Does Meaning in Life Mediate the Relationship between Hope and Organizational Commitment: An Empirical Analysis among IT Professionals in India

Umamaheswararao Jada, Lalatendu Kesari Jena and Ranjan Pattnaik

Abstract

For achieving sustainable growth, modern day organizations expect every employee to be committed to their job assignments. In this context, hope for a better and comfortable life enables a professional to commit towards organizational goals. Earlier research has suggested that meaningfulness in one's life posits hope and this in turn increases the commitment level. Keeping this in view, the present study was designed to examine the effect of hope on employee commitment towards organization. Similarly authors have tried to examine the mediating role of meaning in life between hope and organizational commitment. Data were collected through an online survey with a sample size of 307 professionals working with Information Technology organizations located in the metropolitan cities of southern-eastern part of India. A set of standardized tools were used to measure hope, meaning in life and organizational commitment. The outcomes of the study indicate that hope is positively associated with organizational commitment. We have also found that meaning in life is significantly mediating between both the variables satisfying our proposed hypothesis. The findings provide number of practical implications for managers.

Keywords: Hope, Meaning in Life, Organizational Commitment, Indian IT Industry.

1. Introduction

In general, human race dreams to lead a prosperous and purposeful life. To achieve that, they try to invest much of their accumulated resources for deriving a purpose driven life. It is said, 'when there's life, there's hope; equally true, and equally basic, is the reverse statement, 'when there's hope, there's life'. Sometimes in our life we may come across number of disappointments, but a single hope may wipe out all the disappointments so that we start our journey with fresh expectations (Jones, 2013). When everything goes out in life we get to be surrounded by darkness and during such times, hope is the one which can bring life back to the momentum. The extent of hope or dream a person has; leads him to put necessary efforts towards achieving the desired goals. In addition, being hopeful stimulates an individual to persuade all the difficulties in life or at work as challenges and learning avenues (Kilbride & Anisef, 2001).

The growing importance of "hope" as a construct in positive psychology has increased the attention of researchers to explore its antecedents. Basically, hope is a positive belief that drives people to fulfill their dreams or so called future goals (Snyder, 1989; 1994; 2002). Moreover several studies carried out in organizational setups have suggested that hope to grow better in one's job profile is considered as an essential element for igniting employee performance (Adams et al., 2002; Shorey & Snyder, 2004).

In contemporary times, IT industry comprising of knowledge workers is one of the dynamic industry propelling the economic growth in global economy. Proper utilization of knowledge worker in the IT sector is found to be helping the economy for achieving rapid pace of economic growth and attaining economies of scale (Dubey & Garg, 2014). The high demand for the services provided by this industry has created a large number of fast-growing and high-paying IT jobs (Csorny, 2013). Since IT industry provides higher salary jobs people tend to join in large numbers. Usually in IT

companies young professionals use to start their career with the hope that they will have gainful employment for their family, organization and society at large. Earlier studies conducted in such industries have found that hopeful and knowledgeable individuals use to have an inherent commitment towards realizing organizational goals (Ahiauzu et al., 2009). In this context, Rego & Cunha (2007) has argued that more committed employees are inclined to contribute higher efforts towards their work, which ultimately leads to attainment of organizational performance. Hope is argued to be a source of organizational commitment (Ozag, 2006). There are sufficient evidence in this regard on deriving positive effect through hope on employee satisfaction, organizational commitment and work happiness (Youssef & Luthans, 2007).

It is predicted that, when an employee is committed to an organization he expects the same kind of treatment from the organization in return; else there is likely to be a chance of divergence between employee and organization. Organizational commitment arises when an employee is personally and emotionally attached towards fulfilling the strategic objectives of the organization and continuing relationship for a long time. Organizational commitment is cited as a behavioral predictor of employees in organizations (Mowday et al., 1982) and it represents a kind of dedication towards the organization. However, commitment is never judged in an isolated manner. A professional's commitment towards work or organization depends on the extent he/she committed to his personal life while providing necessary concern and support to one's near and dear one's. Moorman et al., (1993) has found that commitment to one's profession instills a kind of extra-role behavior, i.e. organizational citizenship behavior. As one extends support for the cause of his family in personal level; the same kind of feeling gets inculcated into the work surroundings creating the most desirable citizenship intent. Hence it is rationale that, an organization with a committed human capital with citizenship orientation stands out as a better competitor to face the challenges in global market. However, it is found that many a times one use to run in to failures during the journey towards achieving the goals. In this context, meaning in life plays a key role in keeping oneself content and drives for achieving the desired targets.

Recker et al., (1987) defined meaning as "making sense, order, or coherence out of one's existence and having a purpose and striving toward a goal or goals". Indeed, Baumeister (1991) pointed that, human life goes through number of changes during their time span and at each stage an average human being strives to derive personal and professional stability. Moreover as industry experts suggests that a person having a definite meaning for their professional life gives more importance to the organization. Psychologists have agreed to the fact that individuals need to find personal meaning and purpose to sustain a sense of well-being in times of insecurity and changes happening in their life span (Lips-Wiersma & McMorland, 2006). Whereas, having a meaning towards one's life provide a sense of purpose, filled with significance motivates oneself to perform the task (Baumeister, 1991).

In general there is a misconception between happy life and meaningful life but in reality both are different. According to Baumeister et al. (2013), fulfilling one's desires and requirements gives increased happiness. But, in principle this is not sacrosanct to meaningfulness. When we consider happiness, it is basically present oriented, whereas meaningfulness is engrossed with integration of past, present, and future. Being meaningful may involve with worry, stress, and anxiety in the initial stage but, later one can feel the ultimate happiness as meaningfulness is concerned more with the giver than who obtains it. After reviewing the literature we have found that intervention of meaning in life is an unexplored area and it warrants examining as a potential mediator for enhancing the commitment level. Therefore it is proposed to examine through an empirical study whether meaning in life acts as a mediating role between hope and commitment.

2. Hope

Hope is a positive approach based on the expectations in one's life. Hope is an emotion based cognitive activity of deliberate thinking accompanied by positive affective components (Snyder, 2000). Dufault and Martocchio (1985) stated it as "a multidimensional dynamic life

force characterized by a confident, yet uncertain expectation of achieving a future good which, to the hoping person, is realistically possible and personally significant". Long back a group of scholars have explored that hope is a kind of individual intuition that targeted goals could be achievable with efforts (Cantril, 1964; Farber, 1968; Frank, 1975; Melges and Bowlby, 1969; Menninger, 1959; Schachtel, 1959). According to Snyder, hope is a kind of "goal-directed thinking" in which individuals appraise their capability of producing workable routes to attain goals (pathways) and their potential to initiate and sustain movement via the pathway(s) (agency). In other words, hope is the combination of both the will and way; where in "will" helps an individual to pursue goals and "way" helps in performing it effectively. In addition to it, being hopeful means believing that one can set meaningful goals, while figuring out how to achieve them while motivating one to accomplish it. Walker (2006) has suggested that hope is a driving force within the individual towards achieving future goals. Hope increases the confidence among individuals even at final stage of life. For example, after losing everything in life, fear dominates a person and he may attempt to suicide. But if he gets some hope by any means he again try to live and lead a purposeful life. Furthermore researchers discovered that hope predicted job performance beyond cognitive ability and self-efficacy (Peterson, Walumbwa, Byron & Myrowitz, 2009).

In earlier findings, hope in the form of psychological attachment was found to deliver expected performance in various domains, including the workplace (Adams et al., 2002; Curry, Snyder, Cook, Ruby, & Rehm, 1997; Luthans, Avolio, Walumbwa, & Li, 2005; Luthans & Jensen, 2002; Luthans, Van Wyk, & Walumbwa, 2004; S. J. Peterson & Luthans, 2003; Snyder, 1995; Youssef & Luthans, 2006). Hence it is suggested that developing an emotional orientation of hope would provide an individual to articulate new goals of living peacefully while balancing one's work and life. Practical approaches for developing hope include setting achievable and challenging goals, contingency planning etc. when necessary to avoid false hope (Luthans, Avey, et al., 2006; Snyder, 2000). When employees feel that the

organization promotes their hope and happiness, they tend to reciprocate (Gouldner, 1960; Settoon et al., 1996; Eisenberger et al., 2001) with a positive attitude towards the organization, including the organizational affective bonds and being loyal to the organization. Moreover, hope also have a power to control an individual's deviant behaviors like vulnerability, uncontrollability and unpredictability (Snyder, 2002). Weick and Quinn (1999) thus believe that sustaining an employees' hope is necessary for employee wellbeing and organizational productivity.

3. Organizational Commitment

Growing body of literature shows that there is an extensive research took place on the construct of organizational commitment. Allen & Meyer (1990) state organizational commitment as a "psychological state that binds an individual with the mission of the organization". O'Reilly & Chatman (1986) argue that commitment is best defined as the basis of an individual's psychological attachment to the organization. Some studies suggest that commitment is negatively associated with potentially costly behaviors such as absenteeism, (Angle & Perry, 1981) and the likelihood of turnover (Hom, Katerberg & Huh, 1979; Porter, Crampon & Smith, 1976; Porter, Steers, Mowday & Boulian, 1974). Mowday, Porter & Steers (1982) outlined the distinction between attitudinal commitment and behavioral commitment. They have stated attitudinal commitment as a mindset in which individuals consider the congruence of their goals and values with those of their employing organizations whereas, behavioral commitment depicts the process by which individuals past behavior in an organization binds them to the organization. Martin and Roodt, (2008) stated commitment as an attachment between the employee and the organization.

However it is pretty clear that, employees will be devoted to the organization when organization values and appreciates their contributions (Fuller et al., 2003). Buchanan (1974) in this connection has stated that, organizational commitment is an individual emotional commitment to accomplish the projected organizational goals. Satisfied employees build up high affective commitment which shows the sense of affection towards

organization for long term relationship (Kitchard and Strawser, 2001). In general affective commitment forms in an employee when he feels a kind of emotional connection with organization. Luthans (2006) has proposed that, organizational commitment binds the will and wish of a person to be a member of an organization and later obliged to be a part of an organization in whatever be the situation. O'Relly (1989) has stated that, organizational commitment is "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization". Organizational commitment is a behavioral attitude as feeling personally and emotionally connected, recognition and loyalty to the organization as on object of promise (Morrow, 1993).

Meyer & Allen, (1991) has made an important contribution towards defining the three components of organizational commitment i.e. affective commitment, continuance commitment, and normative commitment. Affective commitment is well known as attitudinal commitment (Ahiauzu, 2005; Iverson & Buttigieg, 1998) is emotionally binding to the organization (Coleman et al, 1999) and it indicates the comparative potency of an employee's identification with the organization, such that the employee is willing to remain with the organization because he or she wants to do so. Employees with normative commitment on the other hand, feel a persuasive sense of obligation such that their willingness to stay with the organization is because they feel they ought to do so. Employees with continuance commitment or calculative commitment (Ahiauzu, 2005; Iverson & Buttigieg, 1998) count the cost of leaving an organization and base their judgment on whether to stay or live on the outcome of the cost benefit analysis. "Therefore employees with strong continuance commitment remain with the organization, because they have to do so, either because of low perceived alternatives or because of personal sacrifices associated with leaving the organization" (Yousef, 2002). To be particular, a study by Meyer & Allen (1997) has suggested that, organizational commitment is correlated with workforce stability (i.e., low voluntary departure rate), employee diligence (i.e., low absenteeism rate), job performance, quality of customer service, and "corporate" behaviors

(i.e., professional behaviors) that go beyond the expectations and prescriptions of the assigned roles.

4.   Meaning in Life

It reflects the nature and strength of the bond between the individual and his work. Meaningful life is doing something which need to have a real purpose, that makes one distinct by giving pleasure. Earlier studies have observed that happy employees always derive satisfaction at workplace and gets committed towards organizational goals. Thus, organizational commitment is a very good indicator of the quality of work life (Ketchum & Trist, 1992). King, Hicks, Krull, & Del Gaiso, (2006) described meaning in life as "lives may be experienced as meaningful when they are felt to have a significance beyond the trivial or momentary, to have purpose, or to have a coherence that transcends chaos." "Meaning is the web of connections, understandings, and interpretations that help us comprehend our experience and formulate plans directing our energies to the achievement of our desired future. Meaning provides us with the sense that our lives matter, that they make sense, and that they are more than the sum of our seconds, days, and years." (Steger, 2012).

One crucial advantage of meaning is that it is not limited to the immediately present stimulus environment. Meaningful thought allows people to think about past, future, and spatially distant realities (and indeed even possibilities). Related to that, meaning can integrate events across time. In addition to it, some of the earlier studies have found that meaning in life is consistently positively correlated with positive affect (Hicks & King, 2009; King et al., 2006). It is obvious that positive mood or positive affect refers to the experience of mild pleasant feelings: The extent to which a person is happy, pleased, cheerful, or experiencing enjoyment. In a particular study a team of researchers proposed that, giving importance to work, having beliefs and value which individuals and teams attach to working as a major stream of human activity that occurs over one's professional span at workplace (The MOW International Research Team, 1987).

According to Weisskopf-Joelson (1968), it is necessary

for the individual to maintain coherence between the private (inner) and public (outer) domains of his life to be able to find meaning in life. The importance of experiences of meaning has been supported by research demonstrating its relations to well-being and mental health variables, such as happiness, life satisfaction, positive and negative effect, depression, anxiety, and stress (Debats 1996; Harlow, Newcomb & Bentler 1986; Mascaro & Rosen 2005; Scannell, Allen & Burton, 2002; Schnell 2009; Zika & Chamberlain, 1992). Several studies have also demonstrated a significant impact of meaning in life when suffering from major medical problems, such as cancer (Breitbart et al. 2009; Jim & Andersen 2007; Lee et al. 2006), or different kinds of traumata (Dollinger 1986; Janoff-Bulman 1992; Salter & Stallard 2004). In an exploratory study it was found that, occupation itself and feeling pleasure in the product of the organization; the friendly surroundings; being religious at workplace; and becoming a caring organization points out for developing meaningfulness at the organization (Dimitrov, 2011).

5.   Hope and Commitment

Numerous studies proved that hope has positive effect on organizational commitment. Hodge and Ozag (2007) in this connection has stated that viable source of the organizational commitment of employee is aligned with a perceptual hope in the workplace. Martin Luther King Jr. (1958/1986) has suggested that hope is a "deep faith for a bright future" and is necessary for a sustained commitment. Further a group of scholars found that, employee having high hope resulting in positive commitment toward work and organization (Snyder et al., 1991, 1996). It has been observed in several studies that, when employees feel that the organization promotes their hope and happiness, they tend to give in return (Eisenberger et al., 2001; Gouldner, 1960; Settoon et al., 1996) with positive attitudes towards the organization, including the organizational affective relationship, attachment, and feelings of being loyal to the organization. In a recent study on teachers hope and commitment has revealed that teachers with a sense of hope are highly committed towards organizations (Bullough, 2012). In another study it was found that hope and optimism is positively associated with

organizational commitment (Vohra & Geol, 2009). Hence it is evident that, being optimistic, hope enables an employee to be committed to organization. In an empirical study of public and private organizations hope was found to be strongly related to organizational commitment and organizational citizenship behavior (Shahnawaz & Jafri, 2009).

Hope was found as a forecaster of positive outcome in critical, demanding situations (Mishra & Spreitzer, 1998) and has led to increased happiness at work, togetherness with colleagues, profitability, reduced absenteeism and turnover (Luthans & Jensen, 2002; Peterson & Luthans, 2003). Consequently, more hopeful employees would likely to stay longer in the organization because they intrinsically feel that he belongs to organization. In a recent empirical study it was found that, optimistic hope is positively related to organizational commitment (Kool & Dierendonck, 2012).

Hypothesis 1. Hope will be positively related to Organizational commitment.

5.1 Mediating role of Meaning in life

Meaning in life is more likely to represent optimistic aspects. Meaningfulness is often described as what individuals what they desire for and what they seek to find (Wolf, 2010). Further, Frankl (1984) has argued that meaningfulness is a determinant of emotional happiness and therefore it is essential for individuals to find meaning in life. Hackman and Oldham (1975), defined meaningful work as 'the degree to which the employee experiences the job as one which is generally meaningful, valuable, and worthwhile'. It is an open fact that, organizations started looking at employee's commitment as a critical factor for their success. Thus top level management willing to develop the employee's capabilities; is expected to look after their wholesome well-being (Dessler, 1999).

A primary challenge for today's organizations is to fit the employees' role to the organizational goal which can be realized by providing a meaningful profile (Hult, 2005). Based on the above arguments, this study was conducted to introspect empirically the effects of fostering meaningful work to get hold of commitment at work. Furthermore, earlier studies have established

the fact that meaningful work leads to increased levels of commitment (Steger & Dik, 2009; Steger et al., 2012) at work. Employees who experience meaningful work are found to experience their work as important (Harpaz & Fu, 2002; Steger et al., 2012), place higher value on work (Nord et al., 1990; Steger et al., 2012) and will have an obligation to stay at their work (Hakenen et al., 2006). Employees experiencing meaningful work are found to serve greater good and are better adjusted psychologically (Steger et al., 2012). Therefore it is understood that an optimum amount of hope and meaning in life does the employee has he would be more committed to the organization.

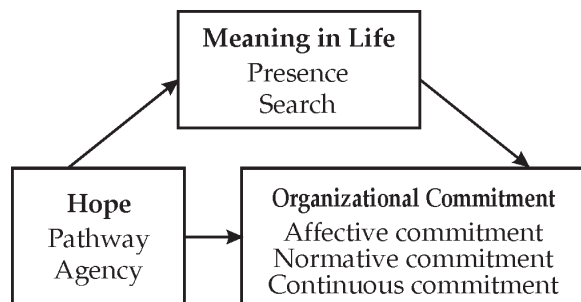*Hypothesis 2: Meaning in life will be mediator between Hope and Organizational commitment .*

Figure 1: Conceptual Model

6. Methodology

This study was a cross-sectional survey and was built around the purpose of hypotheses testing. After developing a framework with variables we have taken hope (as independent variable), organizational commitment (as dependant variable) and meaning in life (as proposed mediating variable). We have designed a questionnaire and based on the convenience sampling method, the questionnaire was administered through online mode. Questionnaire has been circulated to 350 IT professionals across the southern, eastern part of India, out of which we have got the 320 responses. We have not considered 13 respondents as it was not filled up properly. The final responses used for the study was 307 comprises of junior, middle and senior level organizational members of Indian IT industry. The survey instruments used in this study to measure the study variables were adapted from existing literature.

Table: 1 Summary of Sample Characteristics

Gender	Male	84.09%
	Female	15.96%
Age	Age below 30	68.07%
	31-40 Years	27.68%
	41-50 Years	4.23%
Managerial Level	Junior level	61.56%
	Middle Management	32.24%
	Senior level	6.18%

7. Measures and Variables

All the variables were captured through a five point rating scale which ranges from Strongly Disagree (1), Disagree (2), Neither Agree nor Disagree (3), Agree (4), Strongly Agree (5).

To measure the construct, hope, our study used the twelve item scale adopted from Snyder (1991). Specifically scale was built up with two sub scales i.e. Pathway and Agency. Out of 12 items four items measures pathway (item no.1, 4, 6, 8), another four items measures agency (item no. 2, 9, 10, 12) and rest are fillers. Total hope scale is derived by adding up of items under both the sub scales.

Organizational commitment scale is one of the leading instruments for empirical research in social sciences and it had also been pre-tested in several studies (Albdour and Altarawneh, 2014, Shore and Martin, 1989). It is a 24-item series that has eight questions on each of affective, continuance and normative commitment. The OCQ instrument is a self-scoring questionnaire. Responses to each of the items in the research instrument were rated using a 5-point Likert scale. Instrument used for the study was adopted by Allen and Meyer (1990).

Meaning in life assesses two dimensions of meaning in life using ten items, i.e. presence and search. Standard scale (developed by Steger, 2006) was considered for the study. Total meaning in life scale is derived by adding up of items under both the dimensions. Responses were captured against each of the items on five point Likert scale.

Reliability or internal consistency (inter-item correlation) shows the homogeneity of items comprising a

measurement scale (De Vellis, 1991). Items with item-total correlation less than .30 were removed from the scale to get better corresponding alpha values (Field, 2005). The construct reliability of the scales need to be greater than .70 (Nunnally, 1978; McIntire & Miller, 2000). All the constructs included in the present study have obtained an acceptable coefficient alpha of above .70 keeping all the original items of the scales, indicating that the measurement scale is reliable and appropriate for further data analysis. The values of the reliability scores are presented in the Table 2.

The descriptive statistics and correlation matrix are displayed in Table 3. The table of correlation shows that all the components of hope is positively related to organizational commitment (r = .594, p<.01). Meaning in life is found to be significantly related to organizational commitment (r = .737, p<.01), similarly hope is also positively correlated with meaning in life (r = .539, p<.01). All the variables in the study are positive related each other, Pathway and agency were correlated low with search among all the variables. Findings suggest that hope may cultivate the commitment in employee towards organization. Further it is found that affective commitment is highly correlated with meaning in life (r = .752, p<.01) among all the dimensions of organizational commitment. (Table 3)

Table 4 shows results of step wise multiple regression analysis of the dimensions of work-life balance predicting the dimensions of job satisfaction. Regression analysis shows the differential impact of Hope on different dimensions of organizational commitment dimensions. All the dimensions of hope are positively predicting organizational commitment as a whole. But pathway is predicting organizational commitment higher than agency comparatively. However, the dimensions of Hope: pathway (?=.48, t=9.42) predicting continuous commitment Fig 2 shows overall strength of association between hope as the predictor and organizational commitment as the criterion. The beta value of (.594) between hope and organizational commitment is significant at 0.01 level of confidence. It shows significantly high association between the two constructs and hope predicts organizational commitment (Table 4).

To understand the influence of meaning in life between hope and organizational commitment a mediation analysis was performed using the causal-step approach. Though there are several mediation analysis tests available each test is having its own limitations for example Sobel test will be suitable only when the data is normally distributed (Sobel, 1982). Similarly Barron and Kenny have been criticized as it will not address type 1 error and not being able to explain suppression effect (Barron & Kenny, 1986). But whereas when we use Joes Medgraph test which provides additional details like Confidence interval to determine significance size of the mediation effect which no other test provides. The causal variable for the present study is hope whereas the outcome variable is organizational commitment and the proposed mediating variable is meaning in life. Preliminary data screening has suggested that there were no serious defilements of assumptions of normality and α = .01 two-tailed is the criterion for statistical significance. Figure 2 has represented the total effect of hope on organizational commitment as significant at, β = .594, p < .01 whereas the indirect effect of hope on organizational commitment mediated with meaning in life has found to be highly significant at β = .737, p < .01. This was judged for statistical significance through using the Jose MedGraph (2013).

8. Findings and Discussion

In this section, findings of the statistical analysis and the hypothesis that has been stated are matching as anticipated and its relevant implications are derived with the support of previous literature. In our proposed framework organizational commitment is an integral component which eventually is influenced directly with hope and indirectly through the efficient usage of meaning in life. IT professionals are found to be having high hope while joining in an organization. But in the later stage this aspiration gets deviated slowly and the commitment level is found to be coming down. For this we have formulated two basic research question as above mentioned.

The study revealed that hope and meaning in life is strongly correlated, which is consistent to the findings of Feldman and Snyder (2005). Rego and Cunha (2008)

Table: 2 Reliability Analysis of Study Variables

Constructs	Originals Items	Items retained	Cronbach alpha
Hope	08	08	.839
Meaning in Life	10	10	.792
Organizational Commitment	24	24	.928

found meaningful life is associated with organizational commitment. Our results get support in similar line that meaning in life is associated with organizational commitment among Indian IT professionals. Further, our study explains that, meaning in life fully mediates between hope and organizational commitment (figure 2). These results supports the studies by Ivtzan et al., (2013).

In addition to it we found that, affective commitment is strongly correlating with meaning in life (Table 2). Our finding is consistent to the earlier study conducted by Eisenberger et al (1986). Moreover we have found that, among the variables of hope, pathway is dominating agency while predicting organizational commitment and both are positively correlated. Where as other study found that hope as a whole was highly correlated with organizational commitment (Law & Guo, 2015). Presence of meaningful life is strongly correlated with hope where

as search of meaningful is moderately correlated with hope among Indian IT Professionals. Surprisingly, these findings are contradict o the study of kumar et al., (2012) which found that search of meaning is highly related with hope where as presence of meaningful life is moderately correlated with hope. The findings from this empirical study shed a light on the relationship between hope and organizational commitment among IT professionals in Indian IT industry. We conclude that meaning in life play a vital role in this relationship.

Implications and Directions for Future Research

We found that IT professionals are hopeful about their career in life which enables them to be committed towards organizational goals. But meaningfulness in life predicts more commitment to organization. The mediating role of meaning in life between hope and organizational commitment is the core finding of the

Table: 3 Mean, SD and Inter-dimensional Correlations (N = 307)

Sr. No.	Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1.	PW	4.051	0.699										
2.	AG	3.946	0.551	.573**									
3.	TH	3.999	0.555	.914**	.857**								
4.	PR	3.824	0.627	.745**	.361**	.648**							
5.	SA	3.764	0.562	.204**	.296**	.275**	.532**						
6.	ML	3.794	0.521	.559**	.377**	.539**	.890**	.860**					
7.	AC	4.034	0.526	.601**	.396**	.575**	.756**	.549**	.752**				
8.	CC	3.768	0.532	.475**	.399**	.497**	.596**	.511**	.634**	.762**			
9.	NC	3.919	0.536	.632**	.383**	.588**	.740**	.420**	.673**	.877**	.761**		
10.	OC	3.906	0.495	.612**	.422**	.594**	.749**	.529**	.737**	.945**	.903**	.945**	

**. Correlation is significant at the 0.01 level (2-tailed).

Note: PW: *Pathway*; AG: Agency; TH: *Trait Hope*; PR: *Presence*; SA: *Search*; MIL: *Meaning in Life*; AC: *Affective commitment*; CC: *Continuous commitment*, NC: *Normative commitment*; OC: *Organizational commitment*.

present empirical study. The present study throws light on the significance of hope on cultivating organizational commitment among IT professionals in Indian IT industry. Managers who wish to augment organizational commitment should nurture the hope in individuals, meaning in life is one's own look out to sustain in competitive business. Apart from that, line managers should communicate organizational objectives, goals and ensure that making employees feel that they are part of organization's success.

Employers expect committed workforce sustain competitive advantage (Mathieu & Zajac, 1990; Meyer & Allen, 1997) in the global market. Managers are required to make efforts to inspire hope in organizational members with emphasis on the long term future of the organization. Managers can foster hope in two ways. First they should celebrate success of their employees. Second encourage them to do things which are seemingly impossible (Richards & Dick, 2004). Organizational members should be made to feel important in the actualization of the long term vision of the organization. To nurture the meaningful life in the organization, managers need to create environment which encourages development of positive relationships: Do work that allows employees to make interesting contacts, development of closeness with colleagues (Morin, 2008). Future researcher may use meaning in life as a moderator between Hope and Organizational commitment to validate the present study. In addition, contributions by organizational members toward organizational goal attainment should be promptly acknowledged and adequately rewarded.
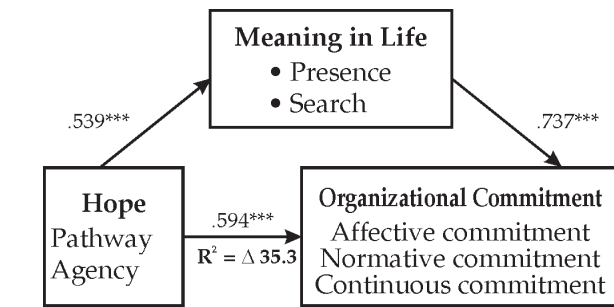
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Figure: 2 Mediation Model

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Table 4: Summary of Step Wise Multiple Regression Analysis of the Dimensions of Hope Predicting the Dimensions of Organizational Commitment

Criterion Variable	Affective Commitment		Continuous Commitment		Normative Commitment		F-Value	R^2
Predictor Variable	β	t	β	t	β	t		
Pathway	.06	13.1	.48	9.42	.63	14.2	182.20	.37
Agency	.40	7.54	.40	7.59	.51	7.246	66.04	.17

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Umamaheswararao Jada is a UGC-Junior Research Fellow scholar in Vinod Gupta School of Management at Indian Institute of Technology, Kharagpur, India. His research interests includes human resource management, employee voice behavior, learning organization, employment relations and positive psychology.

Lalatendu Kesari Jena is presently undergoing full time doctoral program through UGC-Junior Research Fellowship at Dept. of Humanities and Social Sciences, IIT Kharagpur, India. He is having more than 10 years of industry experience in HR and has published articles in several national and international journals. His research interests includes Workplace spirituality, HR effectiveness, employee engagement, performance management, organisational commitment, emotional intelligence and positive psychology.

Ranjan Patnaik is pursuing his Doctoral research in the area of Health Psychology at Indian Institute of Technology, Kharagpur, India. Formally trained in Healthcare Administration from Tata Institute of Social Sciences, he has worked with many governmental and international agencies in the field of public health. His research interests include issues in the field of Mental Health, Nutrition, Public Health, and Health Administration.