



Impact of Peer Relationship and Organizational Culture on Organizational Commitment through Job Satisfaction: Moderating Role of Psychological Capital

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This research is a preliminary study, which aims to examine the relationship among peer relationship, organizational commitment, organizational culture and job satisfaction. Besides, the mediation role, the study also investigates the significance of job satisfaction. Further, while investigating the moderating impact of psychological capital "PsyCap" between the peer relationship and organizational commitment, it determined that PsyCap strengthens peer relationship and organizational commitment in Pakistan Railways. Thus, at large, job satisfaction had played mediating role between culture and employee commitment. On the other hand, PsyCap has a moderating impact in this study, whereas the job satisfaction does not arbitrate among peer relationships, organizational culture and organizational commitment.

Keywords: Peer relationship, Organizational culture, Job satisfaction, Organizational commitment, Psychological capital

INTRODUCTION

Even though the significance of a cooperative organizational environment has been acknowledged during several years, there is still a demand for better awareness of its relationship with employee results. This study investigates whether the recently emerging core construct of positive psychological capital

(consisting of hope, resilience, optimism, and efficacy) plays a role in mediating the effects of a supportive organizational climate with employee outcomes (Luthans, Norman, Avolio, & Avey, 2008) or not.

The employees' job performance is one of the essential paradigms which represents a crucial

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role in attaining organizational efficiency. In the recent past, the idea of Psychological Capital (PsyCap) has offered much responsiveness as a modern concept to enrich the job performance of the employees. However, the scope of the influence between PsyCap and job efficiency has not been measured in Pakistan's context. On the contrary, the work standards and approaches of Pakistani employees are unlike from the other countries. They might influence the link between job performance and PsyCap. In the light of previous literature, it has become challenging to retain a talented and knowledgeable worker (Joo et al., 2010), many organizations attempt to develop employers of choice in this regard. In this way, skilled and talented workers become first priority to work due to their organizational culture (Sutherland et al., 2002). Furthermore, social life sustains an employee in his/her comfort zone. For example, according to Maslow's (1987) friendship, family and sexual intimacy exposed the importance of peer relationships (employee-to-employee relationships) within organizations.

In the past few decades, the extent of research had been available on organizational culture, peer relationship and organizational commitment. Psychological capital "PsyCap" is a predictor of organizational commitment (Shahnawaz et al., 2009) while its moderating role is very rarely available. Peterson and Luthans (2003) reported a clear linkage between PsyCap strength and workplace outcomes in cultural and industrial context. This is the reason why this study implicates to be conducted.

As said by Gabbott and Hogg (1997), employees' Job Performance (JP) is a crucial individual effect in the economic area. In studying the theoretical and practical evidence, specialists have recognized diverse features that can be influenced for Job Performance. Several specialists indicated that the significance of positive mental capabilities of the individuals as a new method to improve the Job Performance of the workers after continued the conceptions of positive psychology sustained into the work environment. Amongst them a lately advanced idea of PsyCap has been granted much consideration in the previous years. Luthans and his coworkers describe PsyCap as a person's progressive state of growth regarded as

confidence, poise, buoyancy and flexibility (Luthans, Luthans, & Luthans, 2004). Maximum study in PsyCap has been conducted by Luthans and his coworkers in China and the United States, presented the positive connection between PsyCap and Job Performance. There have been comparatively a few practical studies in relevance to PsyCap in Asia, between PsyCap and Job Performance as the research has been done for the other countries.

Intention to investigate the impact of job satisfaction as mediating impact is elevated with (Güteryüz et al., 2008). In their study while finding the mediation role of job satisfaction between emotional intelligence and employee commitment towards their organization they restricted the other factors such as peer relations, organizational culture and organizational commitment. According to (Güteryüz et al., 2008) cultural impact has been neglected in the same study as a limitation. Hence, the reason enhance motivation to investigate this study with following questionnaires. Thus, the rationale of this conceptual paper is to suggest a conceptual model for practical analysis of the effect of PsyCap on job performance. Furthermore, the influence of work standards and approaches in this connection is investigated by studying the corresponding literature. The suggested conceptual structure will be an effective input to the future study.

[1] Is job satisfaction playing as mediator among organizational culture, peer relationship and organizational commitment?

[2] Is PsyCap strengthen the relation of organizational culture and organizational commitment?

Furthermore, Lund, D.B (2003) examined the link between organizational culture and job satisfaction by focusing on workers' knowledge with a high educational level. According to him, results vary by the cohorts in different educational levels, it calls for more research required by participants of different educational level, hence this study will pursue the further research.

LITERATURE REVIEW

Organizational Culture

Previous studies concerning organizational culture for example (Van den Steen, 2003) found if values, beliefs and behavioral patterns remain constant, it is then considered as a corporate culture. Mathew (2010) explored that in the organizational working environment, the things are done according to the organizational culture. Furthermore, it is a process of human association towards their communities to develop their environmental settings (Allaire and Firsirotu, 1984).

Hofstede (1998) explained the dimension tight versus loose control, directly relate to the importance to the control of activities and cost. Tight control culture is purely and extremely cost conscious in nature. The flow of information and planning regarding budgeting and reporting system also involve tight control culture (Merchant and Van der Stede, 2003). Hence, from discussion activity management, practices are involved in tight control culture rather than lose control culture. On the other hand, innovative cultures are result-oriented culture. Employees get encouragement from their supervisors which lead them in creating new ideas and ultimately organization moves towards progress (Abraham et al., 1997). Though, it was acknowledged, to get the fruitful results it is mandatory to understand the nature of organizational culture (Bergman, 2006). Few studies are available which explained the culture, job satisfaction and commitment in a way (Schein, 1996). For example, cultural influence and organizational commitment through the process of job satisfaction (Boon et al., 2006) depicted the importance of job satisfaction relating to both culture and commitment.

To find out the exact awareness of how the employees react in an organization due to culture, keeping values at top priority (Martins & Martins, 2003) investigated this relation. On behalf of previous literature we concluded that having a sense of organizational culture relating to organizational commitment is highly important (Barley et al., 1988; Smircich, 1983). The empirical studies lacked organizational culture till 1980's (Pettigrew, 1990). But the studies after 1980's

proved to be highly important regarding cultural context. Kerr and Slocum (1987) further proposed to minimize the differences in the weak and strong performers, organizational culture plays an important role which leads employees towards organizational commitment.

Peer Relationships at Workplace

Hamilton (2007) investigated peer relations and their importance in a way that due to social relation at the workplace, an employee feel comfortable and his feeling of insecurity reduces. In this way, employees' level of understanding increases, they share more information with peers. Hence, workplace related problems minimize, which usually occur due to lack of communication. Social life, at the workplace or even among the society have a great deal of concern and importance. Implicit theories by (Dweck et. al., 1988; Molden et. al., 2006) explored that how people perceive, assign meaning and edifice to social interaction. According to these theories, the personal characteristics of people such as attitude, norms, personal attributes and beliefs are unchangeable.

In recent years, research studies have prolonged with solid hypothetical establishments in character improvement. Furthermore, cozy relationships, setting as fundamentals for the progression and advancement of consideration and self-representation. Galliher and Kerpelman (2012) studied about character improvement and associated procedure of sexual orientation and social interaction related factors. It has been noticed that employees' motivational experiences support the peer relations in gaining goal achieving entity. Conversely, less literature available on peer relation through the process of job satisfaction how lead to employee commitment towards the organization. A variety of research conducted at a multiple combination of peer relations having influence on employee motivation, thus, satisfaction and commitment has begun (Anne E. Cox et. al., 2010; A.L. Smith, et. al., 2006; Ullrich-French & Smith, 2006, 2009).

The different combination of peer relationships as low, high, low-high at child treatment studies have been discussed, but at the workplace, there is need to explore this

combination (Seidman et al., 1999; A.L Smith et. al., 2006). Peer victimizing and peer rejection have been explored by (Boivin et. al., 2001). Further, peer relations have two different aspects, one is about a negative peer status called as peer rejection and second is about negative peer experience called as peer victimizing (Boivin et. al., 2013)

Psychological Capital

In various progression the term capital is used in many concepts, for example, human capital in human resource management, cultural capital in organizational behavior and social capital in economics. Conversely, PsyCap conceptually identified by (Luthans, 2002; Luthans and Youssef, 2004; Luthans et. al., 2007). In research studies the term PsyCap belongs to employees' motivational properties and these properties directly relate in producing loose versus tight control culture and employee commitment. Employees individual PsyCap by putting together produce a type of culture (Lopez & Snyder, 2009). Further, Avey, J. B., Reichard, et al., (2011) found individual PsyCap have a great deal of importance with its four dimensions where each dimension is required in an organization and in lives as well.

Hope, optimism, self-efficacy and resilience are basically four dimensions of PsyCap and is a great part of concern in our study. Stajkovic (2006) carefully hoped that PsyCap will have an impact on employees regarding their commitment towards their organizations due to these four facets. Extending these statements, motivational and intellectual process comprise each facet of PsyCap, where the ultimate result is employees' work engagement and commitment (Luthans, et.al. 2007).

Jobs Satisfaction

Job satisfaction is defined by Locke (1976) as it is "A pleasurable or a positive emotional state, resulting from the appraisal of one's job experience." Job satisfaction evaluates the attitude of an overall acceptability and enjoys the capacity of employee towards their work (Lee-Kelley et al., 2007). In addition, it has been stated by Cranny et. al., (1992) employee efficiency & Job Satisfaction are measured by comparison of expected & actual outcomes. The employee attitude is influenced by

JS & employee turnover rate (Sablinski et al., 2002). Therefore, job performance, highly relate to the job satisfaction as (Wagner & Lepine, 1999) explained that job participation and performances are identified via job satisfaction using quantitative satisfaction analysis.

So many theories have been carried out relating to job satisfaction, for example, as said by Emmons, R. A. (1986) job satisfaction is positive feelings which lead them to happy life. On the other side, an unsatisfied employee has negative feelings. According to Imran et. al., (2014) when employees get satisfaction they show very positive attitudes in accomplishing tasks. Herzberg stated in his two-factor theory that there are two types of motives for the employees known as satisfied and dissatisfied. Goetz et. al., (2012) explored that intrinsic factors of human capital relate to job satisfaction and extrinsic factors with dissatisfaction. The variable that is close to the organizational commitment is job satisfaction that is the basic concern of our study. Imran et. al., (2014) classified about job satisfaction as it is an attitude that persons have towards their jobs.

Job satisfaction, has been found in previous studies, correlated with positive work values, job performance, lower rates of absenteeism and organizational commitment. Therefore, concerned authority should be alarmed the level of satisfaction for the purpose to control and organize workers' dissatisfaction (Spector, 2003).

Organizational Commitment

Organizational Commitment is an extremely significant element in the organizational environment. Research has emphasized that commitment has always had a huge influence on the positive working of an organization. For the reason, that an extremely committed worker will recognize the organization's aims and standards, and accomplishes a clear desire to have his place in the organization. He shows eagerness as his organizational social responsibility, i.e., a readiness to go an extra mile for the required job duties. And if human resources are said to be an organization's greatest asset, then committed human resources should be regarded as an organization's competitive advantage (Nehmeh, 2009).

A preliminary inquiry into the work performance, the turnover (Mowday et al., 1982), pro-social behavior, goals, or the possibility of assistance in the absence of turnover (angle and Perry, 1986), coworker, such as an emphasis on the influence of work showed his devotion to the relatively Organizing Committee (Wasti, 2005). Business performance in a wide range of proposals, the search is on one side of the organizing committee, links to many. In fact, studies have shown that only three known to those around us. (unable to understand the concept).

Wright, Gardner and Moynihan analyze Human Resources (2003) they studied both the skills for independent business unit of the company within the organizing committee, and the two variables which are significantly involve different performance measures (quality, productivity, and decrease) the costs of operating and pre-tax profit. Malaysian companies (Rasheed Sambasivan and Johari 2003), a study of the corporate culture of the organizing committee, exhibit its influence on this kind of financial performance (return of property, the return of investment, the current ratio). Organizational commitment and, in general, the attachment of a person for the good of the organization and willingness to use energy (Walumbwa et. al., 2005) are considered.

Several studies have examined the relationship between organizational commitment and work ethic. To show more commitment to the values of the organization and the values are consistent when it comes to employees. The act of dedication and hard work is much talked about in the Islamic ethics. The Prophet Muhammad (peace be upon him), "the more, the better to eat the food he ate in his work." Those who have substantial validation from Islamic work ethic, are more dedicated to their work environment (Joseph, 2000).

FIGURE 1 HERE

In recent years, some studies have reported that job satisfaction perform as mediator between emotional intelligence and employee commitment (Güleryüz et al. 2008), simultaneously among emotional intelligence, effective commitment, turnover intention and employee engagement

(Brunetto *et. al.*, 2012). Job satisfaction has intervening effect on employee commitment toward organization (Yang & Chang 2008), also job satisfaction depends upon peer salaries (Card, Mas *et. al.*, 2010) but in terms of peer relationship, a little literature is available. Hence job satisfaction in this research study will be measured as mediator between peer relationship and organizational commitment. On the other hand, according to Silverthorne, C. (2004) job satisfaction and organizational commitment directly depends upon the organizational culture. Furthermore the same investigation was completed in USA by (Shelton *et. al.*, 2011) with the same results. Other than tight vs. loose control corporate cultural dimensions, the literature exists such as, Job satisfaction positively relates to adhocracy and clan culture which negatively relate to the market and hierarchical culture (Lund, 2003) but the concern of our research is about to find the impact at job satisfaction when there is a tight control culture and when there is loose control culture.

According to Hobfoll (1988), the founder of the conservation resource model, Psychological capital can be personal resources which moderate the association between the employee-to-employee relationship and their psychological commitment. Cheung et al. (2011) investigate the moderating role of psychological capital between job satisfaction, burnout and emotional labor. But PsyCap was never taken as moderator between the relationship of organizational commitment and peer relations within an organization that is taken into consideration in this research work how PsyCap is associated with peer relationship and employee commitment. Furthermore, it will also be investigating the extent to which PsyCap moderates the association between peer relations and organizational commitment.

Following hypotheses are developed in this study given below:

- H1: The relationship between peer relationship and job satisfaction is significant
- H2: The relationship between organizational culture and job satisfaction is significant
- H3: The impact of organizational culture on organizational commitment is significant

H4: The impact of peer relationship on organizational commitment is significant

H5: Job satisfaction positively influences on organizational commitment and acting as mediator among organizational culture, peer relationship and organizational commitment

H6: Psychological capital moderates the association of peer relationship and organizational commitment

RESEARCH METHODOLOGY

All participants of this research were a running staff of Pakistan Railway that were assistant drivers, deputy drivers, drivers having basic pay scale (BPS-09, BPS-14 and BPS-16) and guards having basic pay scale (BPS-14) from Lahore region. In total, 250 questionnaires were distributed and 210 valid questionnaires were returned for analysis. The return rate was 84.00%. All the participants were men as there is no female is hired as running a staff of Pakistan Railways. Running a staff of Pakistan Railway has taken as respondent because this staff even having GOVT employment, have a totally hectic job due to their job timing. There is no permanent job timing for them. Their duty time, often exceed 40-50 hours repeatedly, while running the goods train.

In this cross sectional study with quantitative research approach to the self-administrated questionnaires were used and Simple random sampling technique is implemented in this research. The four item questionnaire tool for job satisfaction borrowed from (Jackson & Corr, 2002 pp.4) used with slightly necessary modification. For each item 5-point Likert scale used where 1 indicates "strongly disagree" and 5 indicate "strongly disagree" respectively. Affective commitment, normative commitment and continuous commitment are the three dimensions of organizational commitment (Kanning & Hill, 2013). A scale consists of 15 items borrowed from (Kanning & Hill, 2013) used in this study with 5-point Likert scale 1 for "strongly disagree" and 5 for "strongly agree".

Organizational culture, measured with 8 item scale borrowed from (Barrid *et. al.*, 2004), 5-point Likert scale is used where 1 show "strongly disagree" and 5 showed "strongly agree".

Organizational culture is measured in (Barrid *et al.*, 2004) with two different scales one of (O'Reilly *et al.*, 1991) that explained two dimensions of organizational culture that are products of oriented culture and innovative culture, and one from Merchant (1985) that explains one dimension of organizational culture that is tight versus loose control. The one dimension that is tight versus loose control is the focus of our study and to measure it, a summated scale developed by Merchant (1985) is used in this regard.

To measure peer relationship a 17 item scale developed by (Ken Rigby and Phillip Slee, 1994) with 5-point Likert scale, where 1 indicate "strongly disagree" and 5 indicate "strongly agree", is used in this research with a slight modification based on the existing literature. To measure the four dimensions of PsyCap (work self-efficacy, optimism, hope and resilience) the original 24 item scale developed by (Luthans *et. al.*, 2007) is used with 5-point Likert scale where 1 showed "strongly disagree" and 5 showed "strongly agree".

TABLE 1 HERE

DATA ANALYSIS

To check the reliability of the data in this research study Cronbach's alpha is used in our quantitative research method. In this study it has been found that Chronbach's Alpha ranged from .655 to .939 for all variables which exemplify that all instruments in research are reliable. Data collected through these instruments were reliable and was understandable for respondents. With the help of data analysis in this research, there can be significant suggestions and recommendations that could be applicable in the real world. Therefore, the researcher has the accurate results from the collected data.

Mediation Analysis

TABLE 2 & 3 HERE

Linear regression was applied to check whether peer relationships in Pakistan Railway have an impact on job satisfaction or not. The ANOVA table depicted model is fitted with $F(1, 208) = 23.601$, and both the dependent variable job

satisfaction and predictor peer relationships have significant relationships as $p=.000$. The adjusted R^2 value was 0.98 which indicates that predictor peer relationships account for 98 % of the variance in job satisfaction. The first hypothesis H1 of the study, hence, accepted.

TABLE 4 & 5 HERE

Linear regression was applied to check whether the organizational culture of Pakistan Railway have an impact on job satisfaction or not. The ANOVA table depicted model is fit with $F(1, 208) = 4.13$, and both the dependent variable job satisfaction and predictor organizational culture have insignificant relationships with $p=.043$. The adjusted R^2 value was 0.15 which indicates that the model explain just 15 % of the variance in job satisfaction due to organizational culture. Hence, second hypothesis H2 of the study, is rejected as there is an insignificant relation between organizational culture and job satisfaction.

TABLE 6, 7, 8 & 9 HERE

The ANOVA table given above depicted that peer relationships in Pakistan Railway has significant impact on organizational commitment. The level of significance in this case $p<0.05$ and model is also fit with $F(1, 208) = 81.88$. Hence, hypothesis H3 is proved in this regard. Hypothesis H5 will check whether job satisfaction is a mediator between peer relationship and organizational commitment, so in this case Table: A & Table: B is under consideration. ANOVA is significant while checking the direct path between peer relationship and organizational commitment in table A. Further, in table B and C, ANOVA is still significant and the peer relationship coefficient is still significant. Hence, as there no change has occurred (sig. to insig) in peer relationship due to job satisfaction, job satisfaction, therefore, is not a mediator in this study. Similarly, the results given in table 1, 2 and 3, job satisfaction is not a mediator between organizational culture and organizational commitment. Table D ANOVA, depicts $p>0.05$, so there is an insignificant relation between job satisfaction and organizational commitment in Pakistan Railway. In final wordings about hypothesis H5, the H5 is rejected whatsoever,

because job satisfaction has proved insignificant with organizational commitment and it is not a mediator among peer relationships, organizational culture and organizational commitment.

TABLE 10, 11 & 12 HERE

Hypothesis H4 is accepted because there is significant relation between organizational culture and organizational commitment as $p<0.05$. Conversely, the model is fit as well with $F(1, 208) = 66.650$.

Moderation Analysis

TABLE 13 HERE

To check whether psychological capital has a moderating impact with the association of peer relationship, organizational commitment regression analysis is applied in table no 02. The model fitness is good according to, model summary by SPSS. Further, while checking the moderating role the significance level must be significant and in this case $asp<.05$ shows that the moderating impact exists. Hence, the hypothesis H6 is justified. Moreover, the changing in t-value depicted that PsyCap strengthens the relation of peer relationship and organizational commitment among Pakistan railway employees. The overall F-value that is $F=33.90$ depicted the model is suitable. The first phase of research model in which the variables peer relationship, organizational commitment and PsyCap are encompassed.

DISCUSSIONS AND CONCLUSION

This research study has been divided into three phases, in the first phase the relationship between organizational culture, peer relationship and organizational commitment was investigated. This investigation depicted highly correlated and significant relation among Pakistan Railway employees. It showed that the commitment highly depends upon Pakistan Railway culture and employee social interactions with their co-workers. Second phase deal with mediation role of job satisfaction which depict surprising results than previous studies. In Pakistan Railway, employee

commitment to the organization is not a process of job satisfaction, other factors may have an impact which may be conducted for the future research.

Hence, mediating variables other than job satisfaction would impact to signify the relations of organizational culture, peer relationship and organizational commitment. Furthermore, in the third phase it was investigated that whether PsyCap have a moderating influence with peer relationship and organizational commitment. The result depicted that it strengthens their relation. Hence overall, Government of Pakistan should consider factors such as promotion, incentive, working conditions and co-worker relations (Khan *et al.*, 2012) which have a significant impact on job satisfaction level and individually may mediate in this study.

Limitations

This study is cross-sectional in nature, considers specific targeted employees (running staff) of Pakistan Railway while may have different results for other employees. Since this study only reviewed two dimensions of organizational culture, future studies must include other dimensions of organizational culture and job satisfaction. Future studies may adopt a longitudinal method for dealing with these variables. This is not an exhaustive study, therefore, it could be considered as incomplete. The possibility of another mediator and moderator variables such as, psychological empowerment, challenging stressors and job characteristics may overwhelm this limitation.

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APPENDIX

Table: 1 Cronbachs' Alpha Coefficient of questionnaires

| Scale | Cronbach's alpha | Number of Items |
|----------------------------------|------------------|-----------------|
| Organizational Culture (OC) | .817 | 8 |
| Peer relationship (PR) | .655 | 15 |
| Job satisfaction (JS) | .706 | 4 |
| Organizational commitment (OCom) | .819 | 15 |
| Psychological capital (PsyCap) | .930 | 24 |

Table: 2

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 1.266 | .362 | | 3.501 | .001 |
| AvgPR | .760 | .156 | .319 | 4.858 | .000 |

a. Dependent Variable: avgJS

Table: 3

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 17.145 | 1 | 17.145 | 23.601 | .000 ^b |
| | Residual | 151.105 | 208 | .726 | | |
| | Total | 168.250 | 209 | | | |

a. Dependent Variable: avgJS

b. Predictors: (Constant), avgPR

Table: 4

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | 3.281 | 1 | 3.281 | 4.137 | .043 ^b |
| | Residual | 164.969 | 208 | .793 | | |
| | Total | 168.250 | 209 | | | |

a. Dependent Variable: avgJS

b. Predictors: (Constant), avgOC

Table: 5

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 3.517 | .262 | | 13.443 | .000 |
| | avgOC | -.172 | .085 | -.140 | -2.034 | .043 |

a. Dependent Variable: avgJS

Table: 6

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 15.373 | 1 | 15.373 | 81.884 | .000 ^b |
| | Residual | 39.050 | 208 | .188 | | |
| | Total | 54.423 | 209 | | | |

a. Dependent Variable: avgOcm

b. Predictors: (Constant), avgPR

Table: 7

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 15.892 | 2 | 7.946 | 42.687 | .000 ^b |
| | Residual | 38.532 | 207 | .186 | | |
| | Total | 54.423 | 209 | | | |

Dependent Variable: avgOcm
 b. Predictors: (Constant), avgJS, avgPR

Table: 8

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.124 | .188 | | 5.967 | .000 |
| | avgPR | .764 | .084 | .564 | 9.145 | .000 |
| | avgJS | -.059 | .035 | -.103 | -1.669 | .097 |

a. Dependent Variable: avgOcm

Table: 9

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|-------|-------------------|
| 1 | Regression | .324 | 1 | .324 | 1.246 | .266 ^b |
| | Residual | 54.099 | 208 | .260 | | |
| | Total | 54.423 | 209 | | | |

a. Dependent Variable: avgOcm

b. Predictors: (Constant), avgJS

Table: 10

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 14.389 | 2 | 7.195 | 37.201 | .000 ^b |
| | Residual | 40.034 | 207 | .193 | | |
| | Total | 54.423 | 209 | | | |

a. Dependent Variable: avgOcm

b. Predictors: (Constant), avgJS, avgOC

Table: 11

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.356 | .177 | | 7.679 | .000 |
| | avgOC | .360 | .042 | .513 | 8.528 | .000 |
| | avgJS | .085 | .034 | .149 | 2.473 | .014 |

a. Dependent Variable: avgOcm

Table: 12

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 13.207 | 1 | 13.207 | 66.650 | .000 ^b |
| | Residual | 41.216 | 208 | .198 | | |
| | Total | 54.423 | 209 | | | |

a. Dependent Variable: avgOcm

b. Predictors: (Constant), avgOC

Table: 13

Model = 1

Y = avgOcm (Organizational commitment)

X = avgPR (Peer relationship)

M = avgPCap (Psychological capital)

Sample size

210

Outcome: avgOcm

Model Summary

| R | R-sq | MSE | F | df1 | df2 | p |
|-------|-------|-------|---------|--------|----------|-------|
| .5771 | .3331 | .1762 | 34.2935 | 3.0000 | 206.0000 | .0000 |

Model

| | coeff | se | t | p | LLCI | ULCI |
|----------|---------|-------|---------|-------|---------|--------|
| constant | -1.1810 | .7991 | -1.4780 | .1409 | -2.7565 | .3944 |
| avgPCap | .8009 | .2562 | 3.1264 | .0020 | .2958 | 1.3060 |
| avgPR | 1.5887 | .3675 | 4.3235 | .0000 | .8642 | 2.3131 |
| int_1 | -.3111 | .1140 | -2.7295 | .0069 | -.5359 | -.0864 |

Interactions:

int_1 avgPR X avgPCap

R-square increase due to interaction(s):

| | R2-chng | F | df1 | df2 | p |
|-------|---------|--------|--------|----------|-------|
| int_1 | .0241 | 7.4504 | 1.0000 | 206.0000 | .0069 |

Conditional effect of X on Y at values of the moderator(s):

| avgPCap | Effect | se | t | p | LLCI | ULCI |
|---------|--------|-------|--------|-------|-------|--------|
| 2.3503 | .8574 | .1237 | 6.9292 | .0000 | .6134 | 1.1014 |
| 3.1921 | .5955 | .0857 | 6.9448 | .0000 | .4264 | .7645 |
| 4.0338 | .3336 | .1334 | 2.4997 | .0132 | .0705 | .5967 |

Level of confidence for all confidence intervals in output:
 95.00

Figure 1: Theoretical Model

