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EDITORIAL

We feel honoured and privileged to present the Bi-Annual Peer Reviewed Refereed Journal, ISSN (Online): 2583-5203, Volume 4, No. 01, June, 2025 among our esteemed readers and academic fraternity.

This Journal is the outcome of the contributions of insightful research-oriented papers/articles by various eminent academicians, and research scholars in a highly organized and lucid manner with a clear and detailed analysis related to the emerging areas in the fields of Social Sciences and Allied Areas.

The views expressed in the research-oriented papers/articles solely belong to the paper contributor(s). Neither the Publisher nor the Editor(s) in any way can be held responsible for any comments, views and opinions expressed by **paper contributors**. While editing, we put in a reasonable effort to ensure that no infringement of any intellectual property right is tolerated.

We also express our sincere thanks and gratitude to all the contributors to research papers/articles who have taken pain in preparing manuscripts, incorporating reviewer(s) valuable suggestions and cooperating with us in every possible way.

We also express our heartfelt gratitude to all the esteemed members of the Editorial Board, Esteemed Reviewer(s) who despite their busy schedules have given their valuable time, suggestions and comments to enrich the quality of the contributory research paper(s) in bringing to light this June issue.

Last, but not least, we revere the patronage and moral support extended by our parents and family members whose constant encouragement and cooperation made it possible for us to complete on time.

We would highly appreciate and look forward to your valuable suggestions, comments and feedback at editorbr2022@gmail.com

June, 2025
West Bengal, India

PEMA LAMA
Editor-in-Chief

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RESEARCH ARTICLE

The Influence of Positive Organisational Behaviour on Employee Commitment

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Index Terms: Positive Organisational Behaviour | Employee Commitment | IT Employees

ABSTRACT

Employees are the heart of any organisation, and experienced employees are invaluable assets. For smooth operations, employees must display positive behaviour in the workplace, which is fostered by the organisation's support and cooperation towards its goals. When organisations genuinely care for their employees, it motivates them to perform their best, as positive thinking leads to positive actions, enabling employees to tackle challenges effectively. Committed employees feel they are integral to the organisation's success and approach their tasks with sincerity.

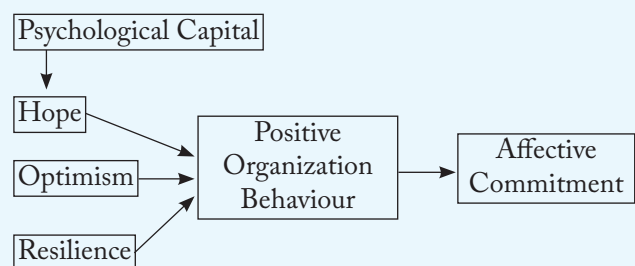
However, a lack of motivation or positive reinforcement can diminish their performance. In fast-paced sectors like Information Technology, employee commitment is crucial for staying competitive and embracing technological advancements. This study aims to explore Positive Organisational Behaviour and investigate its impact on employee commitment, ultimately boosting the organisation's reputation in the market.

1 INTRODUCTION

Positive Organisational Behaviour refers to an organisation's supportive approach towards its employees. Employees often face challenges during their work tenure, and while some may speak up, others remain silent, which can lead to unaddressed problems and decreased performance, ultimately affecting the organisation's goals. In today's highly competitive market, organisations must balance the need to outperform competitors with controlling costs. At the start of each year, organisations set goals and allocate tasks to employees, tracking their performance over time. This is an ongoing process that requires positive behaviour to ensure success, as negative behaviour can breed negativity among employees. Human behaviour is complex and difficult to manage, but Positive Organisational Behaviour fosters a sense of well-being, boosting employees' commitment. In sectors like IT, where long hours, rapidly changing technology, and shift work lead to high turnover, organisations strive to

offer strong support and motivation to help employees thrive.

Model



2 REVIEW OF THE LITERATURE

According to the study, the 1st factor of Psychological Capital is Hope. The questionnaire was developed by Snyder (1996). According to the study, the 2nd factor of Psychological Capital is Optimism. The questionnaire developed by Scheier and Carver (1985), the Ego-Resiliency Scale, was developed by Block and Kremen (1996) and the Employee's Commitment (Dependent Variable) questionnaire was developed by

Meyer's (1997). 150 respondents were selected from various service sectors through an online survey method. results revealed that hope and optimism have an impact on Employees' Commitment. Whereas, resilience did not create an impact on employees' commitment.

Youssef, C. M. and Luthans, F. (2007) examined the impact of positive organisational behaviour on employee outcomes. The positive organisational behaviour was measured through psychological capital. The author took three factors to measure psychological capital. Psychological capital factors were like hope, optimism, and resilience. The result has shown that among these three psychological capital factors, hope had a low impact on employee outcomes. But optimism and resilience had a high impact on difference contribution and optimism and resilience had a high impact on several outcomes.

Robyn, CM and Mitonga-Monga, J (2017) investigated the relationship between positive organization behaviour and work engagement to employees' commitment. Positive organization behaviour was measured by psychological factors. The psychological factors are self-efficacy, hope, resilience and optimism. Self-reporting questionnaires were developed to collect data. Psychological Capital Questionnaire included 24 items to measure four facets, i.e., self-efficacy, hope, optimism and resilience. Utrecht Work Engagement Scale includes 17 items to measure the vigour, dedication and absorption. The Organisational Commitment Scale includes 24 items to measure employees' perceptions regarding organisational commitment. 81 respondents were selected from South Africa. The employees who were engaged in the manufacturing business. Descriptive statistics, Pearson (product-moment) correlation and Hierarchical multiple regressions were used to analyse primary data. The correlation result shows that 1) a positive correlation exists between psychological components like self-efficacy, hope, resilience and optimism with work

engagement. 2) a positive correlation found between psychological factors like self-efficacy, hope, resilience and optimism) and overall organisational commitment.

Azfar, M. and Aranha, R. (2020) investigated the impact of positive organisational behaviour through Psychological Capital. Here, the authors were taking three factors to measure Psychological Capital, like Hope, Optimism, and Resilience. The study investigated the impact of three Psychological factors on employees' commitment. They conducted their research during the COVID-19 Period.

3 OBJECTIVES OF THE STUDY

The objectives of the study are as follows –

- To explore the extent of Positive Organisational Behaviour (POB) in organisations.
- To investigate how Positive Organisational Behaviour impacts employee commitment.

4 RESEARCH METHODOLOGY

To describe the phenomenon, the study adopts a descriptive research design. Solvin's (1960) sample size formula is applied to determine the sample size, as the total population (IT employees) is known. A simple random sampling method (probability sampling) is used to select 169 IT employees from IBM, a renowned IT company. Data is collected through a self-administered structured questionnaire using a 5-point Likert scale. The questionnaire is divided into three sections: Part A covers demographic factors, Part B includes questions on Hope, Optimism, and Resilience, and Part C focuses on employee affective commitment. Data collection took place during the winter vacation period, from November to January, 2024. The study also incorporates secondary data, gathered from published journals, articles, and books. Descriptive statistics and linear regression analysis are employed to analyze the data.

5 RESULTS AND FINDINGS

Table 1
LEVEL OF POSITIVE ORGANISATIONAL BEHAVIOUR THROUGH PSYCHOLOGICAL CAPITAL

Descriptive Statistics			
	N	Mean	Std. Deviation
At present, I am energetically pursuing my goals	169	4.05	.382
There are lots of ways around any problem that I am facing now	169	3.47	.817
I can think of many ways to reach my current goals	169	3.82	.642
At this time, I am meeting the goals that I have set for myself	169	3.88	.709
In uncertain times, I usually expect the best	169	3.72	.740
I always look on the bright side of things	169	3.97	.727
I'm always optimistic about my future	169	4.34	.489
I'm a believer in the idea that "every cloud has a silver lining"	169	4.14	.511
I feel proud that I have accomplished things in life	169	3.79	.844
I am friends with myself.	169	4.04	.455
I can get through difficult times because I have experienced difficulty before.	169	3.56	.738
I usually find something to laugh about	169	3.82	.704
When I'm in a difficult situation, I can usually find my way out of it	169	3.88	.725
Valid N (Listwise)	169		

From Table 1, it is found that the mean of the statements is 4 and close to 4. The study created the questionnaire in a 5-point Likert Scale. Here, in a 5-Point Likert Scale,

1. Strongly disagree with the statement)
2. Disagree with the statement.

3. Neutral (respondents neither agree nor disagree)
4. Agree with the statement, and
5. Strongly agree with the statement

Here, the values are 4 and close to 4. The level of Positive Organisational Behaviour through Psychological Capital. Psychological Capital is generally measured by 4 factors. But the study uses 3 factors to measure Psychological Capital. The 3 factors are Hope, Optimism and Resilience. So, from the test mean score, it is found that IT Employees agree that Positive Organisational Behaviour is achieved through Psychological Capital.

Table 2
LEVEL OF POSITIVE ORGANISATIONAL BEHAVIOUR THROUGH PSYCHOLOGICAL

Level			
		Frequency	Percent
Valid	Low Level	70	41.4
	Moderate Level	53	31.4
	High Level	46	27.2
	Total	169	100.0

From Table 2, it is found that 70 respondents have Low level Positive Organisational Behaviour through Psychological, 53 respondents have Moderate level Positive Organisational Behaviour through Psychological, and 46 respondents have High level Positive Organisational Behaviour through Psychological Capital.

Table 3
SUMMARY TABLE

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.452 ^a	.204	.199	1.78438
a. Predictors: (Constant), POB_PC				
b. Dependent Variable: EAC				

Interpretation

R value 0.452 shows a moderate positive relationship between Positive Organisational Behaviour through Psychological Capital (POB_PC) and Employee Adaptive Capacity (EAC).

R^2 value 0.204 indicates that 20.4% of the variation in Employee Adaptive Capacity (EAC) is explained by Positive Organisational Behaviour through Psychological Capital (POB_PC).

The adjusted R^2 value of 0.199 revealed the number of predictors in the model. It has one predictor (POB_PC), the adjusted R^2 is very close to R^2 , confirming that the model does not lose much explanatory power.

The Standard Error of the Estimate = 1.78438 shows the average deviation of the observed values from the regression line.

Table 4
ANOVA TABLE

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	136.268	1	136.268	42.798 .000 ^b
	Residual	531.732	167	3.184	
	Total	668.000	168		
a. Dependent Variable: EAC					
b. Predictors: (Constant), POB_PC					

From Table 4, the F-test (42.798, $p = 0.000$) confirms that POB_PC significantly explains variance in EAC, as $p < 0.05$, making the regression model statistically significant. The model is a good fit for.

Table 5
COEFFICIENTS TABLE

Coefficients ^a						
Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	8.438	2.371		3.559	.000
	POB_PC	.307	.047	.452	6.542	.000
a. Dependent Variable: EAC						

Table 5 shows the effect of Positive Organisational Behaviour on Employee Commitment. The analysis assumes 95% accuracy with a 5% margin of error. The

high t-value (6.542) confirms a strong impact. The p-value (0.000) is less than 0.05, meaning the result is statistically significant. Lastly, the unstandardized coefficient shows that a 1-unit increase in Positive Organisational Behaviour leads to a 0.307 - unit rise in Employee Commitment.

5 CONCLUSION

This study examines two key points: 1) the level of Positive Organisational Behaviour (POB), and 2) the impact of POB on employees' affective commitment. To achieve these objectives, primary data was collected from IT employees at IBM in Kolkata using a self-administered questionnaire. Using a simple random sampling method, 169 respondents were selected. The results revealed that among the respondents, 70 exhibited a low level, 53 a moderate level, and 46 a high level of POB, as measured by Psychological Capital. Linear regression analysis indicated that POB has a significant impact on affective commitment. Specifically, for every one-unit increase in POB, affective commitment is expected to increase by 0.307 units.

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