

Effect of perceived organizational support on psychological capital - A study of IT industries in Indian framework

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Abstract

In today's business environment, positive psychology and social exchange relationship have been attained great interest for research. Psychological Capital (PsyCap) is an individual's positive psychological state of development and is characterized by optimism, hope, resilience and self- efficacy. The commitment of employees directly depends on the commitment of organization towards their employees i.e. norms of reciprocity and social exchanges work between employee and organization. Perceived organizational support (POS) indicates the perception of employees that at what extent they are cared and valued by organization. The present study was conducted to identify the relationship between POS and Psychological capital of employees on middle level IT professional in India. Data collection was done by an online survey and questionnaire from 420 IT professionals. Basic descriptive analysis, Regression analysis, Confirmatory factor analysis and model fit indices were executed. Results showed positive relationship between POS and PsyCap. A fit model was also identified for POS- PsyCap relationship which also included POS and PsyCap's factors or predictors i.e. the fit model was found reasonably consistent with the collected data and did not require any further re-specifications. Present study's results demonstrated that by providing more care, support and value to contribution to employees,

employee's psychological capital can be enhanced which further can enhance commitment and performance of employees for organization.

Key Words: Perceived organizational support, Psychological capital, Fairness, Hope, Optimism, Supervisor support

1 Introduction

Today's challenging, competitive and changing organizational context requires higher commitment from employees to survive, grow and acquire competitive advantages, and if organization shows higher commitment towards their employees, employees also reciprocates more commitment and engagement towards organizational objectives. This social exchange relationship provides base for more research in Perceived organizational support and its antecedents and consequences. POS is first construct of our study and this is defined as: Perceived organizational support (POS) is the extent to which employees think that their organization cares about their well-being, values their contributions and fulfills their socio emotional needs. POS is a kind of social exchange at workplace. Organizational Support Theory (OST) states that to fulfil socio emotional needs and to evaluate the benefits of extra work attempts, employee thinks about the degree to which the organization is caring for them and valuing their contribution. Such POS generally enhances employee's felt obligation and commitment which help the organization to meet its objectives. Here employee's expectations regarding rewards for improved performance, also increases employee's performance level which further enhances organizational overall performance (Eisenberger, et al., 1986; Rhoades and Eisenberger, 2002; Shore and Shore, 1995).

Employees who perceive higher support, care and value from organization (i.e. higher POS), are assumed to reciprocate

more by showing higher engagement in various pro social behavior to organization and also build higher level of commitments towards their organization. POS was firstly proposed by Eisenberger et al. (1986) and they defined POS as "global beliefs concerning the extent to which the organization values their contributions and cares about their well-being". Eisenberger et al. (1986) developed Survey of Perceived Organizational Support (SPOS) comprising of 36 statements to assess level of POS of employee. Eisenberger et al. (1986) accounted that even in different conditions, employees showed a constant pattern of agreement with statements related to appreciations of their contributions by the organization and favourable or unfavourable treatment provided by their organization. The study, followed by confirmatory and exploratory factor analysis on employees from different occupations and organizations, also confirmed high internal reliability and uni-dimensionality of Eisenberger et al.'s SPOS scale (e.g., Armeli, Eisenberger, Fasolo, & Lynch, 1998; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Shore & Tetrick, 1991; Shore & Wayne, 1993). POS has been also found positively related with various organizational outcomes by various researchers. It was found significantly and positively related with job satisfaction and organizational commitment (Aube et al., 2007; Riggle et al., 2009). Hence this perceived level of support needs to be regularly assessed to ensure the positive or favorable organizational outcomes which finally affects positively to profitability (Krishhan & Mary, 2012).

The second construct of our study is Psychological Capital. Psychological Capital (PsyCap) concept started with the increased importance of the Human-centered approaches in the current organizational environment. In last few decades, the focus of organizations has slowly moved from Physical Assets & Capitals to Human Assets & Capital (i.e. characterized by KSA's- Knowledge, Skills and Abilities etc.) as well as finally to Social Capital (human connections, networks and the benefits of these relations). PsyCap is somewhat adding up to

this development and refers to "A positive view of an individual about his job and organization". It is one of the core concept of positive psychology that concerned with concentrating on people's positive factors (like strengths and virtues) rather than on their negative factors i.e dysfunctions and weaknesses (Peterson & Seligman, 2004; Seligman & Csikszentmihalyi, 2000). It is also focussed towards growth, development and enthusiasm of people. It is one of the approaches related with Positive organizational behaviour (POB). POB can be defined as, "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans, 2002a, p. 59). Few positive psychological constructs like Optimism, Hope, Self-efficacy and Resilience etc. must meet up POB criteria and basically these four constructs are part of psychological capital of a person.

PsyCap was defined as "an individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success" (Luthans, Youssef et al., 2007, p. 3). "It is distinct from human capital (i.e. what you know), social capital (i.e. who you know) and financial capital (i.e. what you have) and directed towards "who you are" and "who you are becoming" in the development sense" (Luthans et al., 2004, Luthans & Avolio, 2006). In present century, while dealing with behavioral science and psychological science research, the positive psychology has been converted into a new development (Memili et. al., 2013).

The importance of selecting PsyCap as one of the construct in current study is that PsyCap has been already found as a positive predictor of various individual and organizational positive outcomes so by enhancing PsyCap, the other positive organizational outcomes can be also enhanced. Some of the findings regarding relationship between PsyCap and organizational outcomes, are briefly mentioned here. PsyCap was found to be positively related to various work-related outcomes such as increased- job satisfaction (Cheung et al, 2011); job performance, organizational citizenship behaviors & commitment (Luthans et al., 2010); hedonic & eudaimonic well-being (Culbertson et al., 2010) and creativity (Sweetman et al, 2011). Further PsyCap was found to be negatively related with cynicism, counterproductive workplace behaviors, turnover intentions and burnout (Cheung et al., 2011; Norman et al., 2010).

The rest of the paper is organised in following sections as: section 2 discusses literature review on POS, PsyCap constructs and also the available studies which shows the relationships between both constructs and also sheds some light about our research proposal model and developed hypothesis; section 3 is research methodology which consists of details about Sample size, sampling method, measurement instruments for constructs and data collection procedure and analysis methods used for present study; section 4 is about results and discussion for both proposed and Fit models and included reliability analysis, convergent validity analysis, factor analysis and fit indices analysis; section 5 includes conclusion, limitations and recommendations of this study and last is reference section.

2 LITERATURE REVIEW

2.1 Perceived Organizational Support (POS)

Perceived Organizational Support (POS) stimulated more attention of research in Psychology and management field's researchers (Rhodes and Eisenberger, 2002; Fuller et al., 2003; Stamper et al., 2003; Aube et al., 2007; Allen et al., 2008). The maximum information on POS was contributed by Eisenberger. Allen et al. (2008) defined POS as the extent to which the organization cares for its employees and values the contribution of employees. Rhoades and Eisenberger (2002) stated in their meta analysis findings that supervisory support, Fairness, rewards and favorable job conditions are major antecedents of POS. Both types of fairness/ justices (procedural and distributive) have been found positively linked with POS, though more attention has been paid in the literature to procedural justice (Ambrose & Schminke, 2003; Loi, Hang-yue, & Foley, 2006; Masterson et al., 2000; Stinglhamber, De Cremer, & Merken, 2006). One other type of justice i.e. Inter-actional justice was also found to be related to POS (Masterson et al., 2000; Tekleab et al., 2005).

Supervisor's favorable orientation and support and PSS (Perceived Supervisor Support) found positively related with POS, PSS was found as one of major antecedent of POS (Levinson, 1965; 1997b; Eisenberger et al., 1986; Rhoades et al., 2001; Eisenberger et al., 2002). Safety also found one of the antecedents of POS. Gyekye S. A. and Salminen S. (2007) stated that workplace safety perception and other safety oriented social and organizational show positive and close association with perceived level of support in an organization. Hofmann and Morgeson (1999) also found positive association between safety communication and POS.

Organizational recognition and appreciation of the employee's contribution play as a key to develop higher POS (Eisenberger et al., 1997; Shore and Shore (1995). Eisenberger et al. (1999) also stated that opportunities for recognition and promotion positively associated with POS. According to Eisenberger et al. (2002, p.565) POS posits that "employees evidently believe that the organization has a general positive or negative orientation toward them that encompasses both recognition of their contributions and concern for their welfare." POS also found positively related with organizational commitment and job performance at workplace (Rhodes and Eisenberger, 2002; Aube et al., 2007; Riggle et al., 2009).

Based on existing literature major antecedents of POS are fairness / Justice, socio emotional needs, Recognition and Appreciations, HR practices, supervisor support, organizational rewards, pay level satisfaction and Training whereas the consequences are Organizational commitment, felt obligation, withdrawal behaviors, positive mood, job performances, OCB, organizational trust and reduced stress.

2.2 Psychological Capital (PsyCap)

The origin of the concept PsyCap was from the movements towards positive psychology & positive organizational behaviours in the organizational context. According to Seligman et al. (2000, p. 5), Positive psychology consists of benefits, courage, satisfaction, persistence, hope and happiness, altruism, responsibility, aesthetic, forgiveness, potential and wisdom, professional ethics, manners, consciousness of the future, civic virtue, tolerance and interpersonal skills etc.

Psychological Capital or PsyCap is defined as the individual's positive psychological state of development which is characterized by some positive psychological capacities such as hope, optimism, resiliency and self-efficacy (Luthans et al., 2007). Luthans et al. (2004) stated that the four positive psychological

capacities (i.e. Hope, Optimism, Resilience and Self- efficacy etc.) of PsyCap are open to development, manageable and also measurable. Snyder et al. (1991) defined Hope as a positive motivational condition which comprises of two components, which are: 1) Agency- goal oriented energy and 2) Pathway- path or plans to achieve the goals etc. and this state is based on the interactively originated sense of successful. Stajkovic & Luthans (1998b, p. 66) defined self-efficacy as individual's self confidence regarding his/her abilities to assemble and utilize motivation, resources (cognitive) and path of actions required to effectively & successfully perform a specific task inside a given environment. Bandura (1997, 2000) has demonstrated strategies to increase self-efficacy. Resilience was defined by Luthans (2002b, p. 702) as the positive psychological ability which helps an individual to rebound or 'bounce back' or return to normal stage from disappointment, conflict, hard times and failure or even growth, positive events and enlarged responsibility. Masten and Reed (2002) simply stated that Resilience is a positive process of response or reaction or adaptation in the condition of adversity. Seligman (1998a) defined optimism in the way that it is an attributional style which gives explanation of positive events in forms of permanent, personal and pervasive causes and the negative incidents in forms of temporary, external and situation-specific ones. PsyCap with combined (Hope, Resilience, self- efficacy and Optimism) capacities demonstrated as a core factor and better predictor for satisfaction and performance (Luthans et al., 2007).

In the beginning, PsyCap was found statistically significantly positively linked with productivity (Goldsmith et al, 1998), desirable workplace attitudes and behaviours (Luthans et al., 2007 a) and negatively with undesirable workplace attitudes and behaviour. Afterwards, many researchers advocated that PsyCap's benefits at aggregate level can be a source to acquire competitive advantages for the whole organization (Luthans & Youssef, 2004). PsyCap were found to be related positively with many performance outcomes at workplace like Job satisfaction, performance, OCB (Organizational Citizenship Behaviour), commitment etc. and negatively with employee cynicism, employee absenteeism, depression symptoms and intention to quit the organization. By providing various training sessions (classroom, through internet and field setting etc.), PsyCap can be developed more (Luthans, Avey & Patera, 2008).

2.3 Perceived Organizational Support (POS) and Psychological Capital (PsyCap)

POS and PsyCap both constructs were studied together in only limited studies. Both constructs individually found correlated positively with work outcomes as work performance, employee engagement, commitment, positive mood, OCB and satisfaction and negatively with stress, turnover intentions, employees absenteeism and depression symptoms. Only few studies showed the relationship between POS and PsyCap of employees.

Lin, T.L. (2013) conducted a survey in international tourist hotels in Taiwan on full time employees and found PsyCap to negatively related with job burnout and also confirmed the mediating role of PsyCap on POS- Job burnout relationship. Liu et al. (2013) found that Psychological Capital and its two components (Optimism & Resilience) partially mediate the relationship between POS and depressive symptoms for Chinese male correctional officers (COs). Hui et al. (2014) found the positive impact of perceived organizational support on four dimensions of psychological capital (hope, optimism, calm and self-confidence) in Chinese cultural context.

2.4 Proposed Model and Hypothesis

The proposed model of research was developed to recognize the associations between POS- predictors/ factors, PsyCap- predictors/ factors and POS- PsyCap (figure 1). This model includes two constructs (i.e. POS and PsyCap) which are second-order factors. Each construct includes four factors/ predictors and each factor/predictor included 4 statements/questions so our proposed model is a second-order factor model. For POS construct four factors/predictors are Recognition & Appreciation, Fairness, Supervisor's support and Safety and for PsyCap construct four factors/predictors are Hope, Optimism, Resilience and Self- efficacy etc., which are finalized or selected on the basis of Pilot study results of confirmatory factor analysis(performed by using SPSS 20) where only highly loaded factors are selected for each construct. In our study, we hypothesized that POS is positively related to psychological capital of IT professionals in Indian context.

H1: Perceived organisational support (POS) consists of Recognition & Appreciation, Fairness, Safety and Supervisor's support

H2: Psychological Capital (PsyCap) consists of Optimism, hope, resilience, and self-efficacy

H3: Perceived organizational support (POS) will be positively related to psychological capital (PsyCap).

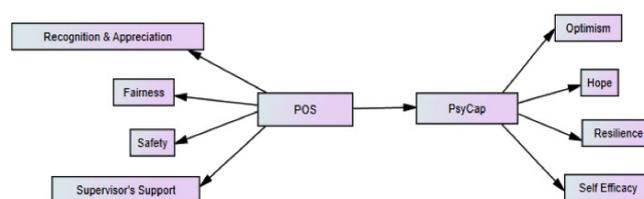


Figure 1. Proposed Model

Here above mentioned figure 1 showing all factors related to POS and PsyCap which were taken as part of our study. Similarly it is also showing our hypothetical associations between constructs (i.e. POS and PsyCap) and between constructs & related factors.

3 RESEARCH METHODOLOGY

3.1 Sample and Procedure

Indian IT industries were our target industries from where we collected our data. Middle level IT professionals (example Software developers, designing engineers, programmers and analysts etc.) were taken as target samples. To examine the level of POS of samples, a self designed and pilot tested questionnaire was used to collect data from target IT professionals. To measure psychological capital of employees, the psychological capital questionnaire or PCQ (Luthans, Youssef et al., 2007) was used and PCQ has revealed reliability and construct validity (Luthans, Avolio et al., 2007). The data collection were done by mailed-questionnaire and online survey. With the help of Google Drive, we designed an online survey questionnaire in a spreadsheet format which consisted of three major parts as: general information section (about employee's age, work experience, male/female and educational qualification etc.); statements/questions to measure POS and the last section included statements/questions of PsyCap. We also mailed the final questionnaire to respondents on the basis of our contacts and convenience. So the convenience sampling method was used for sampling, which is a type of non-probability sampling method and where samples are selected on the basis of their

easily availability and convenience to researcher. By using both mailed-questionnaire and online survey questionnaire, with approximate 76 % rate of response, we received 420 full and usable questionnaires back from our target samples.

3.2 Constructs, Instruments and Measurement

To measure POS, a self designed questionnaire was used which was at first pilot tested and after conducting reliability analysis and factor analysis the instrument was finalized to collect data from IT industries located in India. It comprised of questions from four factors/ predictors of POS which were Fairness, Recognition & Appreciation, Safety and Supervisor's Support. The cronbach's alpha (α) for POS's questionnaire was 0.77 i.e. it had satisfactory internal reliability and consistency (based to Nunnally & Bernstein (1994) criteria $\alpha > 0.7$). PCQ (Psychological Capital Questionnaire, developed by Luthans et al. (2007) was taken to measure PsyCap level of samples and it contained questions from predictors of PsyCap such as Hope, Resilience, Self-efficacy and Optimism. PCQ was also pilot tested and reduced in size after conducting factor analysis and reliability analysis (by using SPSS 20), and final PCQ had (α) = 0.721, which was again a satisfactory internally reliable and consistent instrument to measure PsyCap of target samples. Each question (from both questionnaires) consisted of seven-point Likert scale (ranging from "0" (strongly disagree) to "6" (strongly agree)) to examine the level of perceived support from organization (i.e. POS) and the level of Psychological Capital (i.e. PsyCap) of IT professionals.

3.3 Analysis Methods

All the descriptive statics (like mean, correlation coefficient and standard deviation etc.), Regression analysis, Factor analysis and structural equation models (SEM) etc. methods were part of our study which were done by using software of SPSS 20 and AMOS 20. Regression analysis was conducted to test the significant and non significant links between construct-construct and predictors- construct and also to test the formulated hypothesis of our study. Confirmatory Factor analysis (CFA) was performed to identify highly loaded and relevant factors/ predictors of each construct (i.e. POS and PsyCap). Lastly with the help of AMOS 20 software we performed Structural Equation Modeling (SEM) and also calculated all fit indices to identify our model's fitness.

4 RESULTS AND DISCUSSION

The results for Proposed and Modified Models including reliability analysis, convergent validity analysis, factor analysis and fit indices analysis are shown below.

4.1 Results and Discussion of Proposed Model

4.1.1 Reliability and Validity Analysis

The instruments (i.e. questionnaires) to measure POS and PsyCap, were found satisfactory internally consistent and reliable because both were having the cronbach's alpha values > 0.7 (i.e. meeting proposed threshold criteria of Nunnally & Bernstein's (1994)). For validity analysis we calculated convergent validity. Convergent validity is the extent to which the scores collected from two different measures (which are for the measurement of similar concept) are related to each other. Three proofs or conditions were proposed by Fornell and Larcker's (1981) to measure convergent validity of psychometric instruments which are as following: i. The standardized factor loading values > 0.5 , ii. The CR (composite/construct reliability) - $0.6 < CR < 0.8$ and

iii. AVE (Average Variance Extracted) value > 0.5 .

In our model and instruments all standard factor loads (shown in Figure 2) and CR values (shown in table 2) proofs were fully satisfied for both constructs but the AVE value (shown in table 2) was close to 0.5 for both constructs i.e. both instruments showed only acceptable convergent validity criteria.

Both the constructs (i.e. POS and PsyCap) independently showed significant internal consistency & reliability in the form of cronbach's alpha (α) and composite/construct reliability (CR) values which are shown in table 2. For both constructs, CR value were > 0.06 and < 0.08 i.e. second criteria (of Fornell and Larcker's, 1981) for model's convergent validity also met fully in our model.

Below Figure 2 (i.e. proposed model) showing standardized regression coefficients/ factor loading values and squared correlation values for each predictor/ factor and construct.

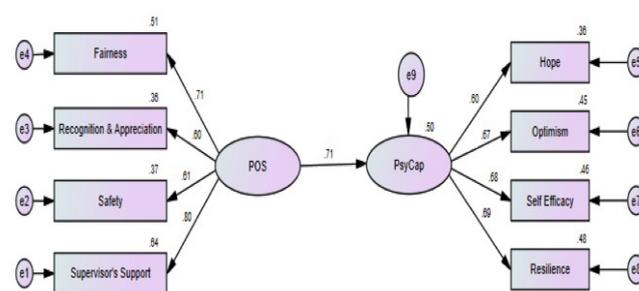


Figure 2. Proposed Model with standard regression weights and R-square values

The AVE values (which were found < 0.5) for both constructs did not met fully with Fornell and Larcker's (1981) third proofs to confirm convergent validity of constructs but according to Mark & Sockel's (2001) criteria for convergent validity (i.e. the Bentler-Bonett Normed Fit Index (NFI) for model > 0.90), our proposed model were found strongly convergent valid with NFI = 0.917. So our proposed model was found in acceptance range of internally reliability, construct reliability and convergent validity criteria.

4.1.2 Effect Analysis

All the associations between Predictors-POS, Predictors-PsyCap and POS-PsyCap were found statistically significant because of showing significant and acceptable p values (i.e. All p-values were found < 0.01) and standard regression estimates (i.e. all standard regression coefficients were found > 0.5) for each association (shown in table 1 below). POS and PsyCap were also showed positive link with 0.71 standard regression coefficient values. Hypothesis 1(H1) and Hypothesis 2(H2) were accepted on the basis of regression analysis results because all the relationships between Predictors-POS and Predictors-PsyCap were found significant (estimate's value and related p-value) and positively related to each other and this can be seen in table 1. Based on these results our research Hypothesis 3(H3) was also accepted which described that POS and PsyCap were positively associated for middle level IT professionals. All unstandardized regression weights (Estimate), standard error (S.E.), Critical Ration (C.R.) and p-values are shown in table 1 (p. 23) for all associations of proposed model.

4.1.3 Fit Indices Analysis

To assess model fitness of Proposed Model, all types of fit indices were estimated by using AMOS 20 and are shown in Table 4. David A. Kenny defined Fit as the model's ability for repro-

	Estimate	S.E.	C.R.	P	Label
PsyCap <--- POS	.569	.065	8.800	***	
SS_POS <--- POS	1.000				
SF_POS <--- POS	.891	.078	11.425	***	
RA_POS <--- POS	.855	.076	11.242	***	
FA_POS <--- POS	1.115	.084	13.220	***	
HP_PYCP <--- PsyCap	1.000				
OP_PYCP <--- PsyCap	.823	.084	8.800	***	
SE_PYCP <--- PsyCap	.887	.092	9.290	***	
RS_PYCP <--- PsyCap	.958	.100	9.618	***	

Table 1. Unstandardized Regression Weights for Proposed model (The C R (Critical Ratio) is used to test statistical significance of SEM components, Principle: If C R values > ±2.58 test significance of estimates at p < 0.01 level. Three asterisks (***) indicate significance smaller than .001).

duction of data i.e. generally the variance-covariance matrix, and the Good-fitting-model as the model which shows the logically consistency with the data and does not essentially require the respecification.

The null hypothesis for model was that "Proposed Model is not a fit model" and the chi-square test was performed to test the null hypothesis of model fitness. Here for Proposed Model the p-value of chi-square test was 0.000 i.e. in acceptance range and significant so we accepted the null hypothesis (i.e. Proposed Model is not a fit Model) and rejected our proposed model. Similarly the value of RMSEA fit index were also indicated only mediocre fitness of proposed model i.e. all the fit indices were not fully met the acceptance criteria for our Proposed Model and finally proposed model was rejected.

Once the Proposed Model was rejected, we made some changes in model by analysis of Standardized residual covariance values, Modification indices and standardized regression weights between proposed model's factors and related constructs. Based on above analysis two factors of POS (Safety and Supervisor's support) and Optimism from PsyCap were eliminated from proposed model. A new model named as "Modified Model" was designed to show relationship between POS and PsyCap with predictors of both constructs which is shown in figure 3.

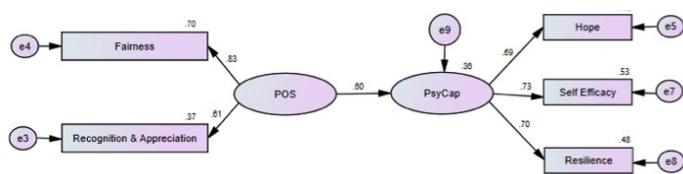


Figure 3. Modified Model

4.2 Results and Discussion of Modified Model

4.2.1 Reliability and Validity Analysis

Internal consistency, reliability, convergent validity and construct reliability etc. parameters were estimated for Modified Model by using SPSS 20. Average Variance Extracted (AVE) & composite/construct reliability (CR) for convergent validity and cronbach's alpha (α) for internal reliability parameters were estimated and all values are shown in table 2.

Results of reliability and convergent validity analysis showed that both constructs (i.e. POS and PsyCap) of Modified Model were fully met all threshold criteria for α, CR and AVE. In addition the value of NFI= 0.978 i.e. met Mark & Sockel's (2001) threshold criteria (NFI > 0.9) for convergent validity of Model.

S. No.		Constructs	No. of Items	Cronbach's alpha (α)	AVE	CR	Remarks
1	For Proposed Model	POS	4	0.769	0.469	0.777	Reliable (α>0.7 & CR<0.8)
		PsyCap	4	0.721	0.437	0.756	Reliable (α>0.7 & CR<0.8)
2	For Fit Model	POS	2	0.674	0.531	0.688	Acceptable (α>0.6 & CR<0.8)
		PsyCap	3	0.701	0.500	0.750	Reliable (α>0.7 & CR<0.8)

Table 2. Value of Reliability (α & CR) and Validity (AVE) Parameters for Modified Model's Constructs

Discriminate validity is the extent to which two or more variables discriminate from each other. The discriminate validity was also identified by following the criteria for it which was given by Fornell and Larcker (1981, pp. 45-46) and according to this criteria the AVE values for each construct should be more than the shared variance (i.e., square of the correlation) between the constructs. For our model this criteria was fully satisfied because both the AVE values for POS and PsyCap (0.531 and 0.500) separately found more than the shared variance value (i.e. 0.36) between POS and PsyCap (see the square of the correlation value in figure 3 for POS-PsyCap relationship).

So in summary the Modified Model was found internally reliable, construct wise reliable and convergent valid and discriminate valid for the study.

4.2.2 Effect Analysis

The regression analysis results showed that POS and PsyCap were found positively correlated with 0.6 standard regression weight and p-value < 0.01 in Modified Model so Hypothesis 1 was again accepted which states that POS is positively related with PsyCap of IT professionals (shown in figure 3 and Table 3). Both predictors of POS i.e. Fairness and Recognition & Appreciation etc. were also found strongly and significantly related with POS with standard regression weights >0.5 (shown in figure 3) and p-values < 0.01 (shown in Table 3). Similarly all three predictors of PsyCap i.e. Hope, Self-efficacy and Resilience were also found significantly and strongly related with PsyCap with standard regression weights >0.5 (shown in figure 3) and p-values < 0.01 (shown in Table 3).

	Estimate	S.E.	C.R.	P	Label
PsyCap <--- POS	.358	.063	5.707	***	
FA_POS <--- POS	1.000				
HP_PYCP <--- PsyCap	.764	.105	7.304	***	
RA_POS <--- POS	.669	.098	6.812	***	
SE_PYCP <--- PsyCap	.993	.127	7.819	***	
RS_PYCP <--- PsyCap	.879	.110	7.523	***	

Table 3: Un-standardized Regression weights for Modified Model (The C.R. (Critical Ratio) is used to test statistical significance of SEM components, Principle: If C R values > ±2.58 test significance of estimates at p < 0.01 level. Three asterisks (***) show significance less than .001).

4.2.3 Fit Indices Analysis

All fit indices for Modified model were estimated by using AMOS 20 to evaluate the extent to which Modified model was actually fitting the data of study. For Modified model, all fit indices with their principle threshold values and analyzed remarks are shown in table 4 (p. 24).

The Null hypothesis for Modified Model, stating "Modified

S.No.	Fitness Indices	Proposed Model			Fit Model		
		Measure of Index	Principle	Remarks	Measure of Index	Principle	Remarks
1	Chi- Square value	77.04	p-value > 0.05	Reject the model	7.99	p-value > 0.05	Accept the model
	p-value	0.000			0.092		
2	Root Mean Square Error of Approximation (RMSEA)	0.085	< 0.05 ^a ; < 0.08 ^b	Mediocre fit	0.049	< 0.05 ^a ; < 0.08 ^b	Good fit
3	Normed Fit Index (NFI)	0.917	≥ 0.90 ^a	Acceptable Fit	0.978	≥ 0.90 ^a	Good Fit
4	CMIN/DF	4.055	≤ 2 ^a ; ≤ 5 ^b	Acceptable Fit	1.99	≤ 2 ^a ; ≤ 5 ^b	Good Fit
5	Comparative Fit Index (CFI)	0.935	≥ 0.90 ^a	Good Fit	0.989	≥ 0.90 ^a	Good Fit
6	Incremental Fit Index (IFI)	0.936	0 < IFI < 1	Acceptable model	0.989	0 < IFI < 1	Acceptable model
7	Relative Fit Index (RFI)	0.877	≥ 0.90 ^a	Acceptable fit	0.946	≥ 0.90 ^a	Good fit
8	Goodness of Fit Index (GFI)	0.954	≥ 0.90 ^a ; ≥ 0.80 ^b	Good Fit	0.992	≥ 0.90 ^a ; ≥ 0.80 ^b	Good Fit
9	Adjusted Goodness of Fit Index (AGFI)	0.913	≥ 0.90 ^a	Good Fit	0.971	≥ 0.90 ^a	Good Fit
10	Akaike Information Criterion (AIC)	111.04	Relative measure	Used to compare models	29.99	Relative measure	Used to compare models
11	Root mean square residual (RMR or RMSR)	0.078	< 0.05 ^a ; < 0.08 ^b	Acceptable	0.041	< 0.05 ^a ; < 0.08 ^b	Acceptable
12	Tucker-Lewis index (TLI)	0.905	≥ 0.90 ^a	Acceptable model fit	0.972	≥ 0.90 ^a	Acceptable model fit

^a Acceptability: Acceptable.
^b Acceptability: Marginal.

Table 4. Fit Indices summary for Proposed & Fit Model of research

Model is not a fit model", was tested using chi-square test (performed by using AMOS 20). The p-value of chi-square test was 0.092 i.e. p-value > 0.05, so null hypothesis was rejected and alternative hypothesis was accepted which stated that "Modified model is a fit model". Moreover all fit indices for Modified Model also confirmed the Fitness of this model (shown in Table 4). Finally the AIC (Akaike Information Criterion, single sample cross-validation index) values for both Proposed and Modified Model were also compared. The criteria for AIC is that "the lesser the value of AIC, the better the model is fit". By comparing AIC values for both models, we found that the value of AIC for Modified Model (= 29.99) was less than the value of AIC for Proposed Model (= 111.04). In table 4 all fit indices can be compared for proposed and fit models. Thus we can summarize that the Modified Model fits the data better and also as a result it is also capable to explain the hypothesis of our research.

5 CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

The current study identified contribution of Perceived Organizational Support (POS) to Psychological Capital for middle level IT professionals. The Proposed Model's hypothesis was accepted with significant standard regression weight and p-value, which indicated that POS is positively related to PsyCap. The proposed model did not meet the fit criteria (chi-square's p-value and RMSEA value) and Convergent validity criteria therefore some modifications were incorporated in Proposed model and the new "Modified Model" was designed. The study hypothesis for Modified Model was found significant and accepted which again confirmed the positive link between POS

and PsyCap of IT professionals. Moreover all fit indices, chi-square test and standard regression weights fully met required threshold criteria for Modified Model so it was a Fit model for study data where fairness, Recognition & Appreciations were predictors of POS and Hope, self-efficacy and Resilience were factors associated with PsyCap.

Based on present study results, it can be concluded that IT professionals (at middle level) who perceive recognition and appreciations for their contribution and get fair treatment from their organization, possess higher level of psychological capital in form of Hope, Resilience and self-efficacy. Therefore it is advised to focus on some factors contributing to POS (such as all kind of fairness, justice and recognition & appreciation) to enhance POS level of IT professionals which further can positively contribute to higher level of Psychological capital of employees. This study also contributes to existing theory on POS and PsyCap since only limited studies identified the relationship between POS and PsyCap which were conducted in last few years only. Out of those studies maximum studies were performed in China so for Indian and other contexts present study gives theoretical contributions for relationship between POS and PsyCap and the factors affecting both constructs. Fairness or justice (including Distributive justice, Procedural justice and Interactional justice etc.) and the Appreciation & Recognition both are two important factors or contributors to perceived organizational support. At managerial level, the present study contributes in the way that by focusing more positively on these factors, the level of POS of employees can be enhanced which further can contribute more positively to various individual as well as organizational outcomes (such as individual performance, organizational commitment, organizational performance and organizational effectiveness etc.).

This increased POS also positively contribute to some psychological capacities (such as hope, self confidence and bounce back capacity etc.) of employees, and this enhanced PsyCap further again can contribute positively to various individual and organizational outcomes. Overall the Indian IT managers should focus the above mentioned factors so that the individual as well as organizational levels outcomes and performance can be enhanced for middle level IT professional. Beyond giving extra support for previous findings, this study's main finding and contribution involved the role of perceived organizational support to improve the level of psychological capital of employees at workplace.

A potential limitation of our study is that the data were collected from only middle level IT professional so the present study results have limited general applicability. To address this problem the similar study could be conducted for different types of industries & different levels of employees as well so that the results could be compared and common results could be identified. Another potential limitation is that the role of time was not examined in our study i.e. data were not collected from

samples at two different time periods so the changes during the time period were not analyzed. By using a longitudinal research design, this issue could be handled. In addition by increasing sample size the study might come with more general applicable results. One more limitation of our study is that the AVE values for self designed instruments (for POS and EE) were low so by using already available instruments (for POS and EE) with high validity parameters, this study could have given better results.

Moreover we encourage the future research with other predictors and consequences of both constructs like for POS the similar study in similar industry or different industry can be performed with other predictors of POS such as HR practices, Career Development Opportunities, training, Leader- Member Exchange, Organizational characteristics, Demographic Factors, job characteristics and Employee's Characteristics etc. and with different outcomes such as Job Satisfaction, Job Involvement & Job Performance, Organizational Commitment (OC), organizational effectiveness, reduced Withdrawal Behavior and Strain & Stress etc.

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