. Paul, H., & Garg, P. (2012b). Mutualistic perspective of individual resilience and organizational commitment: A path analysis model. *International Journal of Management and Behavioural Sciences*, 1, 107-119.
400. Paul, H., & Garg, P. (2012c). *Organizational commitment of frontline sales professionals: Can resilience help?* Paper presented at 2nd International Marketing Conference 2012 at IIM Calcutta, Kolkata.
401. Paul, H., & Garg, P. (2013a). *Employee resilience and OCB: Mediating effects of organizational commitment*. Paper presented in 3rd conference of Indian Academy of Management at IIM Ahemadabad.
402. Paul, H., & Garg, P. (2013b). Tendency to display citizenship behaviours at work: role of subjective well-being. *Indian Journal of Health and Wellbeing*, 4(1), 16-20.

403. Pawar, B. S. (2013). A proposed model of organizational behavior aspects for employee performance and well-being. *Applied Research in Quality of Life*, 8(3), 339-359.
404. Pemberton, C. (2011). How to build resilience, *Coaching at Work*, 6(3), 54-55.
405. Penley, L. E., & Gould, S. (1988). Etzioni's model of organizational involvement: A perspective to understanding commitment to organizations. *Journal of Organizational Behavior*, 9, 43-59.
406. Peterson, C., Park, N., & Seligman, M. E. P. (2005). Assessment of character strengths. In G. P. Koocher, J. C. Norcross & S. S. Hill III (Eds.), *Psychologists' desk reference* (2nd ed., pp. 93–98). New York: Oxford University Press.
407. Peterson, S. J., Luthans, F., Avolio, B. J., Walumbwa, F. O., & Zhang, Z. (2011). Psychological capital and employee performance: A latent growth modeling approach. *Personnel Psychology*, 64(2), 427-450.
408. Peterson, S. J., Walumbwa, F. O., Avolio, B. J., & Hannah, S. T. (2012). The relationship between authentic leadership and follower job performance: The mediating role of follower positivity in extreme contexts. *The Leadership Quarterly*, 23, 502-516.
409. Peterson, S. J., Walumbwa, F. O., Byron, K., & Myrowitz, J. (2009). CEO positive psychological traits, transformational leadership, and firm performance in high-technology start-up and established firms. *Journal of Management*, 35(2), 348-368.
410. Phillips, D. (2006). *Quality of life: Concept, policy and practice*. UK: Routledge.
411. Pinheiro, M. R., & Matos, A. P. (2013). Exploring the construct validity of the two versions of the Resilience Scale in a Portuguese adolescent sample. *The European Journal of Social & Behavioural Sciences*, 2, 179-189.
412. Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122-141.
413. Podsakoff, P. M., & MacKenzie, S. (1989). *A Second generation measure of organizational citizenship behavior (Working Paper)*. Indiana University Bloomington.
414. Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.

415. Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
416. Podsakoff, P. M., MacKenzie, S., Moorman, R., & Fetter, R. (1990). Transformational Leader Behaviors and their Effects on Trust, Satisfaction, and Organizational Citizenship Behavior. *The Leadership Quarterly*, 1, 107-142.
417. Podsakoff, P.M., & MacKenzie, S.B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10(2), 133-151.
418. Porter, L., Steers, R., Mowday, R., & Boulian, P. (1974). Organisational commitment, job satisfaction and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59, 603-609.
419. Powell III, B.E., & Thatchenkery, T. (2013). Positive approaches for organization development: A case study. *International Journal of Human Resource Development and Management*, 13(2&3), 95-106.
420. Powell, D. M., & Meyer, J. P. (2004). Side-bet theory and the three-component model of organizational commitment. *Journal of Vocational Behavior*, 65, 157-177.
421. Pretsch, J., Flunger, B., & Schmitt, M. (2012). Resilience predicts well-being in teachers, but not in non-teaching employees. *Social Psychology of Education*, 15(3), 321-336.
422. Qian, Y., & Daniels, T. D. (2008). A communication model of employee cynicism toward organizational change. *Corporate Communications: An International Journal*, 13(3), 319-332.
423. Rajkumar, A. P., Premkumar, T. S., & Tharyan, P. (2008). Coping with the Asian tsunami: Perspectives from Tamil Nadu, India on the determinants of resilience in the face of adversity. *Social Science and Medicine*, 67(5), 844-853.
424. Ramlall, S. J. (2009). Continuing the HR evolution: Building resilience in turbulent economic times. *International Journal of Global Management Studies*, 1(3), 19-28.
425. Randall, M. D., & Cote, J. A. (1991). Interrelationships of work commitment constructs. *Work and Occupation*, 18, 194-211.

426. Rashid, Z. A., Sambasivan, M., & Johari, J. (2003). The influence of corporate culture and organisational commitment on performance. *Journal of Management Development*, 22(8), 708 – 728.
427. RBI Annual publications (2012, September 14). Handbook of Statistics on Indian Economy 2011-12. Retrieved from [www.rbi.org.in/scripts/Annual_Publications.aspx?head=Handbook% 20of% 20Statistics% 20on% 20Indian% 20 Economy](http://www.rbi.org.in/scripts/Annual_Publications.aspx?head=Handbook%20of%20Statistics%20on%20Indian%20Economy).
428. Rego, A., Ribeiro, N., & Cunha, M. P. (2009). Perceptions of organizational virtuousness and happiness as predictors of organizational citizenship behaviours. *Journal of Business Ethics*, 93(2), 215–235.
429. Rego, A., Sousa, F., Marques, C., & Cunha, M. P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal of Business Research*, 65, 429-437.
430. Reichers, A. (1985). A review and reconceptualisation of organisational commitment. *Academy of Management Review*, 10, 465-476.
431. Richardson, C. G., Russell, L. R., & Ratner, P. A. (2010). An examination of the factor structure and reliability of the Resilience Scale in adolescents. Paper presented at the Pathways to Resilience II conference in Halifax, NS, Canada. Retrieved from http://www.chrisgrichardson.ca/pdf/pathways_to_resilience_2010.pdf on December 28, 2013.
432. Richardson, G. E. (2002). The metatheory of resilience and resiliency. *Journal of Clinical Psychology*, 58(3), 307–21.
433. Roberts, S. J., Scherer, L. L., & Bowyer, C. J. (2011). Job stress and incivility: What role does psychological capital play? *Journal of Leadership & Organizational Studies*, 18(4), 449-458.
434. Rousseau, J. J. (1782). *The Confessions*. Paris: Gallimard.
435. Ruiz-Palomino, P., Ruiz-Amaya, C., & Knörr, H. (2011). Employee organizational citizenship behaviour: The direct and indirect impact of ethical leadership. *Canadian Journal of Administrative Sciences*, 28, 244–258.
436. Rusbult, C. E., & Farrell, D. (1983). A longitudinal test of the investment model: The impact on job satisfaction, job commitment, and turnover of variations in rewards, costs, alternatives and investments. *Journal of Applied Psychology*, 68, 429–438.
437. Rutter, M. (1987). Psychological resilience and protective mechanisms. *American Journal of Orthopsychiatric*, 57(3), 316-331.

438. Rutter, M. (2006). Implications of resilience concepts for scientific understanding. *Annals New York Academy of Sciences*, 1094, 1-12.
439. Ryan, J. J. (2002). Work values and organizational citizenship behaviors: Values that work for employees and organizations, *Journal of Business and Psychology*, 17(1), 123-132.
440. Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52, 141–166.
441. Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological wellbeing. *Journal of Personality and Social Psychology*, 57, 1069–1081.
442. Ryff, C. D. (1995). Psychological well-being in adult life. *Current Directions in Psychological Science*, 4, 99-104.
443. Ryff, C. D., & Singer, B. H. (2008). Know thyself and become what you are: A eudaimonic approach to psychological well-being. *Journal of Happiness Studies*, 9, 13–39.
444. Ryff, C., & Singer, B. (2003). Flourishing under fire: Resilience as a prototype of challenged thriving. In C. Keyes & J. Haidt (Eds.), *Flourishing: Positive psychology and the life well-lived* (pp. 15–36). Washington, DC: American Psychological Association.
445. Sahay, Y. P., & Gupta, M. (2011). Role of organization structure in innovation in the bulk-drug industry. *Indian Journal of Industrial relations*, 45(3), 450-464.
446. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21 (7), 600-619.
447. Salancik, G. R. (1977). Commitment and the control of organizational behavior and belief. In B. B. Staw & G. R. Salancik (Eds.), *New directions in organizational behavior*. Chicago, IL: St. Clair Press.
448. Salehi, M., & Gholtash, A. (2011). The relationship between job satisfaction, job burnout and organizational commitment with the organizational citizenship behavior among members of faculty in the Islamic Azad University – first district branches, in order to provide the appropriate model. *Procedia - Social and Behavioral Sciences*, 15, 306-310.

449. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Occupational Behavior, 25*(3), 293-315.
450. Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies, 3*(1), 71-92.
451. Schiffrin, H. H., & Falkenstern, M. (2012). The impact of affect on resource development: Support for the broaden-and-build model. *North American Journal of Psychology, 14*(3), 569-584.
452. Schimmack, U. (2008). The structure of subjective well-being. In M. Eid & R. J. Larsen (Eds.), *The science of subjective well-being* (pp. 97–123). New York: Guilford.
453. Schimmack, U., & Diener, E. (2003). Predictive validity of explicit and implicit self-esteem for subjective well-being. *Journal of Research in Personality, 37*, 100–106.
454. Schüler, J., Brandstätter, V., & Sheldon, K. M. (2013). Do implicit motives and basic psychological needs interact to predict well-being and flow? Testing a universal hypothesis and a matching hypothesis. *Motivation and Emotion, 37*(3), 480-495.
455. Schutte, N. S., & Malouff, J. M. (2011). Emotional intelligence mediates the relationship between mindfulness and subjective well-being. *Personality and Individual Differences, 50*(7), 1116-1119.
456. Seligman, M. E. P. (2002). *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment*. New York: Free Press/Simon and Schuster.
457. Seligman, M. E. P., & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American Psychologist, 55*, 5-14.
458. Shantz, A., Alfes, K., Truss, C., & Soane, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours. *International Journal of Human Resource Management, 24*(13), 2608-2627.

459. Sharma, J. P., Bajpai, N., & Holani, U. (2011). Organizational citizenship behavior in public and private sector and its impact on job satisfaction: A comparative study in Indian perspective. *International Journal of Business and Management*, 6(1), 67-75.
460. Sharon, G. L., Janice, Langan-Fox, & Jeromy, A. (2009). The big five traits as predictors of subjective and psychological well-being. *Psychological Reports*, 105(1), 205–231.
461. Sheldon, K. M. (2002). The self-concordance model of healthy goal striving: When personal goals correctly represent the person. In E. L. Deci, & R. M. Ryan (Eds.), *Handbook of self-determination research* (pp. 65–86). Rochester, NY: University of Rochester Press.
462. Sheldon, M. E. (1971). Investment and involvement as mechanism producing organizational commitment, *Administrative Science Quarterly*, 16, 143-150.
463. Shih, C.-T., & Chuang, C.-H. (2013). Individual differences, psychological contract breach, and organizational citizenship behavior: A moderated mediation study. *Asia Pacific Journal of Management*, 30 (1), pp. 191-210.
464. Shin, J., Taylor, M. S., & Seo, M.-G. (2012). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal*, 55(3), 727-748.
465. Simon, W. (1998). Hinduism. In J. R. Hinnells (Ed.). *The new Penguin handbook of living religions*. Harmondsworth: Penguin books.
466. Sinclair, R. R., Tucker, J. S., Cullen, J. C., & Wright, C. (2005). Performance differences among four organizational commitment profiles. *Journal of Applied Psychology*, 90(6), 1280-1287.
467. Sinclair, V. G., & Wallston, K. A. (2004). The development and psychometric evaluation of the Brief Resilient Coping Scale. *Assessment*, 11, 94-101.
468. Singh, A. K., & Singh, S. (2013). Perceived organisational support and organisational citizenship behaviour: The mediating role of personality. *Journal of the Indian Academy of Applied Psychology*, 39(1), 117-125.
469. Singh, P., Suar, D., & Leiter, M. P. (2012). Antecedents, Work-Related Consequences, and Buffers of Job Burnout Among Indian Software Developers. *Journal of Leadership and Organizational Studies*, 19(1), 83-104.

470. Sinha, A. K., & Jain, A. K. (2004). Emotional intelligence: Imperative for the organizationally relevant outcomes. *Psychological Studies*, 49(2), 81-96.
471. Sinha, J. B. P., Singh, S., Gupta, P., Srivastava, K. B. L., Sinha, R. B. N., Srivastava, S., Ghosh, A., Siddiqui, R.N., Tripathi, N., Gupta, M., Srivastava, S., Mulla, Z., Vijayalakshmi, C., & Pandey, A. (2010). An exploration of the Indian Mindset. *Psychological Studies*, 55(1), 3-17.
472. Siu, O., Hui, C. H., Phillips, D. R., Lin, L., Wong, T., & Shi, K. (2009). A study of resiliency among Chinese health care workers: Capacity to cope with workplace stress. *Journal of Research in Personality*, 43, 770-776.
473. Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663.
474. Snyder, C. R. (1999). *Coping: The psychology of what works* (Ed.). New York: Oxford University Press.
475. Snyder, C. R., & Lopez, S. J. (2007). *Positive psychology: The scientific and practical explorations of human strengths*. USA: Sage Publications.
476. Sodhi, M. S. (2012). The new national manufacturing policy: A flow perspective. *ISB Insight*, 9(3), 5-9.
477. Solinger, O. N., van Olffen, W., & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. *Journal of Applied Psychology*, 93(1), 70-83.
478. Soons, J. P. M., Liefbroer, A. C., & Kalmijn, M. (2009). The long-term consequences of relationship formation for subjective well-being. *Journal of Marriage and Family*, 71(5), 1254-1270.
479. Spector, P. E. (2013). Introduction: The dark and light sides of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 540-541.
480. Srivastava, S., & Sinha, A. K. (2005). Resilience for well-being: The role of experiential learning. *Psychological Studies*, 50(1), 40-49.
481. Stafford, L. (2008). Social exchange theories. In L. A. Baxter & D. O. Braithwaite (Eds.), *Engaging theories in interpersonal communication: Multiple perspectives* (pp. 377-389). Thousand Oaks.
482. Steele, L. G., & Lynch, S. M. (2013). The pursuit of happiness in China: Individualism, collectivism, and subjective well-being during China's economic and social transformation. *Social Indicators Research*, 114(2), 441-451.
483. Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22, 46-56.

484. Stinglhamber, F., Bentein, K., & Vandenberghe, C. (2002). Extension of the three-component model of commitment to five foci: Development of measures and substantive test. *European Journal of Psychological Assessment, 18*(2), 123–138.
485. Stroh, L., & Reilly, A. H. (1997). Loyalty in the age of downsizing. *Sloan Management Review, 38*, 83-88.
486. Sturges, J., Conway, N., Guest, D., & Liefoghe, A. (2005). Managing the career deal: The psychological contract as a framework for understanding career management, organizational commitment and work behavior. *Journal of Organizational Behavior, 26*(7), 821-38.
487. Suliman, A., & Iles, P. (2000). The multi-dimensional nature of organizational commitment in a non-western context. *Journal of Management Development, 19*(1), 71-83.
488. Sushil. (2001). Demythifying flexibility. *Management Decision, 39*(10), 860 – 865.
489. Swart, J., & Rothmann, S. (2012). Authentic happiness of managers, and individual and organisational outcomes. *South African Journal of Psychology, 42*(4), 492-508.
490. Tabachnick, B. G., & Fidell, L. S. (2001). *Using multivariate statistics* (4th Ed.). Boston, MA: Allyn & Bacon.
491. Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistic* (5th Edition). Boston: Pearson/Allyn & Bacon.
492. Tamini, B. K., Yazdany, B. O., & Bojd, F. B. (2011). Quality of work life as a function of organizational commitment and job burnout of government and private bank employees in Zahedan City. *Social Sciences, 6*(5), 368-374.
493. Tedeschi, R. G., Calhoun, L. G., & Cann, A. (2007). Evaluating resource gain: Understanding and misunderstanding posttraumatic growth. *Applied Psychology, 56*, 396–406.
494. Tedeschi, R. G., Park, C. L., & Calhoun L. G. (1998). Posttraumatic growth: Conceptual issues. In R. G. Tedeschi, C. L. Park, & L. G. Calhoun (Eds.), *Posttraumatic growth: Positive changes in the aftermath of crisis* (pp. 1-22). Mahwah, NJ: Lawrence Erlbaum Associates Publishers.
495. Terre Blanche, M., & Durrheim, K. (1999). *Research in practice: Applied methods for the social sciences*. Cape Town: University of Cape Town Press.
496. Testa, M. R. (2001). Organizational commitment, job satisfaction, and effort in the service environment. *Journal of Psychology: Interdisciplinary and Applied, 135*(2), 226-236.

497. Thatchenkery, T. (2009). Appreciative intelligence for innovation in the Indian industry. *Paradigm, 13*(1), 1-5.
498. The, P.-L., & Sun, H. (2012). Knowledge sharing, job attitudes and organisational citizenship behaviour. *Industrial Management and Data Systems, 112*(1), 64-82.
499. Thoits, P. A., & Hewitt, L. N. (2001). Volunteer work and well-being. *Journal of Health and Social Behavior, 42*, 115-131.
500. Thomas, G. (2009). *Understanding the relationship between organizational attitudes about ethnic diversity, efforts to promote ethnic diversity, and organizational profit performance: Towards a predictive model* (Doctoral thesis). Retrieved from ProQuest Dissertations and Theses database. (UMI No.3384629).
501. Thomson, M., MacInnis, D. J., & Park, C. W. (2005). The ties that bind: Measuring the strength of consumers' emotional attachments to brands. *Journal of Consumer Psychology, 15*(1), 77-91.
502. Tian J, & Hong, J. S. (2013). Validation of the Chinese version of the resilience scale and its cut-off score for detecting low resilience in Chinese cancer patients. *Support Care Cancer, 21*(5), 1497-502.
503. Tiefenbach, T., & Kohlbacher, F. (2013). *Happiness and life satisfaction in Japan by gender and age*. Working paper 13/2, German Institute for Japanese Studies (DIJ), Tokyo, Japan.
504. Toor, S., & Ofori, G. (2010). Positive psychological capital as a source of sustainable competitive advantage for organizations. *Journal of Construction Engineering and Management. 136*(3), 341-352.
505. Tseng, C. C. (2010). The effects of learning organization practices on organizational commitment and effectiveness for small and medium-sized enterprises in Taiwan. Available online at http://conservancy.umn.edu/bitstream/94043/1/Tseng_umn_0130E_11122.pdf. Accessed on December 30, 2013.
506. Tugade, M. M., Fredrickson, B. L., & Barrett, L. M. (2004). Psychological resilience and positive emotional granularity: Examining the benefits of positive emotions on coping and health. *Journal of Personality, 72*(6), 1161-90.
507. Turner, S. G. (2001). Resilience and social work practice: Three case studies. *Families in Society: The Journal of Contemporary Human Services, 82* (5), 441-448.
508. Tusaie, K., & Dyer, J. (2004). Resilience: A historical review of the construct. *Holistic Nursing Practice, 18*, 3-8.

509. Uçanok, B., & Karabati, S. (2013). The effects of values, work centrality, and organizational commitment on organizational citizenship behaviors: Evidence from Turkish SMEs. *Human Resource Development Quarterly*, 24(1), 89–129.
510. Udechukwu, I. I. (2009). Correctional officer turnover: Of Maslow's needs hierarchy and Herzberg's motivation theory. *Public Personnel Management*, 38(2), 69–82.
511. Ungar, M. (2008). Putting resilience theory into action: Five principle for intervention. In L. Liebenberg & M. Ungar (Eds.), *Resilience in action* (pp. 17-38). Toronto: University of Toronto Press.
512. Utsey, S. O., Hook, J. N., Fischer, N., & Belvet, B. (2008). Cultural orientation, ego resilience, and optimism as predictors of subjective well-being in African Americans. *The Journal of Positive Psychology*, 3(3), 202–210.
513. Van Dyne, I., Cummings, L., & Parks, J. M. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 17, pp. 215-285). Greenwich, C I: JAI Press,
514. Vashdi, D. R., Vigoda-Gadot, E., & Shlomi, D. (2013). Assessing performance: The impact of organizational climates and politics on public schools' performance. *Public Administration*, 91(1), 135-158.
515. Venkatesh, R., & Blaskovich, J. (2012). The mediating effect of psychological capital on the budget participation-job performance relationship. *Journal of Management Accounting Research*, 24(1), 159-175.
516. Vera-Villarroel, P., Urzúa, M. A., Pavez, P., Celis-Atenas, K., & Silva, J. (2012). Evaluation of subjective well-being: Analysis of the satisfaction with life scale in Chilean population. *Universitas Psychologica*, 11(3), 719-727.
517. Villodas, F., Villodas, M.T., & Roesch, S. (2011). Examining the factor structure of the positive and negative affect schedule (PANAS) in a multi-ethnic sample of adolescents. *Measurement and Evaluation in Counseling and Development*, 44(4), 193-203.
518. Vohra, N., & Goel, A. (2009). *Influence of positive characteristics on organizational commitment and job satisfaction of Indian middle managers*. Working paper series WPS No. 63 of IIM Calcutta.

519. Wagnild, G. (2009). *The resilience scale user's guide for the US English version of the resilience scale and the 14-item resilience scale (RS-14)*. Worden, MT: The Resilience Center.
520. Wagnild, G., & Young, H. (1990). Resilience among older women. *Journal of Nursing Scholarship*, 22, 252-255.
521. Wagnild, G., & Young, H. (1993). Development and psychometric evaluation of the Resilience Scale. *Journal of Nursing Measurement*, 1(2), 165-178.
522. Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied Psychology*, 85, 132 - 142.
523. Wang, H., Sui, Y., Luthans, F., Wang, D., & Wu, Y. (2012). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, Article first published online: 14 Dec 2012, DOI: 10.1002/job.1850
524. Wang, H., Sui, Y., Luthans, F., Wang, D., & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behavior*, 35(1), 5-21.
525. Wang, L., Hinrichs, K. T., Prieto, L., & Howell, J. P. (2013). Five dimensions of organizational citizenship behavior: Comparing antecedents and levels of engagement in China and the US. *Asia Pacific Journal of Management*, 30(1), 115-147.
526. Wang, M.-L. (2009). What makes a good citizen in service settings? *Service Industries Journal*, 29(5), 621-634.
527. Wasti, S. A. (2002). Affective and continuance commitment to the organization: test of an integrated model in the Turkish context. *International Journal of Intercultural Relations*, 26, 525–550.
528. Wasti, S. A. (2003). Organizational commitment, turnover intentions and the influence of cultural values. *Journal of Occupational and Organizational Psychology*, 76, 303-21.
529. Waterman, A. S. (2008). Reconsidering happiness: A eudaimonist's perspective. *Journal of Positive Psychology*, 3, 234–252.

530. Waterman, A. S., Schwartzb, S. J., Zamboangac, B. L., Ravertd, R. D., Williamse, M. K., Agochae, V. B., Kimf, S. Y., & Donnellang, M. B. (2010). The questionnaire for eudaimonic well-being: Psychometric properties, demographic comparisons, and evidence of validity. *The Journal of Positive Psychology, 5*(1), 41–61.
531. Watson, D., & Pennebaker, J. W. (1989). Health complaints, stress, and disease: Exploring the central role of negative affectivity. *Psychological Review, 96*, 234–254.
532. Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS Scales. *Journal of Personality and Social Psychology, 47*, 1063–1070.
533. Waugh, C. E., Fredrickson B. L., & Taylor, S. F. (2008). Adapting to life’s slings and arrows: Individual differences in resilience when recovering from an anticipated threat. *Journal of Research in Personality, 42*, 1031–1046.
534. Waugh, C. E., Thompson, R. J., & Gotlib, I. H. (2011). Flexible emotional responsiveness in trait resilience. *Emotions, 11*(5), 1059–1067.
535. Welch, D. E., & Welch, L. S. (2006). Commitment for hire? The viability of corporate culture as a MNC control mechanism. *International Business Review, 15*, 14–28.
536. Weng, Q., McElroy, J. C., Morrow, P. C., & Liu, R. (2010). The relationship between career growth and organizational commitment. *Journal of Vocational Behavior, 77*, 391–400.
537. Werner, E. E., & Smith, R. S. (1992). *Overcoming the odds: High risk children from birth to adulthood*. Ithaca, New York: Cornell University Press.
538. West, S. G., Finch, J. F., & Curran, P. J. (1995). *Structural equation models with nonnormal variables: Problems and remedies*. Thousand Oaks, CA: Sage Publications.
539. Wiener, Y. (1982). Commitment in organizations: A normative view. *Academy of Management Review, 7* (3), 418–428.
540. Wiener, Y., & Gechman, A. S. (1977). Commitment: A behavioral approach to job involvement. *Journal of Vocational Behavior, 10*(1), 47–52.
541. Wilks, D.C., & Neto, F. (2013). Workplace Well-being, Gender and Age: Examining the 'Double Jeopardy' Effect. *Social Indicators Research, 114*(3), 875–890.

542. Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, *17*(3), 601-617.
543. Wilson, S.M., & Ferch, S.R. (2005). Enhancing resilience in the workplace through the practice of caring relationships. *Organization Development Journal*, *23*(4), 45-60.
544. Woods, S. A., Poole, R., & Zibarras, L. D. (2012). Employee absence and organizational commitment: moderation effects of age. *Personnel psychology*, *11*(4), 199-203.
545. Woolley, L., Caza, A., & Levy, L. (2011). Authentic leadership and follower development: psychological capital, positive work climate, and gender. *Journal of Leadership & Organizational Studies*, *18*(4), 438-448.
546. Wright, C. W., & Sablinski, C. J. (2008). Procedural justice, mood, and prosocial personality influence on organizational citizenship behavior. *North American Journal of Psychology*, *10*(2), 397-412.
547. Wright, T. A., & Bonett, D. G. (2002). The moderating effects of employee tenure on the relation between organizational commitment and job performance: A metaanalysis. *The Journal of Applied Psychology*, *87*, 1183–1190.
548. Wrzesniewski, A., Dutton, J. E., & Debebe, G. (2003). Interpersonal sense making and the meaning of work. *Research in Organizational Behavior*, *25*, 93-135.
549. Xerri, M. J., & Brunetto, Y. (2013). Fostering innovative behaviour: the importance of employee commitment and organisational citizenship behaviour. *The International Journal of Human Resource Management*, *24*(16), 3163-3177
550. Xu, L., & Bassham, L. S. (2010). Re-examination of factor structure and psychometric properties of the three-component model of organizational commitment. *North American Journal of Psychology*, *10*(2), 297-312.
551. Yan, Z., & Lingli, Z. (2011). *Research on the relationship between psychological capital and job performance in WISCO*. International Conference on E-Business and E-Government, ICEE2011 - Proceedings, Art. no. 5881370, pp. 9000-9003.
552. Yao, X., & Wang, L. (2008). Socially oriented values and reciprocity norm predict organizational commitment. *Asian Journal of Social Psychology*, *11*, 247–252.
553. Youssef, C. M., & Luthans, F. (2007). Positive Organizational Behavior in the Workplace: The Impact of Hope, Optimism, and Resilience. *Journal of Management*, *33*(5), 774-800.

554. Youssef, C. M., & Luthans, F. (2012). Positive global leadership. *Journal of World Business*, 47(4), 539-547
555. Yuan, K., & Bentler, P. M. (1999). On normal theory as associated test statistics in covariance structure analysis under two classes of nonnormal distributions. *Statistica Sinica*, 9, 831-853.
556. Yücel, I., & Demirel, Y. (2012). A comparative study in Turkey on the relationship between organizational commitment and organizational citizenship behaviors. *European Journal of Economics, Finance and Administrative Sciences*, 53, 94-105.
557. Yüksel, M., & Akdağ, F. (2011). Framing workaholism and locus of control as psychological capital in an emergent economy. *China-USA Business Review*, 10(5), 389-398.
558. Yunus, N. H., Ishak, N. A., Mustapha, R. M. R., & Othman, A. K. (2010). Displaying employees' organisational citizenship behaviour at the workplace: the impact of superior's emotional intelligence and moderating impact of leader - member exchange. *Vision – The Journal of Business Perspective*, 14(1&2), 13-23.
559. Zareen, M., Razzaq, K., & Mujtaba, B. G. (2013). Job design and employee performance: the moderating role of employee psychological perception. *European Journal of Business and Management*, 5(5), 46-66.
560. Zautra, A. J., Hall, J. S., & Murray, K. E. (2010). Resilience: A new definition of health for people and communities. In J. W. Reich, A. J. Zautra & J. S. Hall (Eds.), *Handbook of adult resilience*. New York: The Guilford Press.
561. Zellars, K. L., Tepper, B. J., & Duffy, M. K. (2002). Abusive supervision and subordinate's organizational citizenship behavior. *Journal of Applied Psychology*, 87(6), 1068-1076.
562. Zhang, Y., & Chen, C. C. (2013). Developmental leadership and organizational citizenship behavior: Mediating effects of self-determination, supervisor identification, and organizational identification. *Leadership Quarterly*, 24(4), 534-543.
563. Zheng, W., Zhang, M., & Li, H. (2012). Performance appraisal process and organizational citizenship behavior. *Journal of Managerial Psychology*, 27(7), 732-752.

564. Zumbo, B. D., & Zimmerman, D. W. (1993). Is the selection of statistical methods governed by level of measurement? *Canadian Psychology*, *34*, 390-399.
565. Zunz, S. J. (1998). Resiliency and burnout: Protective factors for human service managers. *Administration in Social Work*, *22*, 39-54.

APPENDIX A

Figure A.1 Nested Alternative Model M₁ – Affect Balance Relating to Normative Commitment

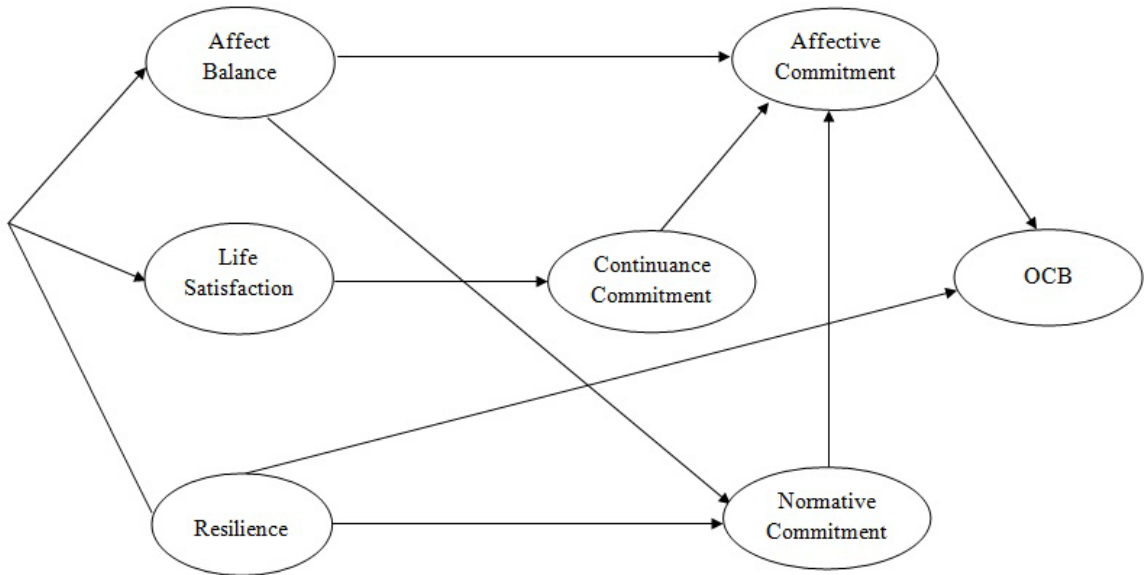


Figure A.2 Nested Alternative Model M₂ – Life Satisfaction Relating to Affective Commitment

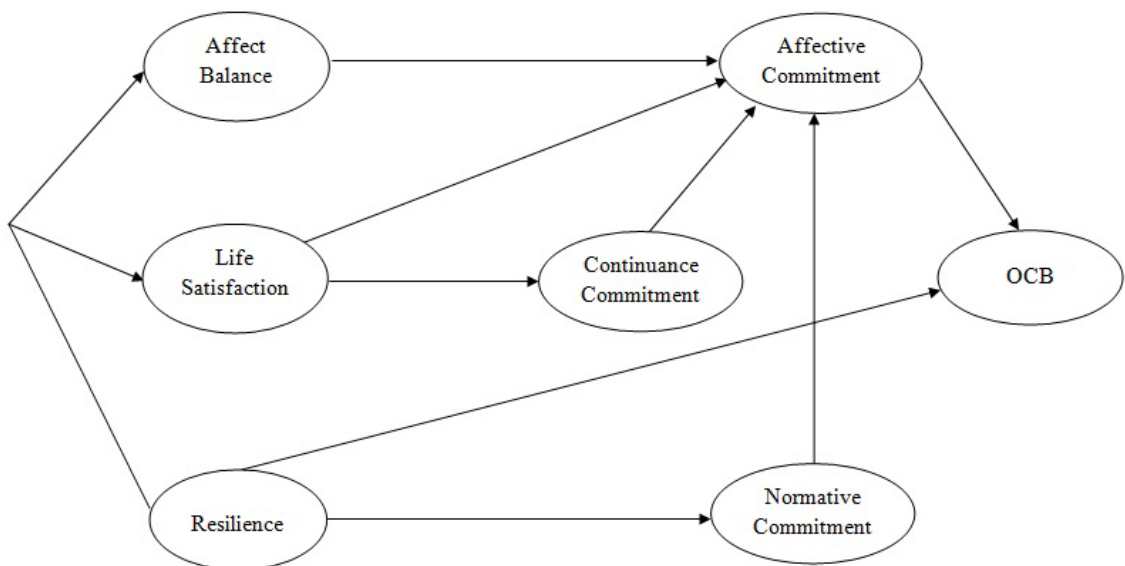


Figure A.3 Nested Alternative Model M₃ – Life Satisfaction Relating to Normative Commitment

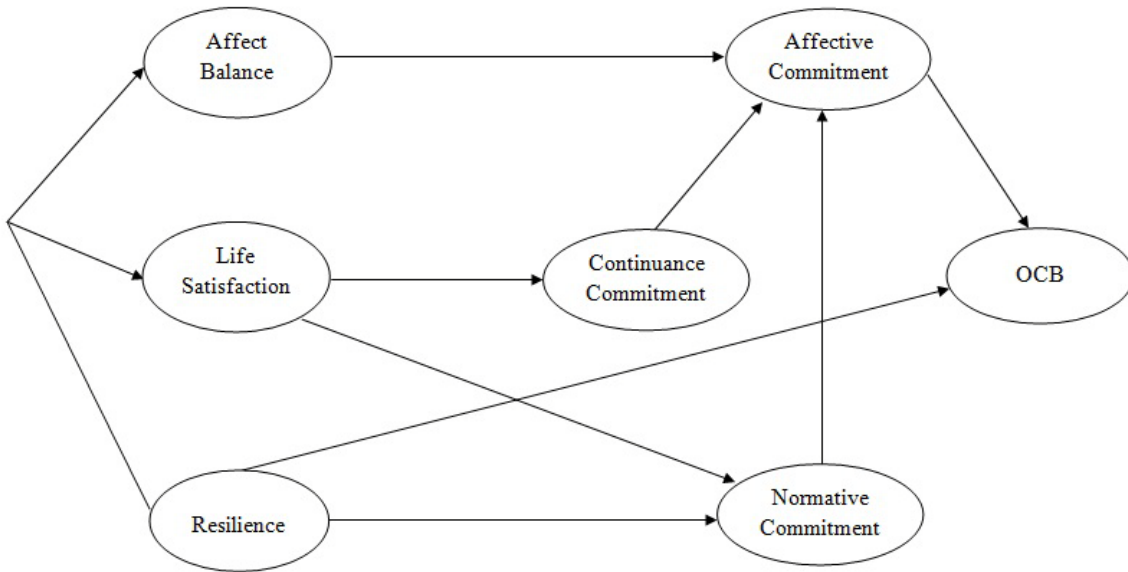


Figure A.4 Nested Alternative Model M₄ – Normative Commitment Relating to OCB

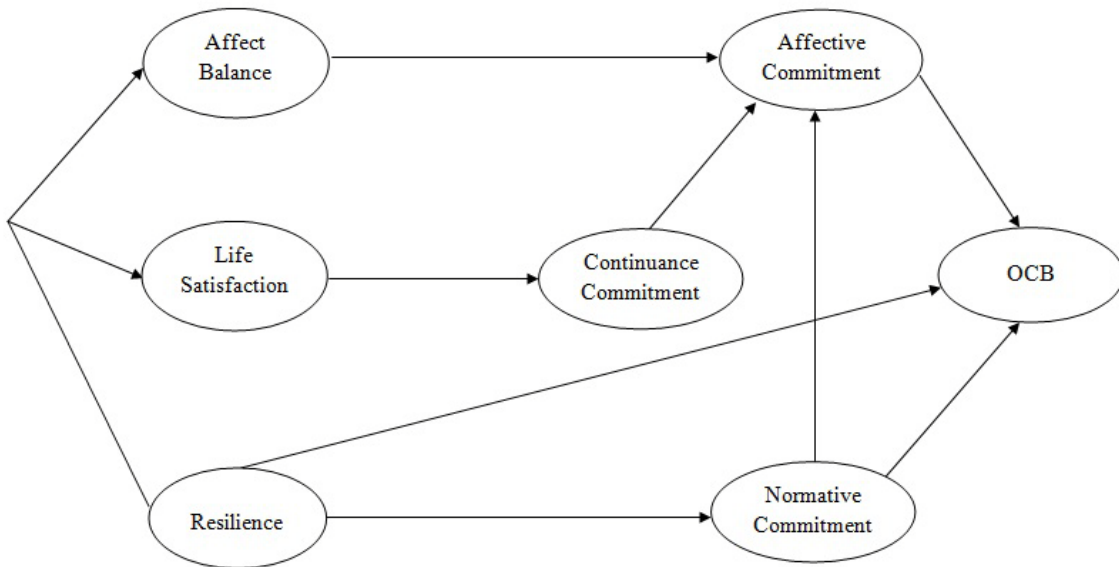


Figure A.5 Nested Alternative Model M₅ – Continuance Commitment Relating to OCB

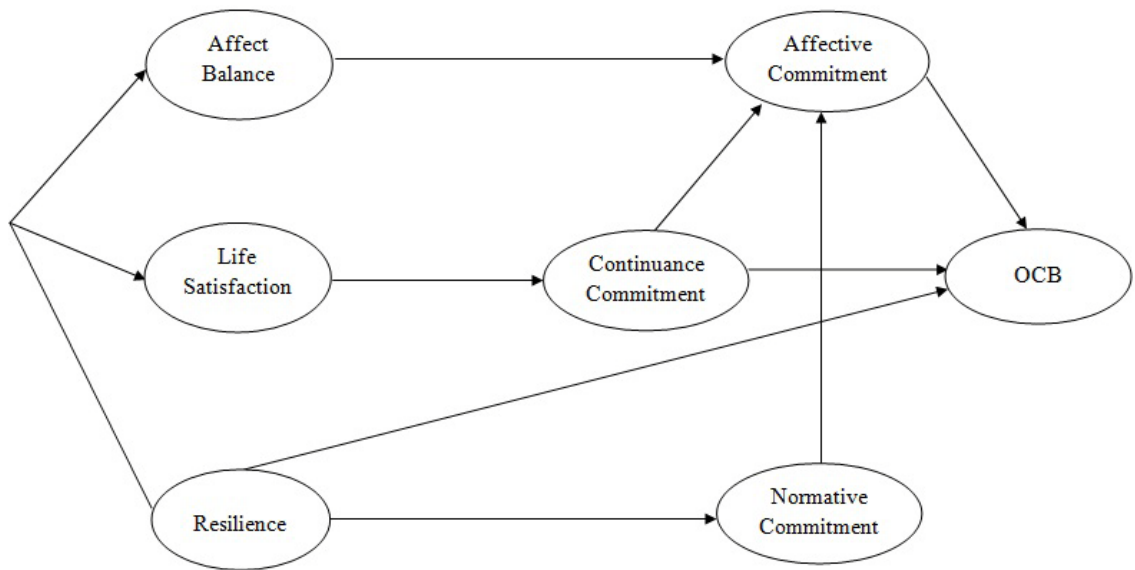


Figure A.6 Nested Alternative Model M₆ – Resilience Not Relating to OCB Directly

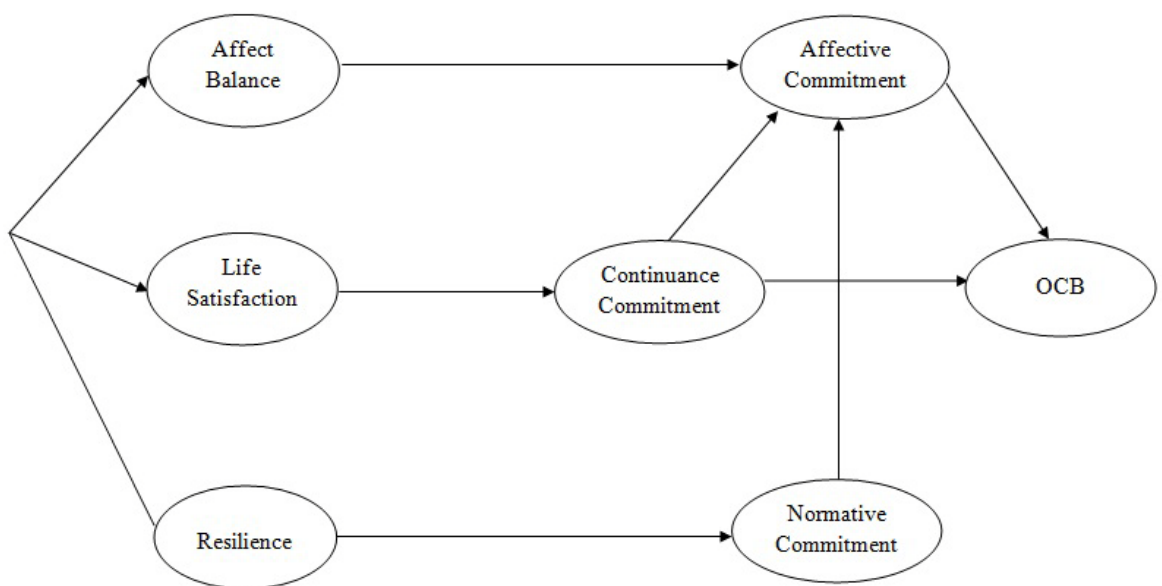


Figure A.7 Non-Nested Alternative Model M₇ – Resilience Mediating between SWB Components and OC Components

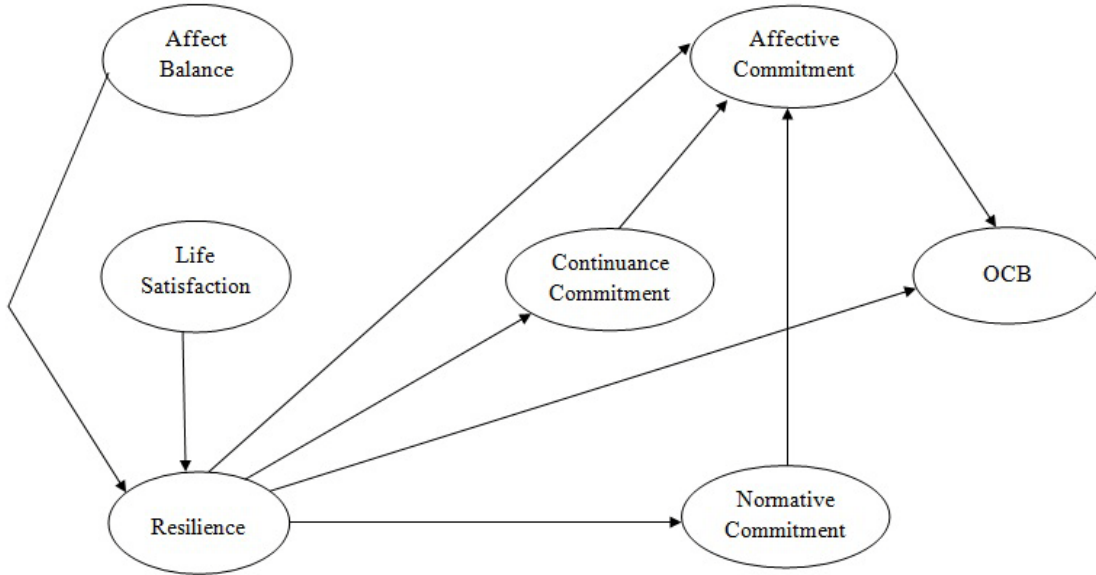
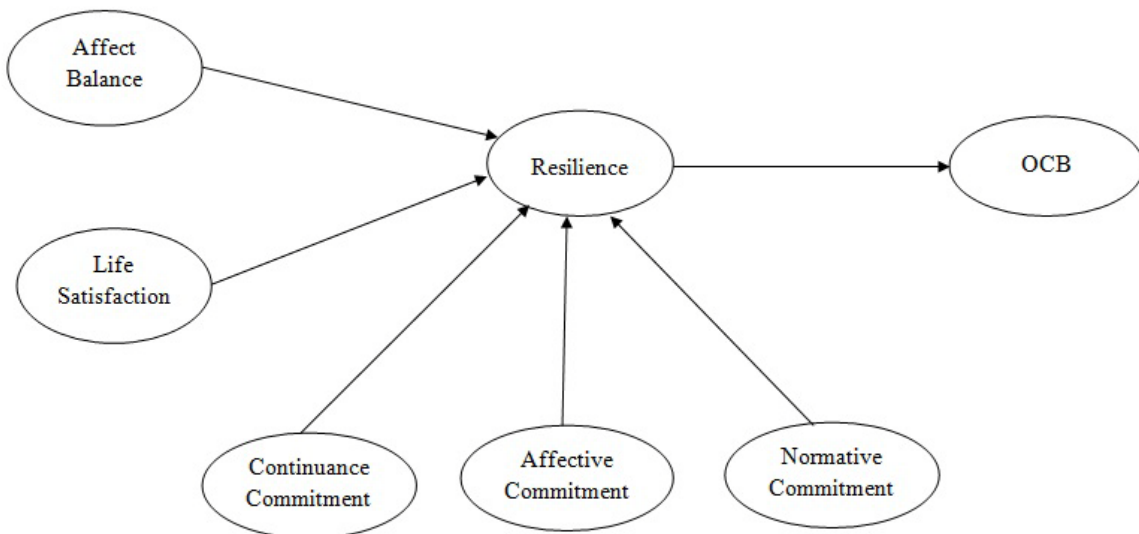


Figure A.8 Non-Nested Alternative Model M₈ – SWB and OC Components directly leading to Resilience



APPENDIX B

STUDY QUESTIONNAIRE

Dear Participant,

Thanks for being willing to take time to fill this questionnaire. The information provided here will be kept confidential and will only be used for academic purposes. Please be open and honest in your responses.

Personal Information

Name: _____ (Optional) _____	Organization: _____
Age: _____ Gender _____	Designation: _____
Marital Status: _____	Tenure with the company (in months) _____
Highest Edu. Qual. _____	Total Experience (in months) _____

Below are the statements that you may agree or disagree with. To the right of each you will find seven numbers, ranging from "1" (Strongly Disagree) on the left to "7" (Strongly Agree) on the right. Circle the number which best indicates your feelings about that statement.

7 - Strongly Agree, **6** – Agree, **5** - Slightly Agree, **4** - Neither Agree nor Disagree, **3** - Slightly Disagree, **2** – Disagree, **1** - Strongly Disagree

Resilience

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree		
1. I feel proud that I have accomplished things in life.	1	2	3	4	5	6	7
2. I keep interested in things.	1	2	3	4	5	6	7
3. My life has meaning.	1	2	3	4	5	6	7
4. I am determined.	1	2	3	4	5	6	7
5. I have self-discipline.	1	2	3	4	5	6	7

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree			
	1	2	3	4	5	6	7	
6. I usually take things in stride.	1	2	3	4	5	6	7	
7. I can usually find something to laugh about.	1	2	3	4	5	6	7	
8. I usually manage one way or another.	1	2	3	4	5	6	7	
9. I feel that I can handle many things at a time.	1	2	3	4	5	6	7	
10. I can get through difficult times because I've experienced difficulty before.	1	2	3	4	5	6	7	
11. In an emergency, I'm someone people can generally rely on.	1	2	3	4	5	6	7	
12. When I'm in a difficult situation, I can usually find my way out of it.	1	2	3	4	5	6	7	
13. I am friends with myself.	1	2	3	4	5	6	7	
14. My belief in myself gets me through hard times.	1	2	3	4	5	6	7	

Life Satisfaction

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree			
	1	2	3	4	5	6	7	
1. In most ways my life is close to my ideal.	1	2	3	4	5	6	7	
2. The conditions of my life are excellent.	1	2	3	4	5	6	7	
3. I am satisfied with my life.	1	2	3	4	5	6	7	
4. So far I have gotten the important things I want in life.	1	2	3	4	5	6	7	
5. If I could live my life over, I would change almost nothing.	1	2	3	4	5	6	7	

Positive Affect and Negative Affect

Following are number of words and phrases that describe different feelings and emotions. Read each item and then write the appropriate number in the space first to that word. Indicate to what extent you have felt this way during the past six months.

1- Very Slightly or Not At All, 2- A Little, 3- Moderately, 4- Quite a Bit, 5- Extremely

_____ Active	_____ Afraid
_____ Alert	_____ Scared
_____ Attentive	_____ Nervous
_____ Determined	_____ Jittery
_____ Enthusiastic	_____ Irritable
_____ Excited	_____ Hostile
_____ Inspired	_____ Guilty
_____ Interested	_____ Ashamed
_____ Proud	_____ Upset
_____ Strong	_____ Distressed

Organisational Commitment

The following statements concern how you feel about the organization where you work. Please indicate the extent of your agreement or disagreement with each statement by **circling** a number from 1 to 7.

7 - Strongly Agree, 6 – Agree, 5 – Slightly Agree, 4 – Undecided, 3 - Slightly Disagree, 2 – Disagree, 1 - Strongly Disagree

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree		
	1	2	3	4	5	6	7
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
2. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
3. I do not feel a strong sense of "belonging" to my organization.	1	2	3	4	5	6	7

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree		
	1	2	3	4	5	6	7
4. I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
5. I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
6. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
7. Right now, staying with my organization is a matter of necessity as much as desire	1	2	3	4	5	6	7
8. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
9. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5	6	7
10. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
11. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
12. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7
13. I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6	7
14. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
15. I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
16. This organization deserves my loyalty.	1	2	3	4	5	6	7
17. Would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
18. I owe a great deal to my organization.	1	2	3	4	5	6	7

Organisational Citizenship Behavior

Circle the number which is the most accurate description of your behavior.

7 - Strongly Agree, 6 – Agree, 5 - Slightly Agree, 4 - Neither Agree nor Disagree,
3 - Slightly Disagree, 2 – Disagree, 1 - Strongly Disagree

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree			
	1	2	3	4	5	6	7	
1. I help others who have heavy workloads	1	2	3	4	5	6	7	
2. I give my time to help others with work problems willingly	1	2	3	4	5	6	7	
3. I help others who have been absent	1	2	3	4	5	6	7	
4. I take steps to prevent problems with other workers	1	2	3	4	5	6	7	
5. I try to avoid creating problems for co-workers	1	2	3	4	5	6	7	
6. I am mindful of how my behavior affects other people's job	1	2	3	4	5	6	7	
7. I keep up with developments in the company	1	2	3	4	5	6	7	
8. I keep abreast of changes in the organization	1	2	3	4	5	6	7	
9. I read and keep up with organization memos, announcements, etc.	1	2	3	4	5	6	7	
10. I do not take extra breaks	1	2	3	4	5	6	7	
11. I do not take unnecessary time off work	1	2	3	4	5	6	7	
12. My attendance at work is above the norm	1	2	3	4	5	6	7	
13. I consume a lot of time complaining about trivial matters	1	2	3	4	5	6	7	
14. I tend to make "mountains" out of molehills	1	2	3	4	5	6	7	
15. I always find fault with what the organization is doing	1	2	3	4	5	6	7	

-----X-----