

# The Impact of Psychological Capital on Job Performance: Development of a Conceptual Framework

Sampath Kappagoda<sup>1\*</sup> Hohd.Zainul Fithri Othman<sup>2</sup> Gamini De Alwis<sup>3</sup>

1. Doctoral Student, School of Graduate Studies, Management and Science University, Malaysia
2. Professor in Policy and Leadership Studies, Management and Science University, Malaysia
3. Professor in Management Studies, University of Colombo, Sri Lanka

\* E-mail of the corresponding author: [sampathkappagoda@gmail.com](mailto:sampathkappagoda@gmail.com)

## Abstract

Job performance of the employees is one of the central constructs which plays a crucial role in achieving organizational performance. The concept of Psychological Capital (PsyCap) has given much attention in the recent past as a new approach to enhance the job performance of the employees. However, the extent of the impact between PsyCap and job performance has not been investigated in Sri Lankan context. On the other hand the work values and attitudes of Sri Lankan employees are different from other countries. They may affect on the relationship between PsyCap and job performance. Therefore, the purpose of this conceptual paper is to propose a conceptual model for empirically examination of the impact of PsyCap on job performance. Moreover, the effect of work values and attitudes on this relationship is examined by reviewing the relevant literature. The proposed conceptual framework will be a valuable contribution to the future research.

**Keywords:** Job Performance, Psychological Capital, Work Values, Work Attitudes

## 1. Introduction

In today's hypercompetitive business environment, job performance of the employees is one of the central constructs which plays a crucial role in achieving organizational performance. It is the most significant dependent variable in the organizational context and the most important concept in industrial – organizational psychology. Job performance is the observable behaviors that employees do in their jobs that are relevant to the goals of the organization (Campbell, McHenry & Wise, 1990). Since the job performance of the employees is a crucial construct in an organization, understanding of the factors influencing on job performance is essential for the managers. This understanding may help to the managers to understand, explain, predict, measure and change the employees' job performance (Campbell et al., 1993). In reviewing the theoretical and empirical evidence, researchers have identified different factors that can be affected for job performance. Among them, newly developed concept of psychological capital has given much attention in the recent past in USA and China as a new approach to enhance the job performance of the employees.

However, this newly emerged psychological capital has been virtually ignored by both researchers and practitioners. Therefore, Luthans and other researchers pointed out the need of further investigation of psychological capital to generalize its effects on different work related variables in different context. Most of the research in PsyCap has been conducted by Luthans and his colleagues in the United State and China. There have been relatively few empirical studies on PsyCap in Asia. The empirical evidence on PsyCap of employees in USA and China show that there is a positive relationship between PsyCap and job performance but in the review of existing research literature in Sri Lanka, up to date, any research has not been conducted in any context on the consequences of psychological capital even though the concept is developed in 2002.

On the other hand it is not enough to just examine PsyCap in determining job performance. It can be predicted that the strength of the relationship between PsyCap and job performance can be changed owing to different organizational and cultural factors. The researcher believes that work values and attitudes are important concepts that may affect on the relationship between PsyCap and job performance of the employees because the work values and attitudes of the employees are different from country to country. Although the employees are more self-confidence, hopeful, optimistic and resilience, their job performance may not be increased if their expected work values and attitudes cannot be fulfilled from the organization. Therefore, it is important to find out the effect of work values and attitudes on the relationship between PsyCap and job performance. Luthans (2002) therefore argues that future research needs to be devoted to the identification of mediating and moderating variables in the PsyCap-outcome relationships. However, thus far, there is no research has been reported in the research literature in any country to find out the impact of work values and attitudes on PsyCap and job performance relationship.

### 1.1 Objectives of the Study

The purpose of this paper is to develop a conceptual framework so as to understand the impact of PsyCap on job performance in Sri Lankan context bringing out the work values and work attitudes to the model.

## 2. Literature Review

### 2.1 Positive Organizational Behavior

Fred Luthans introduced the term Positive Organizational Behavior (POB) on bringing positive psychological applications to the workplace in 2002. Luthans (2002a) defined POB 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”. According to Luthans POB must be met five criteria to differentiate from other positive approaches. They must be grounded in theory and research, valid measurement, unique concepts, state-like construct and managed for performance improvement. Based on these criteria, Luthans (2002a) initially identified five constructs to be included in POB: self-efficacy, hope, optimism, subjective well-being (happiness), and emotional intelligence. Later, Luthans (2002b) introduced resilience as another construct that could be classified as POB. Lots of researchers have investigated a number of positive constructs in the literature (Cameron et al., 2003; Nelson & Cooper, 2007). However, only four construct such as efficacy, hope, optimism and resilience have been identified as the highly correlated criteria with POB definition (Luthans, 2002a; Luthans, Youssef, et al., 2007).

### 2.2 Psychological Capital

Luthans and colleagues developed the concept of Psychological Capital (PsyCap) (Luthans et al., 2007) and defined it as “an individual’s positive psychological state of development characterized by self-efficacy, hope, optimism and resilience”. PsyCap was positively and uniquely related to the field of positive organizational behavior because it is based on theory and research, measurable, state-like or open to development, and related to positive work outcomes (Luthans, 2002a, b). PsyCap as well as each of its constituent resources have been considered as state-like in the positive psychological literature (Bandura, 1997; Masten & Reed, 2002; Luthans, 2002a, b) and as a second order core construct (Luthans et al., 2007). The theoretical and empirical evidence have clearly demonstrated that each of the positive psychological constructs of self-efficacy, hope, optimism and resilience has discriminant validity (Luthans and Jensen, 2002; Snyder, 2000). These evidence demonstrated that the conceptual independence of each construct of PsyCap. In the same time, these four constructs in combination have been supported PsyCap as a core construct and there is a cohesion among each dimension (Luthans, et al. 2008). PsyCap as well as its dimensions of self-efficacy (Bandura, 2000), hope (Snyder, 2000), optimism (Luthans, Youssef, et al., 2007) and resilience (Bonanno, 2005; Luthans, 2000b; Masten & Reed, 2002; Youssef & Luthans, 2005) are situational based, open to development and change. Therefore PsyCap and each of its psychological capacity can be developed and trained. Luthans and colleagues considered the open to develop nature of four constructs of self-efficacy, hope, optimism and resilience as one of the most important criterion in developing the core construct of PsyCap.

#### 2.2.1 Self-Efficacy

The first and most theoretically developed and researched dimension of Psyap is self-efficacy. It has been received more research support. This dimension has been best matched with all the POB criteria (Luthans, 2002a). Stajkovic and Luthans (1998) defined the concept of self-efficacy relevant to work place as person’s confidence of his or her abilities to make ready for the motivation, cognitive resources and a way of acting necessary to effectively perform a specific task within a certain context. The concept of Self-efficacy is based on Bandura’s (1997) social cognitive theory, which is an approach to understand human cognition, action motivation, and emotion that assumes we are active shapers, rather than simply passive reactors to our environments (Bandura, 1997). Bandura (1982) defined self-efficacy as a person’s perception or belief of “how well one can execute courses of action required to deal with prospective situations.” In 1986 he defined self-efficacy as “people’s judgments of their capabilities to organize and execute courses of action required to attain designated types of performances”.

#### 2.2.2 Hope

According to Snyder and colleagues (1991) hope is a “positive motivational state that is based on an interactively derived sense of successful.” It is also included agency and pathway components. Agency is goal directed energy and pathway means planning to achieve goals. Snyder (2000a, b) defined hope as “both the willpower (agency) and the way power (pathways) that you have for your goals”. It is the will for desired goal (Snyder, 2000; Snyder et al., 1996). The pathways component of this definition involves the alternative ways and contingency plans to reach those goals as they forecast obstacles to achieve the expected goals (Snyder, 1995, 2000). According to Snyder, (2000a) agency and pathways thinking were interrelated and operate in a combined, iterative manner to generate hope.

#### 2.2.3 Optimism

In general, optimist is a person or positive thinker who expects good things to happen while a pessimist expects worse (Carver et al., 2005). Anyway, in positive psychology based on empirical theory and research it has a specific meaning. Tiger (1979) defined optimism as a mood or attitude associated with an expectation about the social or material future, one which the evaluator regards as socially desirable, to his or her advantage, or for his or her pleasure. Seligman’s explanatory style model and Carver and Scheirer’s self-regulatory model are two

theoretical models that have been used to define optimism (Peterson, 2000). Scheier and Carver (1985) described dispositional optimism as an activity related to goal attainment and self-regulation. According to the definition, when people feel that there is a discrepancy between expected goal and actual situation, they start the assessment process. If the people feel that this discrepancy can be reduced, they will exert more effort to achieve the desired outcomes. In turn, if they feel they cannot reduce the discrepancy, they give up their effort. According to this argument, it can be concluded that optimistic person manage the problems they encountered by working hard and continue to striving. On the other hand pessimists give up the situation (Scheier & Carver, 1987; Scheier et al., 1989). Seligman (1998) with his complementary optimistic framework based on attribution defines optimism as an explanatory style in which individuals attribute positive events to internal, stable, global causes, and attribute negative events to external, unstable, specific causes.

#### 2.2.4 Resilience

In general, it can be defined as an adaptive system which enables an individual to rebound or bounce back quickly from a setback or failure. In positive psychology, resilience is a positive adaptation process that can rebound in the context of significant adversity or risk (Masten & Reed, 2002). As adapted to the work place, Luthans (2002b) defined resilience as “the positive psychological capacity to rebound, to ‘bounce back’ from adversity, uncertainty, conflict, failure, or even positive change, progress, and increased responsibility.” Based on this definition, it can be concluded that resilience is a positive strength that can be used to face adverse events as well as extreme positive events.

#### 2.3 Job Performance

According to Murphy (1989) performance definitions should focus on behaviors rather than outcomes, because if the managers focus only the employees’ outcomes, employees will find the easiest way to achieve the outcomes without considering other important behaviors. Campbell, McCloy, Oppler, and Sager (1993) explained that performance consists of the behaviors that employees actually engage in which can be observed. According to Moorhead and Griffin (1999), job performance is all of the total set of work related behaviors that the organization expects from the individuals to display. Motowidlo, Borman and Schmit (1997) defined job performance as behaviors or activities that are oriented towards the organization’s goals and objectives. Similarly, Campbell, McHenry, & Wise (1990) defined job performance as the observable behaviors that people do in their jobs that are relevant to the goals of the organization. Motowidlo, Borman, and Schmit (1997) pointed out performance as behaviors with an evaluative aspect. It should be the behaviors relevant to the goals of the organization (Campbell et al., 1993). Borman and Motowidlo (1993) have identified two classifications that can be explored the job performance. There are two dimensions of job performance.

##### 2.3.1 Task Performance

According to Borman and Motowidlo (1993) the task performance is the behavior that is directly linked with completion of the job. Behavior in the domain of task performance is usually recognized as a formal requirement of an individuals’ job. Job description often explicitly stipulates that the job holders must perform these activities. Borman, Ackerman and Kubisiak’s (1994) identified three dimensions of task performance as follows.

1. Task proficiency  
This dimension includes demonstrating well expertise in work task, displaying work accuracy, paying more attention to details, minimizing mistakes and providing high quality service.
2. Efficiency  
Operating in a cost effective manner so as to use resources effectively, manage time well, accomplish the targets under any context, provide more service to customers regularly are the sub dimensions of efficiency.
3. Problem solving  
Taking good decisions when facing problems, correctly analyzing situations or problems, determine the proper solutions using available information are the indicators of this dimension.

##### 2.3.2 Contextual Performance

Borman and Motowidlo (1993) defined contextual performance as an individual’s performance, which maintain and enhances an organization’s social network and the psychological climate that supports technical tasks. Contextual performance is comprised of interpersonal behaviors or actions that benefit the organization. Furthermore, they explained that contextual performance includes activities that may not represent formal work tasks although they still make an important contribution to the effectiveness of an organization. Motowidlo and Schmit (1999) identified five dimensions of contextual performance.

1. Volunteering to accomplish task activities
2. Persevering with extra effort
3. Helping and collaborating with others
4. Following organizational rules and procedures
5. Approving, assisting, and defending organizational objectives

## 2.4 Work Attitudes

Work attitudes are an individual's general attitude towards his or her job and the organization. The majority of the researchers have found job satisfaction and organizational commitment as two important work attitudes in the organization.

### 2.4.1 Job Satisfaction

Robbins (2000) defined job satisfaction as a subjective measure of worker attitudes, that is, an individual's general attitudes to his or her job. An employee with high job satisfaction holds positive attitudes towards their job and an employee with high job dissatisfaction holds negative attitudes towards his or her job. Ivancevich and Mattson (2005) explained job satisfaction as an attitude that individuals have towards their jobs which stems from their perception of their jobs and the degree to which there is a good fit between the individual and the organization. Robbins & Judge (2007) defined job satisfaction as a positive feeling about one's job resulting from an evaluation of its characteristics. They further explain that employees that have high levels of JS hold positive feeling about their job, while dissatisfied employees hold negative feeling about their job. George and Jones (1996) defined it as "the collection of feeling and beliefs that people have about their current jobs. Spector (1997) defined job satisfaction as how employees feel about their overall job and various dimensions of their jobs. Work itself, pay, promotion, supervision, coworker, working condition are the mostly accepted dimensions of job satisfaction.

### 2.4.2 Organizational Commitment

According to Poter et al., (1984) organizational commitment refers to the psychological attachment or affective commitment formed by an employee in relation to his/her identification and involvement with the respective organization. Moreover, they define it as "an attachment to the organization, characterized by intention to remain in it, identification with the values and goals of the organization, and a willingness to exert extra effort on its behalf." It is considered to be the linkage between the individual employee and the organization because of individuals consider the extent to which their own values and goals related to that of the organization as part of organizational commitment.

## 2.5 Work Values

According to Dawis, (2001), "Work values refer to what a person wants out of work in general and also which components of a job are important to their work satisfaction." Work values are the qualities that employees expect from their jobs (Ben-Shem & Avi-Itzhak, 1991). Zytowski (1970) defined work values as "a set of concepts which mediates the person's affective orientation and classes of external objects offering similar satisfaction. The majority of researchers (Borg, 1990; Mottaz, 1985; Pryor, 1987; Rosenberg, 1957) have identified intrinsic and extrinsic values as the more important work values.

### 2.5.1 Intrinsic Values

George and Jones (1997) stated that intrinsic work values referred to the end-states which happened through work or engaging in work activities, and depended on the content of the work, for example the sense of accomplishment.

### 2.5.2 Extrinsic Values

George and Jones (1997) extrinsic work values referred to the results from the consequence of work regardless of the content of work, for example family security.

## 2.6 Empirical Evidence between the Variables

### 2.6.1 PsyCap and Job Performance

Lots of researches have examined the contribution of each construct of PsyCap on employee performance. Based on the employees' perceived self-confidence, they engage with the specific task and complete that task successfully. Bandura (1997) named self-confidence employees as good performers. According to his explanation, if the employees have high self-efficacy, they believe they can succeed. As a result they put more effort on the given task. When employees try harder to succeed, they generally perform better. It means that self-efficacy correlates with job performance. According to Multiple meta-analyses self-efficacy has positively and strongly correlated with job performance (Stajkovic & Luthans, 1998a; Bandura, 2000; Bandura & Locke, 2003; Sadri & Robertson, 1993).

Luthans, Avolio, Walumbwa, & Li, (2005) found that a relationship between Chinese factory workers' hope and supervisory rated performance. Similarly, hope has been found as a positive predictor of job performance in different researches in different context (Luthans et al., 2005; Luthans, et al., 2007; Peterson & Byron, 2007; Peterson & Luthans, 2003; Youssef & Luthans, 2007). Adams et al., (2002) found that hopeful employees are more effective than the low hopeful employees. Peterson and Byron (2008) stated that highly hopeful employees possess goal oriented effort. Those employees have special ability to find the continuous alternative ways to accomplish their goals. This ability led to continuous effort and ultimately helped to improve the job performance. They found that different types of employees with more hope had high job performance. They measured this relationship after one year controlling their self-efficacy and cognitive ability. According to Bandura (1997) self-efficacious and hopeful employees perform better because these employees accept

challenges and put more efforts to achieve goals owing to their high efficacy. And also they identify sub goals and strategies to achieve those goals.

According to Corr & Gray (1996) optimism has positively correlated with job performance because when the employees believe that they can succeed, they are less likely to give up the task and put forth more effort to accomplish the goal. Seligman (1998) found that positive relationship between optimism and job performance among the insurance sales agents. Luthans et al., (2005) found similar result in Chinese factory workers. Youssef and Luthans (2007) reported positive relationship between optimism and employees performance.

Resilience is “the ability to make a successful comeback after being assailed by problems or unexpected barriers to success” (Luthans et al., 2007b). According to the definition, resilience employees can quickly come back when the setbacks do occur. Thus, they can regroup the strategies and do exert effort for the success (Bonanno, 2004, 2005). Similarly, Maddi (2005) with his work on hardiness noted that the employees who have high resilience bounce back from the major setback quickly and engage with normal work. According to him resilience provides the stimulant to employees to eliminate the loss of functioning and bounce back from setbacks. Moreover, he stated that the important of this psychological capacity (resilience) in enhancing the performance of the employees in the turbulent environment (Maddi, 2005). According to Seligman (1998) optimism is positively and significantly correlated with job performance of insurance sales agents. Similar result was found by Youssef and Luthans (2007). Luthans et al., (2005) found a significant relationship between resilience and rated performance of the Chinese workers.

Based on the above mentioned empirical evidence, it can be concluded that the composite effect of PsyCap as a multi-dimensional construct may be significantly and positively correlated on job performance. Avey & Nimnicht (2009) found that PsyCap (self-efficacy, hope, optimism and resilience) is positively correlated with managers’ evaluations of employee performance in the two field studies. Some researchers have found similar results (Avey & Nimnicht, 2009; Luthans et al., 2007; Walumbwa et al., 2009). Stajkovic (2006) point out the importance of combined effect of four facets of PsyCap to improve performance. Fredrickson (2001) suggested that “higher levels of positivity will contribute to maintaining higher levels of individual motivation and performance.”

#### 2.6.2 PsyCap and Work Attitudes

For the purpose of this study work attitudes define as an individual’s general attitude towards his or her job and the organization. Job satisfaction and organizational commitment were considered as two dimensions of work attitudes.

According to the empirical evidence, PsyCap has positively correlated with job satisfaction and the correlation between PsyCap and job satisfaction is stronger than correlation between the individual construct of PsyCap and job satisfaction. Appollis (2010) stressed that the relationship between PsyCap and job satisfaction is strong and linear among the employees who worked in the tourism sector. Further, this finding indicates highly self-confidence, hopeful, optimistic and resilient employees have high level of job satisfaction.

According to a research done by Larson & Luthans (2006) in production workers who worked in small Midwestern factory, they found that hopeful production workers were more satisfied with their jobs. A similar result was found by Youssef & Luthans in 2007. They found that employees’ level of hope was correlated with job satisfaction. Peterson & Luthans (2003) have confirmed this relationship and stressed that hopeful managers who worked in the fast food stores have showed more satisfaction. In general, the employees’ higher level of hope will lead to the improvement of their job satisfaction because the hope level of employees enable them to self-motivate and plan their activities so as to gain best of their situation (Youssef & Luthans, 2007). Anyway, researchers have pointed out the higher level of job satisfaction can be found when the hope is accompanied by the level of self-efficacy and optimism of the employees and the ability that they can respond favorably to setbacks. Youssef and Luthans (2007) and Cetin (2011) found that hopeful, optimistic and resilience employees are more satisfied with their jobs.

Larson & Luthans (2006) with their exploratory study in small factory found that positive relationship between the level of PsyCap of production worker and their job satisfaction. Luthans et al., (2007) did a research taking two samples of management students, technicians and engineers. It is revealed positive relationship between PsyCap and job satisfaction. The relationship between PsyCap and JS was stronger than the relationship between each construct of PsyCap and job satisfaction. Luthans et al., (2008) found similar result and stressed that there was a positive relationship between general psychological capital and job satisfaction.

To date there are very few studies that have explored the relationship between PsyCap and organizational commitment. Among them, Luthans, Avolio, Walumbwa, & Li, (2004) found that PsyCap is positively related to organizational commitment. Similar to this finding, Youssef & Luthans (2007) found that the four construct of PsyCap (self-efficacy, hope, optimism and resiliency) have correlated with organizational commitment. Again, Luthans with Bruce, Avolio & Avey, (2008) confirmed the ability of PsyCap to influence the organizational commitment. Shah Nawaz & Jafri (2009) have done a research using public and private organizations in India and found that slight positive relationship between PsyCap and organizational commitment among the managers.

Sinha, Talwar, and Rajpal (2002) stated that there was a positive relationship between self-efficacy and organizational commitment in a sample of 167 managers. Larson & Luthans (2006) with their exploratory study in small factory found that positive relationship between the level of PsyCap of production worker and their organizational commitment. A similar result was found by Youssef & Luthans, (2007). Cetin (2011) found a positive relationship between three construct of PsyCap (hope, optimism and resilience) and organizational commitment.

### 2.6.3 Work Attitudes and Job Performance

Wei and Chu (2008) found that a work attitude has a positive relationship with job performance with their survey conducted on employees in the financial service industry.

The relationship between job satisfaction and job performance has received much attention from the Human Relations movement in 1930s. Overall Job satisfaction and job performance (Birnbaum and Somers, 1993; Dart, 1988; Igbaria, 1991; Meyer et al., 1989; Shore and Martin, 1989) as well as multi faced job satisfaction and job performance have received significant attention in the past research. Herzberg, Mausner, and Snyderman (1959) believed that productivity will be increased with the improvement of the moral of the employees. However, Lawler & Porter (1967) explored that the high performed employees were more satisfied employees because they received greater rewards. In the 1985s, this relationship was reversed and found that more satisfied employees are better performers. According to 'happy-productive worker hypothesis' (Kluger & Tikochinsky, 2001; Ledford, 1999; Staw & Barsade, 1993), people believed that happy employees are more satisfy with their jobs and it will help to perform better on their jobs. According to Iaffaldano & Muchinsky, (1985) research has reported a positive correlation between individuals' job satisfaction and their performance. However they concluded that satisfaction and performance are slightly related. In this connection, they used facet level of job satisfaction. Job satisfaction of the employees may be a better predictor of job performance (Judge, Thoresen, Bono, & Patton, 1998). Once again, Judge, Thoresen, Bono, & Patton, (2001) found much stronger positive correlation between job satisfaction and individual performance in the more recent meta-analysis. They used global level of job satisfaction. Moshavi & Terborg (2002) revealed a positive relationship between job satisfaction and job performance among the sample of contingent and regular customer service representatives. Caldwell and O'Reilly (1990) and Spector (1997) suggest a potential relationship between satisfaction and performance.

Several researchers have focused their studies on the relationship between organizational commitment and job performance (Mowday et al., 1974; Bangh & Roberts, 1994; Ward & Davis, 1995). According to empirical evidence it has been given mixed results. The results have been mixed (Becker, Billings, Eveleth, & Gilbert, 1996). Organizational commitment has positively correlated with job performance of the industrial sales people (Bashaw and Grant, 1994; Benkhoff, 1997; Khan, 2010; Meyer et al., 1989 & 2002; Suliman and Lles, 2000). Vinchur et al., (1998) explored similar result and said that organizational commitment is one of the variables that influence on job performance. In addition, Legge (1995), Guest (1997) and Morrow (1993) pointed out high committed employee as high performing employees. Jaramillo et al., (2005) found a positive correlation between organizational commitment and job performance with the result of meta- analysis which was conducted using 51 empirical studies. Chen, Silverthron and Hung (2006) found a positive correlation between organizational commitment and job performance among accounting professionals. Mathieu & Zajac (1990) found weak positive relationship between organizational commitment and job performance but they pointed out a tendency of high commitment of the employees to perform well. Other researchers have identified insignificance or negative relationship between two variables (Leong et al., 1994; Wright, 1997). This different result can be predicted owing to different conceptualization of commitment. Rashid, Sambasvani and Joari (2003) examined 202 managers in Malaysian companies and they found that corporate culture and organizational commitment are correlated on the performance.

Lots of researches have typically focused on affective commitment and job performance relationship. Affective commitment was the most significant predictor of individual performance (Brett et al., 1995; Angle and Lawson, 1994). According to Meyer and Allen (1996) and Hackett et al., (1994) there was a positive relationship between affective commitment and job performance. Similar result was found by some other researchers (Luchak & Gellatly, 2007; Caruana et al., 1997; Meyer et al., 1989; Meyer et. al 2002; Qaisar et al., 2012). Affectively committed employees performed better than those who are not (Meyer et al., 1989; Mowday et al., 1974; Steers, 1977) because the employees committed to the goals of the organizations are likely to work hard (Chelte and Tausky, 1986; Leong et al., 1994; Zahra, 1984) and they are more consistence with organizational expectations (Leong et al., 1994; Sujun, 1986; Weitz et al., 1986) than those who are not. Affective commitment has been positively correlated with supervisor ratings of job performance among laboratory technicians (Konovsky & Cropanzano, 1991). Similar result was found among the first-level managers in food service (Meyer et al., 1989), and employees from various levels and positions (Mayer & Schoorman, 1992; Moorman, Niehoff, & Organ, 1993).

In addition to the above mentioned empirical findings, in general, it can be predicted a positive correlation

between organizational commitment and job performance because committed employees are happy to be the members of the organization. They have positive attitude about the organization. Thus, they intend to give the best so as to achieve the goals of the organization. As a results job performance can be increased.

#### 2.6.4 Work Values and Job Performance

Employees' work values are the basis of their work outcomes. Job performance as one of work outcomes, it is affected by work values of the employees. Work values may be related to job performance in different ways. First, job performance of the employees may be increased according to the extent of the work values shared by the employees. Thus, shared values between managers and employees, among the employees will enhance the job performance. In turn, the congruence between work values and other work behaviors will help to increase the job performance of managers and non-managerial employees.

Lyons et al., (2006) stated that work values affect behavior at work, including job performance. Adkins and Naumann (2001) argued that work values can raise employees' morale, and can predict their work behavior and performance. Liu et al., (2006) examined members of pyramid selling networks, and found better alignment of work values across the hierarchical levels results in better operating performance. According to Cuong and Swierczek (2008) work value is "one of the key factors influencing employee performance."

Wang and Kao (2009) found that a significant and positive relationship between work values of entry-level police officers and their job performance. Schein, (1985) pointed out work values as a critical elements of organizational culture which may ultimately serve to enhance individual performance. In addition some other researchers have found that positive association between work values and job performance (Adkins, Ravlin, & Meglino, 1992; Adkins, Russell, & Werbel, 1994; Chatman, 1991; Judge & Bretz, 1992; Meglino, Ravlin, & Adkins, 1989)

#### 2.6.5 Work Values and Work Attitudes

According to Chatman (1989) employees were satisfied with their job if the organizations set their work values so as to match with the work values of the employees. Those employees are more committed their organizations. Meglino, Ravlin, and Adkins (1989) reported that when the employees' values were congruent with the values of the supervisors, it increased the job satisfaction and organizational commitment. Chen and Lu (2000) indicated that the better the work values of employees are aligned, the stronger their organizational commitment and work involvement will be. Wang et al., (2008) found that positive, direct significant relationship between work values and organizational commitment.

Chuang and Li (2002) found that a positive correlation between work values and work attitudes. Furthermore, they stated that if the management places more emphasis on work values it helps for better work attitudes. Some other researchers have found that positive association between work values and work attitudes (Adkins, Ravlin, & Meglino, 1992; Adkins, Russell, & Werbel, 1994; Chatman, 1991; Judge & Bretz, 1992; Meglino, Ravlin, & Adkins, 1989).

### 4. Development of the Conceptual Framework

The proposed following conceptual framework was developed based on the identified variables and their relationships through the literature review relating to the research problem of the study.

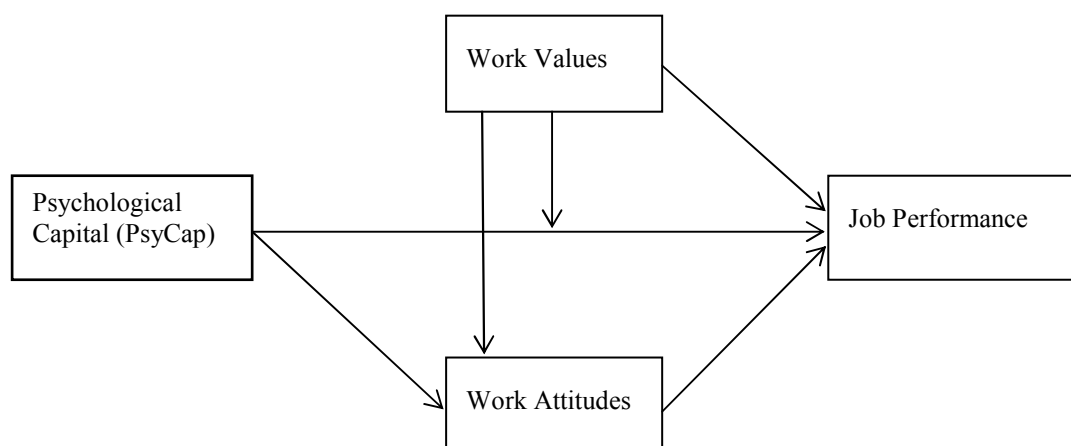


Figure 1. Proposed Conceptual Framework

### 5. Methodology

This study reviews the existing literature that is relevant to the variables and the empirical evidence on each variable so as to develop the conceptual framework. Basically 300 articles were reviewed to identify the

concepts, their dimensions and relationships.

## 6. Conclusion

This conceptual paper proposed the aforementioned conceptual model for the Sri Lankan Context. Luthans and some other researchers have found positive direct relationship between PsyCap and job performance. However in Sri Lankan context thus far it has not been tested. On the other hand if there is a relationship between PsyCap and job performance, since the work values and attitudes of the Sri Lankan people are different from other countries, they may affect on the relationship between PsyCap and job performance. Anyway, the mediating and moderating effect of work values & attitudes on the relationship between PsyCap and job performance has not been examined in previous studies. According to the empirical evidence, there were relationships between PsyCap and work attitudes, work attitudes and job performance, work values and job performance, work values and work attitudes. Therefore, work values can be used as a moderating variable and work attitudes can be used as a mediating variable. Although the proposed conceptual model is yet to be tested empirically, the description of the relationships among the variables, the mediating and moderating effect on the relationship between PsyCap and job performance will enhance the body of knowledge on organizational behavior literature. Since this new model has not been explored previously, it will set a new direction for future PsyCap, job performance research.

## 7. References

- Adams, V. H., Snyder, C. R., Rand, K. L., King, E. A., Sigman, D. R., & Pulvers, K. M. (2002), "Hope in the workplace", In R. Giacalone, & C. Jurkiewicz (Eds.), *Handbook of Workplace spirituality and organization performance* (367 – 377). New York: Sharpe.
- Adkins, C.L., Naumann, S.E. (2001), "Situational constraints on the achievement-performance relationship: A service sector study", *Journal of Organizational Behavior*, 22, 453-465.
- Adkins, C. L., Russell, C. J., & Werbel, J. D. (1994), "Judgments of fit in the selection process: The role of work-value congruence", *Personnel Psychology*, 47, 605-623.
- Allen, N. J., & Meyer, J. P. (1996), "Affective, continuance, and normative commitment to the organization: An examination of construct validity", *Journal of Vocational Behavior*, 49, 252–276.
- Angle, H. L., & Lawson, M. B. (1994), "Organizational commitment and employees' performance ratings: both type of commitment and type of performance count", *Psychological Reports*, 75, 1539-51.
- Appollis, V.P. (2010), "The relationship between intention to quit, psychological capital and job satisfaction in the tourism industry in the Western Cape", Unpublished dissertation, University of the Western Cape, South Africa.
- Arvey, R. D., & Murphy, K. R. (1998), "Performance evaluation in work settings", *Annual Review of Psychology*, 49, 141-168.
- Avey, J. B., Nimnicht, J. L., & Graber Pigeon, N. (2010), "Two Field Studies Examining the Association between Positive Psychological Capital and Employee Performance", *Leadership & Organization Development Journal*.
- Bandura, A. (1997), "Self-efficacy: The Exercise of Control", New York: Freeman.
- Bandura, A. (2000), "Cultivate self-efficacy for personal and organizational effectiveness", In E. Locke (Ed.), *The Blackwell handbook of principles of organizational Behavior*, (120- 136). Oxford, UK: Blackwell.
- Bandura, A., & Locke, E. (2003), "Negative self-efficacy and goal effects revisited", *Journal of Applied Psychology*, 88, 87-99.
- Bashaw, R.E., & Grant, E.S. (1994), "Exploring the distinctive nature of work commitments: Their relationships with personal characteristics, job performance, and propensity to leave", *Journal of Personal Selling & Sales Management*, 14(2), 1-16.
- Becker, T. E., Billings, R. S., Eveleth, D. M., & Gilbert, N. L. (1996), "Foci and bases of employee commitment: implications for job performance", *Academy of Management Journal*, 39(2), 464-482.
- Benkhoff, B. (1997), "Ignoring commitment is costly: New approaches establish the missing link between commitment and performance", *Human Relations*, 50(6), 701-726.
- Ben-Shem, I., Avi-Itzhak, T. E. (1991), "On work values and career choice in freshmen studies: The case of helping vs. other professions", *Journal of Vocational Behavior*, 39,369-379.
- Birnbaum, D., & Somers, M.J. (1993), "Fitting job performance into turnover model: an examination of the form of the job performance-turnover relationship and path model", *Journal of Management*, 49(2), 1-11.
- Bommer, W.H., Johnson, J.L., Rich, G.A., Podsakoff, P.M., MacKenzie, S.B. (1995), "On the interchangeability of objective and subjective measures of employee performance: a meta-analysis", *Personnel Psychology*, 48,587–98.
- Bonanno, G. A. (2005), "Clarifying and extending the construct of adult resilience", *American Psychologist*, 60, 265-267.



- Borg, I. (1990), "Multiple facetisations of work values", *Applied Psychology, An International Review*, 39, 401–412.
- Borman, W. C., Ackerman, L. D., & Kubisiak, U. C. (1994), "Development of a performance rating program in support of Department of Labor test validation research", (Contract Nos. 93-2 and 93-3). Sacramento, CA: Cooperative Personnel Services.
- Borman, W. C., & Motowidlo, S. J. (1993b), "Expanding the criterion domain to include elements of contextual performance", In N. Schmitt, W. C. Borman, & Associates (Eds.), *Personnel selection in organizations*, 71-98. San Francisco, California: Jossey-Bass.
- Brett, J. P., Cron. W.L., Slocum. J. W. (1995), "Economic dependence on work: A moderator of the relationship between organizational commitment and performance", *Academy of Management Journal*, 38, 261-271.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993), "A theory of performance", In N. Schmitt & W.C. Borman and Associates (Eds.), *Personnel selection in organizations (35-70)*. San Francisco, CA: Jossey-Bass Publishers.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990), "Modeling job performance in a population of jobs", *Personnel Psychology*, 43(2), 313-333.
- Carver, C. S., Smith, R. G., Antoni, M. H., Petronis, V. M., Weiss, S., & Derhagopian, R.P. (2005), "Optimistic personality and psychosocial well-being during treatment predict psychosocial well-being among long-term survivors of breast cancer", *Health Psychology*, 24, 508-516.
- Cetin, F. (2011), "The Effects of the Organizational Psychological Capital on the Attitudes of Commitment and Satisfaction: A Public Sample in Turkey", *European Journal of Social Sciences*, 21 (3), 373-380.
- Chatman, J.A. (1989), "Improving interactional organizational research", *The Academy of Management Review*, 14, 333-349.
- Chatman, J. A. (1991), "Matching people and organizations: Selection and socialization in public accounting firms", *Administrative Science Quarterly*, 36, 459-484.
- Chelte, A. E., & Tausky, C. (1986), "A note on organizational commitment: Antecedents and consequences among managers, professionals, and blue-collar workers", *Work and Occupations*, 13(4), 553-561.
- Chen, M.C., Lu, Y.Y. (2000), "Effects of Team Characteristics and Work Values on Organizational Commitment and Work Involvement of Employees", *Journal of Economics*, 8,201-241.
- Chen Jui-Chen, Silverthorne Colin and Hung Jung-Yao (2006), "Organization communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America", *Leadership & Organization Development Journal*, 27 (4), 242-249.
- Chuang, H.T., Li, C.J. (2002), "Correlation between Work Values and Work Attitudes of Interior Designers across the Taiwan Strait – Taipei vs. Shanghai", *Journal of Human Resource Management*, 2(4), 57-80.
- Corr, P.J., & Gray. J.A. (1996a), "Attributional style as a personality factor in insurance sales performance in the UK", *Journal of Occupational and Organizational Psychology*, 69, 83- 87.
- Cuong, D.M., & Swierczek, F.W., (2008), "Corporate culture, leadership competencies, job satisfaction, job commitment, and job performance: A comparison of companies in Vietnam and Thailand", *Journal of American Academy of Business*, Cambridge, 13(1),159-165.
- Dart, J. (1988), "Job satisfaction among Canadian shopping center managers", *International Journal of Retailing*, 3(2), 22-34.
- Dawis, R. V. (2001), "1999 Leona Tyler Award: Rene V. Dawis", *Counseling Psychologist*, 29,458-65.
- Fredrickson, B.L. (2001), "The role of positive emotions in positive psychology: The broaden-and build theory of positive emotions", *American Psychologist*, 56, 218–226.
- George, J. M., & Jones, G. R. (1996), "Understanding and Managing Organizational Behavior". Reading, MA: Addison-Wesley.
- George, J. M., & Jones, G. R. (1997), "Organizational spontaneity in context", *Human Performance*, 10, 153–170.
- Guest, D.E. (1997), "Human Resource Management and Performance: A Review and Research Agenda", *International Journal of Human Resource Management*, 3(8), 263–76.
- Hackett, R.D., Bycio, P., & Hausdorf, P.A. (1994), "Further assessment of Meyer and Allen's (1991) three-component model of organizational commitment", *Journal of Applied Psychology*, 79, 15-23.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959), "The motivation to work", New York, John Wiley & Sons.
- Hurrell, J. J., Jr. & Murphy, L. R., (1992), "Psychological job stress in Rome", W. N. (Ed.), *Environmental and Occupational Medicine*, 11-28.
- Iaffaldano, M.T., & Muchinsky, P.M. (1985), "Job satisfaction and job performance: a meta-analysis", *Psychological Bulletin*, 97, 251-73.
- Igbaria, M. (1991), "Job performance of MIS professionals: an examination of the antecedents and consequences", *Journal of Engineering & Technology Management*, 8(2), 141-71.
- Ivancevich, J. M., Matteson, M. T., & Richards, E. P. (1985), "Who's liable for stress at work?" *Harvard*

*Business Review*, 63, 60–72.

- Jaramillo, F., Jay Prakash, M., & Marshall, G. W. (2005), "A Meta-Analysis of the Relationship between Organizational Commitment and Salespeople Job Performance: 25 Years of Research", *Journal of Business Research*, 58 (6), 705–714.
- Judge, T. A. & Bretz, R. D. Jr. (1992), "Effects of work values on job choice decisions", *Journal of Applied Psychology*, 77, 261-271.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001), "The job satisfaction–job performance relationship: A qualitative and quantitative review", *Psychological Bulletin*, 127, 376–407.
- Kluger, A. N., & Tikochinsky, J. (2001), "The error of accepting the 'theoretical' null hypothesis: the rise, fall, and resurrection of commonsense hypotheses in psychology", *Psychological Bulletin*, 127, 408–423.
- Konovsky, M. A., & Cropanzano, R. (1991), "Perceived fairness of employee drug testing as a predictor of employee attitudes and job performance", *Journal of Applied Psychology*, 76, 698–707.
- Larson, M., & Luthans, F. (2006), "Potential added value of psychological capital in predicting work attitudes", *Journal of Leadership & Organizational Studies*, 13, 45-62.
- Lawler, E. E., & Poter, L.W. (1967), "Antecedent attitudes of effective managerial performance", *Organizational Behavior and Human Performance*, 2, 122-142.
- Ledford, G. E., Jr. (1999), "Happiness and productivity revisited", *Journal of Organizational Behavior*, 20, 25–30.
- Legge, K. (1995), "Human Resource Management: Rhetorics and Realities", Basingstoke: Macmillan.
- Leong, S.M., Randoll, D.N. & Cote, J.A. (1994), "Exploring the organizational commitment-performance", *Journal of Business Research*, 29 (1), 57-63.
- Liu, C.C., Huang, C.J., & Dai, E. (2006), "Influence of Work Values and Relationship Quality on Operating Performances of Pyramid Selling Organizations, Asia-Pacific", *Economics and Management Review*, 10(1), 45-60.
- Luchak, A., & Gellatly, I. (2007), "A comparison of linear and nonlinear relations between organizational commitment and work outcomes", *Journal of Applied Psychology*, 92, 786-793.
- Luthans, F. (2000), *Organisational Behaviour*. (9<sup>th</sup> ed.). McGraw-Hill, Inc.
- Luthans, F. (2002a), "Positive Organizational Behavior: Developing and managing psychological strengths", *Academy of Management Executive*, 16(1), 57-75.
- Luthans, F. (2002b), "The need for and meaning of positive organizational behavior", *Journal of Organizational Behavior*, 23(6), 695-706.
- Luthans, F., Avolio, B.J., Walumbwa, F.O., & Li, W. (2005), "The psychological capital of Chinese workers: exploring the relationship with performance", *Managerial and Organization Review*, 1, 247-269.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007), "Positive psychological capital: Measurement and relationship with performance and satisfaction", *Personnel Psychology*, 60, 541- 572.
- Luthans, F., Norman, S.M., Avolio, B.J., & Avey, J.B. (2008), "The mediating role of psychological capital in the supportive organizational climate: Employee performance relationship", *Journal of Organizational Behavior*, 29, 219-238.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007), "Psychological Capital: Developing the human competitive edge", Oxford, UK: Oxford University Press.
- Luthans, F., Zhu, W., & Avolio, B. J. (2006), "The impact of efficacy on work attitudes across cultures", *Journal of World Business*, 41, 121-132.
- Lyons, S.T., Duxbury L.E., Higgins, C.A (2006), "A comparison of the values and commitment of private sector, public sector, and Para public sector employees", *Public Administration. Review*, 66(4), 605-618.
- Maddi, S. R. (2005), "On hardiness and other pathways to resilience", *American Psychology*, 60, 261–262.
- Masten, A.S., & Reed, M.G. (2002), "Resilience in development", In C.R. Snyder & S.J. Lopez (Eds.), *The handbook of positive psychology* (74-88). New York: Oxford University Press.
- Mathieu, J. E., & Zajac, D. (1990), "A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment", *Psychological Bulletin*, 108, 171–194.
- Meglino, B. M., Ravlin, E. C, & Adkins, C. L. (1989), "A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes", *Journal of Applied Psychology*, 74, 424-432.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989), "Organizational commitment and job performance: It's the nature of the commitment that counts", *Journal of Applied Psychology*, 74, 152–156.
- Mayer, R. C., & Schoorman, F. D. (1992), "Predicting participation and production outcomes through a two-dimensional model of organizational commitment", *Academy of Management Journal*, 35, 671-684.
- Moorhead, G., & Griffin, R.W. (1999), "*Organizational Behaviour: Managing People and Organization*", 3rd edition, Mumbai: Jaico Publishing House.

- Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993), "Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice", *Employee Responsibilities and Rights Journal*, 6, 209–225.
- Morrow, P. (1993), *The Theory and Measurement of Work Commitment*. Greenwich, CT: JAI Press.
- Moshavi, D., & Terborg, J.R. (2002), "The job satisfaction and performance of contingent and regular customer service representatives: A Human Capital Perspective", *International Journal of Service Industry Management*, 13 (4), 333-347.
- Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997), "A theory of individual differences in task and contextual performance", *Human Performance*, 10, 71-83.
- Motowidlo, S. J., & Schmit, M. J. (1999), "Performance assessment in unique jobs. The changing nature of performance", 56-86. San Francisco: Jossey-Bass.
- Mottaz, C.J. (1985), "The relative importance of intrinsic and extrinsic rewards as determinants of work satisfaction", *Sociological Quarterly*, 26, 365–385.
- Mowday, R., Porter, L., & Dubin, R. (1974), "Unit performance, situational factors and employee attitudes in spatially separate work units", *Organizational Behaviors and Human Performance*, 12, 231-248.
- Mullins, L. J. (1996), *Management and Organizational Behavior*, London: Pitman Publishing, 4th Edition.
- Murphy, K. R. (1989), "Dimensions of job performance", In Dillon R, Pellingrino J (Eds.), *Testing: Applied and theoretical perspectives* (218-247). New York: Praeger.
- Norman, S. M., Avey, J. B., Nimnicht, J. L., Pigeon, N. G. (2009), "The Interactive Effects of Psychological Capital and Organizational Identity on Employee Organizational Citizenship and Deviance Behaviors", *Journal of Leadership & Organizational Studies*, 17(4), 380-391.
- Peterson, C. (2000), "The future of optimism", *American Psychologist*, 55, 44-55.
- Peterson, S.J., & Byron, K. (2007), "Exploring the role of hope in job performance: Results from four studies", *Journal of Organizational Behavior*, 28, 785-803.
- Peterson, S. J., & Luthans, F. (2003), "The positive impact and development of hopeful leaders", *Leadership & Organization Development Journal*, 24(1), 26-31.
- Porter, L.W., Steers, R.M., Mowday, R.T. & Boulian, P.V. (1974), "Organizational commitment, job satisfaction, and turnover among psychiatric technicians", *Journal of Applied Psychology*. 59(5), 603-609.
- Pryor, R.G.L. (1987), "Differences among differences—in search of general work preference dimensions", *Journal of Applied Psychology*, 72, 426–433.
- Rashid, M. Z. A., Sambasivan, M., & Johari, J. (2003), "The influence of corporate culture and organizational commitment on performance". *Journal of Management Development*, 22(8), 708-728.
- Robbins, P. S. (2003), *Organizational Behaviour: Concepts, Controversies, and Applications*, 5th Ed., London: Prentice Hall International, Inc.,
- Robbins, S.P., & Judge, T.A. (2007), *Organizational Behavior* (12th. ed.). Prentice Hall
- Sadri, G., & Robertson, I. T. (1993), "Self-efficacy and work-related behavior: A review and meta-analysis", *Applied Psychology: An International Review*, 42, 139–152.
- Seligman, M. (1998a), *Learned optimism*. New York, NY: Pocket Books.
- Shaffer, R. D., Shaffer, M. A., (2005), "Emotional Intelligence Abilities, Personality and Workplace Performance", *Academy of Management Best Conference Paper HR: M 1- M 6*
- Shore, L. M., & Martin, H. J. (1989), "Job satisfaction and organizational commitment in relation to work performance and turnover intentions", *Human Relations*, 42(7), 625- 638.
- Sinha, S. P., Talwar, T., & Rajpal, R. (2002), "Correlational study of organizational commitment, self-efficacy and psychological barriers to technological change", *Psychology*, 45, 176-183.
- Shahnawaz, M.G., & Jafri, H. (2009), "Job attitudes are predictor of employee turnover among stayers and leavers", *Journal of Management Research*, 9,156-159.
- Snyder, C.R. (1996), "To hope, to lose, and hope again", *Journal of Personal and Interpersonal Loss*, 3-16
- Snyder, C. R. (2000), "The past and possible futures of hope", *Journal of Social and Clinical Psychology*, 19,11-28.
- Snyder, C. R., Harris, C., Anderson, J. R., Holleran, S. A., Irving, L. M., Sigmon, S. T., et al.,(1991), "The will and the ways: Development and validation of an individual-differences measure of hope", *Journal of Personality and Social Psychology*, 60, 570-585.
- Snyder, N. F. R., S. C. Derrickson, S. R. Beissinger, J. W. Wiley, T. B. Smith, W. D. Toone, and B. Miller. (1996), "Limitations of captive breeding in endangered species recovery", *Conservation Biology* 10,338–348.
- Spector, P. (1997), "Job Satisfaction: Application, Assessment, Causes and Consequences", California:Sage.
- Stajkovic, A. D. (2006), "Development of a core confidence – higher order construct", *Journal of Applied Psychology*, 91, 1208-1224.
- Stajkovic, A. D., & Luthans, F. (1998a), "Self-efficacy and work-related performance: A meta-analysis", *Psychological Bulletin*, 124, 240-261.

- Staw, B. M., & Barsade, S. G. (1993), "Affect and managerial performance: a test of the sadder-but-wiser vs. happier-and-smarter hypothesis", *Administrative Science Quarterly*, 38, 304–331.
- Suliman, A. & Iles, P. (2000), "Is continuance commitment beneficial to organizations? Commitment-performance relationship: a new look", *Journal of Managerial Psychology*, 15(5), 407-426.
- Tiger, L. (1979), "Optimism: the biology of hope", New York: Simon & Schuster.
- Vinchur, A.J., Schippmann, J.S., Switzer, F.S., & Roth, P.L. (1998), "A meta-analytic review of predictors of job performance for salespeople", *Journal of Applied Psychology*, 83, 586-597.
- Viswesvaran, C., & Ones, D. S. (2000), Perspectives on models of job performance, "*International Journal of Selection and Assessment*", 8, 216-226.
- Waldman, D. A., & Spangler, W. D. (1989), "Putting together the pieces: A closer look at the determinants of job performance", *Human Performance*, 2(1), 29-59.
- Walumbwa, F. O., Cropanzano, R., & Hartnell, C. A. (2009), "Organizational justice, voluntary learning behavior, and job performance: A test of the mediating effects of identification and leader–member exchange", *Journal of Organizational Behavior*, 30, 1103–1126.
- Wang, C.Y., Kao, J.H. (2009), "Work Values, Organizational Commitment and Job Performances of Entry-Level Police Officers", *Journal of Foreign Science*, 39(5), 153-179.
- Wei, W.C., Chu, S.H. (2008), "Empirical Study on the Correlation among Personality Traits, Work Attitudes, Service Quality, Job Performances and Customers' Satisfaction – A Financial Holding Company in Taiwan", *International Journal of Lisrel*, 1(2), 1-24.
- Weitz, B. A., Sujan, H., & Sujan, M. (1986), "Knowledge, Motivation, and Adaptive Behavior A Framework for Improving Selling Effectiveness". *Journal of Marketing*, 50, 174-191.
- Wright, T. A. (1997), "Job performance and organizational commitment", *Perceptual and Motor Skills*, 85 (2), 447-50.
- Youssef, C. M., & Luthans, F. (2005), "Resilience development of organizations, leaders and employees: Multi-level theory building for sustained performance", In W. Gardner, B. Avolio, & F. Walumbwa (Eds.), *Authentic leadership theory and practice: Origins, effects and development* (3,303-343). Oxford, UK: Elsevier.
- Zytowski, D. G. (1970), "The concept of work values", *Vocational Guidance Quarterly*, 18, 176-186.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:  
<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Recent conferences: <http://www.iiste.org/conference/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

