

Effects of Psychological capital on Organizational Commitment among Non-Teaching Employees in Chartered Universities in Nakuru County, Kenya: A Comparison of Public and Private Universities.

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Abstract

The effect of psychological capital (PsyCap) on employees' organisational commitment is critical for enhancing workplace engagement and organisational success. Psychological capital comprises hope, optimism, self-efficacy, and resilience, which are posited to foster employee commitment. Despite the presence of psychological capital among non-teaching employees in chartered universities, their commitment may remain limited if institutional support does not align with their work values. This study examined the effect of psychological capital on organisational commitment among non-teaching employees in chartered universities in Nakuru County, Kenya. The target population consisted of 1687 non-academic employees from both Egerton University and Kabarak University. The formula by Israel (1992) was used to derive a sample size of 323 non-teaching employees, with 207 respondents from Egerton University and 116 respondents from Kabarak University. The study hypotheses were tested at a 0.05 (5%) significance level. The results of Pearson's correlation analysis found that psychological capital components (hope, optimism, self-efficacy, and resilience) had significant positive relationships with organisational commitment ($p < 0.05$). The results of hypotheses testing using simple regression analyses found that hope, optimism, self-efficacy and resilience were significant positive predictors of organisational commitment ($p < 0.05$). Hypothesis Five which was tested using multiple regression analysis, found that psychological capital components jointly had significant effect on organisational commitment ($F = 20.598$, $p = 0.000$). The findings on psychological capital and organizational commitment will benefit government policymakers by illustrating how to enhance employee performance, increase motivation and work engagement, and deliver more effective public services. It demonstrates that fostering positive psychological capital components, such as hope and self-confidence, can lead to higher commitment and productivity, enabling policymakers to plan targeted Human Resource approaches and interventions to build a more committed, engaged, and motivated workforce in the public and private sector.

Keywords: Organisational commitment; Affective commitment; Affective commitment; Affective commitment; Psychological capital; hope; self-efficacy; optimism; resilience; public university; private university

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1.0 Introduction

Since World War II, psychologists have focused on the maladaptive behaviours and weaknesses of individuals, for example, depression, violence, or irrationality and omitted positive aspects such as growth, contentment, optimism, and actualization of human potential (Ebrahimi, 2024). According to Peterson (2006), positive psychology requires a more balanced approach that considers human strengths and weaknesses. Positive psychology brought along an approach called "positive organisational behaviour" (POB) that intended to improve organisational commitment at work by concentrating on the employees' strengths rather than uncovering their weaknesses and measuring, developing and managing psychological elements beyond these strengths.

Zahra et al. (2022) stated that psychological capital is a core concept in positive organisational behaviour (POB) literature. Positive organisational behaviour is the study and application of positively oriented human resource strengths and psychological resource capacities that can be measured, developed, and effectively managed for

performance improvement in today's workplace. Positive organisational behaviour and psychological capital are rooted in the Positive Psychology movement. The Positive Psychology movement emphasizes the concepts of strengths, virtues, excellence, thriving, happiness, flourishing, resilience, flow and optimal functioning (Baysal, 2022).

The study aimed to examine the relationship between psychological capital and employee commitment in the workplace. Psychological capital refers to individuals' positive psychological resources, including self-efficacy, optimism, hope, and resilience (Nimmi et al., 2021). On the other hand, employee commitment refers to the extent to which employees feel emotionally attached to their organization, identify with its goals and values, and are motivated to contribute to its success (Yousf & Khurshid, 2024). The study seeks to investigate how psychological capital influences employee commitment and whether there is a direct relationship between these two constructs. It aimed to explore the underlying mechanisms by which psychological capital affects employee commitment and how organizations can enhance psychological capital to foster stronger employee commitment.

2.0 Statement of the problem

Despite the growing recognition of the importance of psychological capital in enhancing employee well-being and performance (Ribeiro et al., 2021), there was a need to understand its specific impact on employee organisational commitment. While previous research has examined the relationship between psychological capital and various outcomes (Lupşa et al. 2020), such as job satisfaction and engagement, the specific influence of psychological capital on employee commitment to the organization remains understudied.

The review of the previous studies on the subject area (Kurdi & Alshurideh, 2020; Korzeb & Niedziółka, 2020) revealed that most studies have focused on other sectors, such as commercial banks, call centres among other organizations, but no study has examined the effect of psychological capital on employees' organisational commitment in Kenyan universities. The problem lies in the limited understanding of how psychological capital, encompassing components such as self-efficacy, optimism, hope, and resilience, influences employees' level of commitment towards their organization. Employee organisational commitment is a vital construct that relates to an employee's emotional attachment, identification, and loyalty to the organization, which can significantly affect their job performance, turnover intentions, and overall organisational effectiveness.

Therefore, this study aimed to explore the effect of psychological capital on employee organisational commitment and to determine the extent to which psychological capital influences an employee's commitment to the organisation. This research targeted to fill the gap in the existing literature by providing a comprehensive understanding of the impact of psychological capital on employees' organisational commitment in chartered universities in Nakuru County, which will enable organizations to create interventions and strategies that foster greater commitment among their employees.

3.0 Literature Review

3.1 Organisational Commitment

Organisational commitment is the relative strength of an individual's identification with and involvement in a particular organization. It is the willingness to remain in the organization due to feelings like attachment or loyalty. It consists of three factors: a belief in and acceptance of the organization's values, a strong willingness to put in effort, and the desire to remain with the organization (Karimi et al., 2023). Organisational commitment is a multidimensional construct comprising three components: affective, continuance and normative (Meyer & Allen, 1991). Affective commitment has been defined as an employee's emotional attachment, identification with and involvement in the organization. Employees with a strong affective commitment will remain in the organization because they want to. Continuance commitment deals with one's awareness of the costs associated with leaving the present organization. Employees whose commitment is in the nature of continuance will remain in the organization because they have to. The third component, normative commitment, deals with a feeling of obligation to the organization based on one's personal norms and values. Employees with a normative commitment to the organization remain in it simply because they believe they ought to. These three dimensions are considered the key measures of organisational commitment (Aboramadan, Albashiti, Alharazin & Dahleez, 2020). Affective commitment involves the internalization of an organization's strategic goals and values and is a prime motivator. Employees who closely identify themselves with their employers' goals and values readily take on a diverse range of challenging work activities and are more responsive to change (Afsar et al., 2020).

Employees with higher levels of organisational commitment internalize the strategic goals and values of the organization and direct their efforts towards organisational objectives (Đorđević et al., 2020). With changing times, firms are faced with the need to maximize organisational integration, flexibility and quality service.

3.2 Psychological capital

Psychological capital refers to individuals' positive psychological resources, including self-efficacy, optimism, hope, and resilience. These factors contribute to an individual's overall well-being and performance in various areas of life, including the workplace. Santisi et al. (2020) defined psychological capital in terms of components of the inner self, which, when combined with experiences, make up the value. Psychological Capital is 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 (Nguyen & Ngo, 2020). Dawkins, Martin, Scott and Sanderson (2013) stated that psychological capital was based on four psychological capabilities of hope, self-efficacy, resilience and optimism, and their positive impact on different desirable results in the organizational environment. According to Ngwenya and Pelser (2020), employees with higher levels of psychological capital are more likely to experience greater job satisfaction and engagement, leading to improved performance and commitment to the organization. Ribeiro, Gupta, Gomes and Alexandre (2021) stated that psychological capital contributes to employees' overall well-being and mental health as it helps reduce stress, burnout, and negative emotions, leading to a healthier work environment. Peng and Chen (2023) further argued that employees with higher levels of psychological capital are more likely to exhibit positive interpersonal behaviours, such as effective communication, empathy, and cooperation resulting in better teamwork and collaboration within the organization. Bilgetürk and Baykal (2021) noted that psychological capital fosters a mind-set of growth, adaptability, and openness to change. Employees with higher levels of psychological capital tend to exhibit greater motivation, engagement, and productivity. They are more likely to persevere through challenges, recover from setbacks, and maintain a positive outlook, even in adversity. Psychological capital is measured using four dimensions: hope, optimism, Self-efficacy/confidence, and resiliency (Syam & Arifin, 2021).

3.3 Relationship between psychological capital and organisational commitment

Various empirical studies have found that psychological capital had significant positive effect on organisational commitment. Sahoo & Sia (2015) in a study on the effect of psychological capital and organizational commitment among employees manufacturing units in India, found that hope, optimism and self-efficacy had significant positive effect on organizational commitment. Yildiz (2018) examined the effect of psychological capital and personality on organizational commitment. The study found that psychological capital had significant positive effect on affective, continuance and normative commitment. Nguyen and Ngo (2020) explored the relationship between employee's psychological capital, organizational commitment and job performance in Vietnam. The study found that psychological capital had significant positive effect on organizational commitment. Rafika and Ika (2022) carried out a study on the effect of psychological capital as a predictor of organizational commitment among faculty level administrators of Malang State University in Indonesia. The study found that psychological capital was a significant predictor of organizational commitment. The study found that self-efficacy and hope were significant predictors of organizational commitment while resilience and optimism were insignificant predictors. The empirical literature review on the relationships between each of the components of psychological capital and organisational commitment are discussed below.

3.3.1 Hope and organisational commitment

Pleeging, van Exel and Burger (2022) define hope as a positive motivational state that is based on an interactively derived sense of successful agency (goal-directed energy) and pathways (planning to meet goals). McLaren and Markusson (2020) define hope as energy focused on personal goals and alternative ways to direct people to the target. Qasim and Mohammed (2024) state that when individuals have hope, they have the willpower to go after their success and obtain the ability to determine the steps that need to be taken to ensure success. Etebarian, Tavakoli and Abzari (2012) found that hope was a significant positive predictor of organisational commitment. Simons and Buitendach (2013) found that hope had significant positive correlation on organisational commitment among employees in Call Centres at KwaZulu-Natal in South Africa. Goswami and Agrawal (2020) reported that employees with high hopes use goal-directed thinking to move along a

pathway and continue to advance. Filgona et al. (2020) report that people who possess high levels of hope have the motivation and desire to attain objectives. According to Gautam & Pradhan (2018), hope is correlated to employee performance, mental and physical health, and ability to cope with adversity. Studies have found that hope had significant positive effect organisational commitment (Nguyen & Ngo, 2020; Chamisa, Mjoli & Mhlanga, 2020; Emhan, Main, Topaloglu, Gokce & Bez, 2024). Ngwenya and Pelsner (2020) found that hope had a significant positive effect on job satisfaction, organisational commitment and employee performance. Similarly, Tyagi (2021) found that hope had a significant positive correlation with organisational commitment. Diržytė & Patapas (2022) found that hope had significant positive relationship job satisfaction and organisational commitment.

3.3.2 *Resilience and Organisational Commitment*

Resilience is the positive psychological capacity to bounce back from adversity, failure, or positive change (Varga, Trendl & Vitéz, 2020). Resilient employees have the ability to cope positively and adapt during risk and adversity (Baker, Baker & Burrell, 2021). Pratt and Hedden (2023) noted that resilient individuals' main attributes are a firm acceptance of reality, a deep belief, often bolstered by strongly held values, that life is meaningful and there is an astounding ability to improvise and adapt to significant change. Simons and Buitendach (2013) found that resilience had significant positive correlation on organisational commitment among employees in Call Centres at KwaZulu-Natal in South Africa. Ducheck (2019) found that resilient individuals were more likely to experience and utilize positive emotions to recover from negative emotional events resulting in enhanced job satisfaction and organisational commitment. Huang, Yu, Shao, Yu & Li (2021) found a positive relationship between resilience and organisational commitment among Chinese workers. Huong, Trung, Phuong, Hieu & Phuong (2025) found that resilience had significant positive effect on organisational commitment. Pant and Parveen (2022) found that resilience had significant relationship with organisational commitment among teachers in India. Pant and Parveen (2022) found that resilience positively influenced organisational commitment. Etebarian et al. (2012) found that resilience was a significant negative predictor of organisational commitment. On the other hand, Çetin (2011) found that resilience had insignificant effect on organisational commitment. Similarly, Adelina and Faridav (2022) found that resilience had insignificant effect on organisational commitment.

3.3.3 *Self-Efficacy and Organisational Commitment*

Self-efficacy is a person's belief in their ability to motivate themselves and perform a series of actions in order to be successful in completing tasks (Luthans, Avolio, Avey & Norman (2007). Graham (2022) defined self-efficacy as an individual's belief in how successful they are in his or her actions. Elhadidy and Gao (2024) defined self-efficacy as an employee's belief or confidence about his or her abilities to mobilize the resources or courses of action needed to successfully execute tasks within a given framework. Ferrari (2023) refers to self-efficacy as having confidence in one's abilities to mobilize resources and courses of action to successfully execute a specific task. Simons and Buitendach (2013) found that self-efficacy had significant positive relationship with organisational commitment among employees in Call Centres at KwaZulu-Natal in South Africa. Adelina and Faridav (2022) found that self-efficacy had significant positive effect on organisational commitment among administrators at Malang State University in Indonesia. Demir (2020) found that self-efficacy had a strong correlation with organisational commitment. High self-efficacy can influence motivation positively and negatively (Engin, 2020). Pant and Parveen (2022) found that self-efficacy (confidence) had significant positive effect on organisational commitment. Tyagi (2021) found that self-efficacy had significant positive relationship on normative and continuance commitment and insignificant correlations with affective commitment. Hameli and Ordun (2022) established a positive association between self-efficacy and organisational commitment, indicating that individuals with higher levels of self-efficacy were more likely to exhibit greater commitment to their organization. On the other hand, Çetin (2011) found that self-efficacy had insignificant effect on organisational commitment. Similarly, Etebarian et al. (2012) found that self-efficacy was an insignificant positive predictor of organisational commitment.

3.3.4 *Optimism and Organisational Commitment*

Seligman (1998) defines the optimism as an attribution style that explains the positive and negative events in terms of person's general viewpoints. Optimistic person explains the negative events as external, temporary and

situation-specific but pessimistic person defines the negative events as internal, constant and general (Garvin & Putri, 2021; Taylor, 2022). De Meza and Dawson (2021) stated that optimists expect good things to happen to them and pessimists expect bad things to happen to them. According to Maheshwari & Jutta (2020), optimistic individuals have a positive outlook on the future and believe that good things will happen. Optimism enables employees to maintain a positive attitude, cope with stress effectively, and view setbacks as temporary and manageable. Çetin (2011) found that resilience had insignificant effect on organisational commitment. Simons and Buitendach (2013) found that optimism had significant positive correlation on organisational commitment among employees in Call Centres at KwaZulu-Natal in South Africa. Optimism is related to several positive outcomes, including organisational commitment (Hofer, Spurr & Hirschi, 2021). Huong et al. (2025) found that optimism was a significant positive predictor on organisational commitment. Salanova (2021) found a significant positive relationship between supervisor optimism and employee commitment. Etebarian et al. (2012) found that optimism was an insignificant positive predictor of organisational commitment.

From the above reviewed literature, the following research hypotheses were proposed:

- H01: There are no significant differences on the effect of psychological capital on organisational commitment based on university sector
- H02: Hope does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.
- H03: Optimism does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.
- H04: Self-efficacy does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.
- H05: Resilience does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.
- H06: Psychological Capital (Hope, Optimism, self-efficacy and resilience) jointly do not have a significant effect on organisational commitment among non-teaching staff in chartered universities in Nakuru County.

4.0 Methodology

The study adopted an explanatory research design. The target population of this study consisted of 1687 employees working in two chartered universities in Nakuru County namely, Egerton University and Kabarak University. The study derived a sample of 323 respondents using formula by Israel (1992). Stratified random sampling was used to determine the sample size of each university and thereafter simple random sampling was used to select the respondents from each of the universities. Questionnaires were distributed through 'drop and pick' method. A total of 284 questionnaires were filled giving a response rate of 87.9% which is excellent. Mugenda & Mugenda (2012) reported that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good while a response rate of 70% and above is excellent. The descriptive statistics of the respondents' personal characteristics are presented in Table 1 below.

Table 1: Summary of personal characteristics of the respondents

Variables	Frequency	Percent (%)	Length of Service	Frequency	Percent (%)
Gender			Below 5 years	41	14.4
Male	130	45.8	5 - 10 years	80	28.2
Female	154	54.2	11 – 15 years	81	28.5
	284	100	16 years and above	82	28.9
Marital Status				284	100
Single	83	29.2	Tenure in the Current position		
Married	201	70.8	Below 1 years	15	5.3
	284	100	1 - 5 years	87	30.6
Age			6 - 10 years	107	37.7
Below 25 years	17	6	11 years and above	75	26.4
25 - 34 years	68	23.9		284	100
35 – 44 years	73	25.7	Category of Employees		
45 - 54 years	92	32.4	Senior Management	17	6
55 years and above	34	12	Middle Management	160	56.3
	284	100	Subordinate Staff	107	37.7
Level of Education				284	100
Certificate Level	32	11.3	University Sector		
Diploma Level	46	16.2	Public University	173	60.9
Undergraduate Degree	135	47.5	Private University	111	39.1
Postgraduate Degree	71	25		284	100
	284	100			

Following extensive review of the literature, the questionnaire to collect data for the study was developed and measured on a 5-point likert scale ranging from strongly agree to strongly disagree, where 1 indicates Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree and 5-Strongly Agree. The reliability of the study instrument was tested using Cronbach Alpha test and the results showed acceptable reliability coefficients as follows: hope ($\alpha = 0.841$), Optimism ($\alpha = 0.853$), Self-efficacy ($\alpha = 0.831$), Resilience ($\alpha = 0.832$) and Organisational Commitment ($\alpha=0.941$). The employees' demographic characteristics are as follows: gender, age, marital status, level of education, length of service, position tenure, position in management and university sector.

5.0 Data analyses and Results

The testing of hypotheses was subjected to statistical analysis as shown below. Independent samples t-test was used to test Hypothesis One. Pearson Correlation analysis was carried out to test Hypothesis Two to Five. Finally, multiple regression analysis was conducted to test Hypothesis Six.

5.1 Results of Independent samples t-test

Independent samples t-test was carried out to compare the mean scores of psychological capital components and organizational commitment among non-academic employees in chartered universities in Nakuru County. Thus, Hypothesis One is as follows:

H01: There are no significant differences on the effect of psychological capital on organisational commitment

based on university sector

Table 2: Results of t-test exploring differences in psychological capital on organisational commitment in public and private universities based on university sector

Variables	Type of University	N	Mean	Std. Deviation	t	Sig. (2-tailed)
Hope	Public university	173	37.21	4.79	-4.162	.000
	Private University	111	39.55	4.33		
Optimism	Public university	173	35.95	5.07	-3.404	.001
	Private University	111	38.00	4.77		
Self-Efficacy	Public university	173	32.80	3.67	-3.757	.000
	Private University	111	34.53	3.99		
Resilience	Public university	173	37.50	4.18	-1.097	.274
	Private University	111	38.10	4.99		
Affective Commitment	Public university	173	21.78	4.76	-2.685	.008
	Private University	111	23.43	5.49		
Normative Commitment	Public university	173	23.62	6.25	-4.760	.000
	Private University	111	27.26	6.34		
Continuance Commitment	Public university	173	19.66	5.37	-4.102	.000
	Private University	111	22.69	7.05		
Organisational Commitment	Public university	173	65.06	13.48	-4.663	.000
	Private University	111	73.39	16.37		

The results in Table 2 found that the mean scores of psychological capital components and organisational commitment was significantly higher for the private university than for the public university ($p < 0.05$). Specifically, the analysis showed that the mean scores for hope, optimism and self-efficacy was significantly higher in the private university than in the public university ($p < 0.05$). This implies that employees in the private university had higher level of hope, were more optimistic and had higher level of self-efficacy than employees in the public university. On the other hand, the results showed that there were no significant differences in the mean scores of resilience in the public and private universities ($p > 0.05$). Further, the t-test results found that the mean scores for affective, normative and continuance commitment were significantly higher among respondents in the private university than for respondents from the public university ($p < 0.05$). In this regard, the mean scores for organisational commitment were significantly higher in the private university than in the public university ($p < 0.05$).

5.2 Results of Pearson Correlation analysis

The study utilized Pearson's Product moment correlation to establish the direction and strength of the relationships between psychological capital (hope, optimism, self-efficacy and resilience) and organisational commitment among non-academic employees in Chartered universities in Nakuru County. The results of Pearsons Correlation Analysis are shown in Table 2 below.

Table 3: Results of Correlation Analysis between Psychological Capital and Organisational Commitment among non-teaching employees in universities

	Hope	Optimism	Self-Efficacy	Resilience	Organisational Commitment
Hope	1	.714**	.674**	.578**	.429**
Optimism	.714**	1	.545**	.507**	.397**
Self-Efficacy	.674**	.545**	1	.656**	.422**
Resilience	.578**	.507**	.656**	1	.320**
Organisational Commitment	.429**	.397**	.422**	.320**	1

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

The results of the correlation analysis in Table 3 shows that hope had moderate positive significant correlation with organizational commitment ($r = 0.429$, $p = 0.000$). This implies that organisational commitment enhances when non-teaching employees have high levels of hope. The analysis found that optimism had a weak significant positive relationship with organisational commitment ($r = 0.397$, $p = 0.000$). This implies that employees who are optimistic had high levels of organisational commitment while pessimistic employees had low levels of organisational commitment. Further, the correlation analysis found that self-efficacy had significant positive moderate relationship with organisational commitment ($r = 0.422$, $p = 0.000$). This shows that organisational commitment increases when employees have high levels of self-efficacy. Finally, the results of correlation analysis found that resilience had weak significant, positive correlation with organisational commitment ($r = 0.320$, $p = 0.000$). This implies that resilient employees have high levels of organisational commitment while employees who are not resilient have low levels of organisational commitment.

5.3 Results of Testing of Hypotheses

This section presents results for hypotheses testing using Regression analyses. Hypotheses Two to Five were tested using simple regression analysis while Hypothesis Six was tested using Multiple regression analysis. Regression analyses were conducted to determine the effect of psychological capital on Organisational commitment among non-teaching staff in chartered universities in Nakuru County, Kenya.

H01: Hope does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.

Table 4: Results of Simple Regression Analysis determining the effect of Hope on Organisational Commitment

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.429 ^a	.184	.181	63.602	0.000

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Hope

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15.910	6.622		2.403	.017
Hope	1.375	.172	.429	7.975	.000

a. Dependent Variable: Organisational Commitment

The model summary of the regression results presented in Table 4 indicate that hope accounted for 18.4% of the

variance in organisational commitment among non-teaching employees in chartered universities in Nakuru County (R Square = 0.184). This means that 81.6% of the variance in organisational commitment is explained by other variables not included in this study. The ANOVA results showed that hope was a significant positive predictor of organisational commitment ($F = 63.602$, $df = 1, 282$, $p = 0.000$). The standardized beta coefficient ($\beta = 0.429$, $p = 0.000$), shows that hope was a significant positive predictor of organisational commitment. This shows that employees who have high hope levels were likely to have high levels of organisational commitment.

H02: Optimism does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.

Table 5: Results of Simple Regression Analysis determining the effect of Hope on Organisational Commitment

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.397 ^a	.157	.154	52.665	0.000 ^b

a. Dependent Variable: Organisational Commitment

b. Predictors: (Constant), Optimism

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	24.415	6.106		3.998
	Optimism	1.195	.165	.397	7.257

a. Dependent Variable: Organisational Commitment

The model summary of the simple regression analysis in Table 4.6 showed that optimism accounted for 15.7% of the variance in organizational commitment among non-teaching staff in chartered universities in Nakuru County (R-square value = 0.157). This means that 84.3% of the variance in organisational commitment is explained by other variables not included in this study. The ANOVA results showed that optimism was a significant positive predictor of organisational commitment ($F = 52.665$, $df = 1, 282$, $p = 0.000$). The standardized beta coefficient ($\beta = 0.397$, $p = 0.000$) shows that optimism was significant positive predictor of organisational commitment. This implies that employees who are optimistic view work events in a positive way resulting in high levels of motivation and organisational commitment. On the other hand, employees who are low in optimism (pessimistic) will be demotivated and have low levels of organisational commitment.

H03: Self-efficacy does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.

Table 6: Results of Simple Regression analysis determining the effect of self-efficacy on Organisational commitment

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.422 ^a	.178	.175	61.093	.000 ^b

a. Dependent Variable: Organizational commitment

a. Predictors: (Constant), Self-efficacy

Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error		Beta	t	Sig.
1 (Constant)	12.986	7.126			1.822	.069
Self-Efficacy	1.653	.211		.422	7.816	.000

a. Dependent Variable: Organisational Commitment

The results of the model summary of the regression analysis in Table 6 showed that self-efficacy accounted for 17.8% of the variance in organisational commitment (R-square = 0.178). This means that 82.2% of the variance in employee engagement was contributed by other factors not included in the study. The ANOVA results showed that self-efficacy was a significant positive predictor of organisational commitment ($F = 61.093$, $df = 1, 282$, $p = 0.000$). The standardized beta coefficient shows that self-efficacy was a statistically significant positive predictor of organisational commitment ($\beta = 0.422$, $p = 0.000$). Therefore, the null hypothesis which stated that training does not have a significant effect on organizational citizenship behaviour among employees of energy sector organisations in Nakuru County was rejected and the alternative hypothesis which states that training had a statistically significant effect on organisational citizenship behaviour among employees in energy sector organisations in Nakuru County was accepted.

H04: Resilience does not have a significant effect on employee organisational commitment among non-teaching staff in chartered universities in Nakuru County.

Table 7: Results of Simple Regression determining the Effect of Resilience on Organisational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.320 ^a	.102	.099	32.177	.000 ^b

a. Predictors: (Constant), Resilience

b. Dependent Variable: Organisational Commitment

Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error		Beta	t	Sig.
1 (Constant)	27.644	7.221			3.828	.000
Resilience	1.078	.190		.320	5.672	.000

a. Dependent Variable: Organisational Commitment

The model summary of the regression analysis in Table 7 shows that resilience accounted for 10.2% of the variance in organisational commitment (R-square value = 0.102). This implies that 89.8% of the variance in organisational commitment is explained by factors not in the study. The ANOVA results showed that resilience had significant positive effect on organisational commitment ($F = 32.177$, $df = 1, 282$, $p = 0.000$). The standardized beta coefficient shows that resilience had significant positive effect on organisational commitment ($\beta = 0.320$, $p = 0.000$). This implies that employees who are resilient have high levels of organisational commitment among non-teaching staff in higher education institutions.

H05: Psychological Capital (Hope, Optimism, self-efficacy and resilience) jointly do not have significant effect on employee commitment among non-teaching staff in chartered universities in Nakuru County.

Table 8: Results of multiple regression analysis determining the joint effect of PsyCap on Organisational Commitment

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.477 ^a	.228	.217	20.598	.000 ^b
a. Predictors: (Constant), Resilience, Optimism, Self-efficacy, Hope					
b. Dependent Variable: Organizational commitment					

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.435	7.787		.184	.854
Hope	.536	.278	.167	1.928	.049
Optimism	.469	.230	.156	2.043	.042
Self-Efficacy	.891	.311	.228	2.862	.005
Resilience	-.017	.244	-.005	-.068	.946

a. Dependent Variable: Organisational Commitment

The model summary of the regression analysis in Table 8 showed that Psychological Capital (hope, optimism, self-efficacy and resilience) jointly contributed 22.8% of the variance in organisational commitment (R-square value = 0.228). This implies that 77.2% of the variance in organisational commitment is explained by factors not in the study. The ANOVA results showed that psychological capital components (hope, optimism, self-efficacy and resilience) had significant positive effect on organisational commitment ($F = 20.598$, $df = 4, 279$, $p = 0.000$). The standardized beta coefficients provide insight into the individual contribution of each HRM practice. The results show that hope ($\beta = 0.167$, $p = 0.049$), optimism ($\beta = 0.156$, $p = 0.042$) and self-efficacy ($\beta = 0.228$, $p = 0.005$) were statistically significant positive predictors of organisational commitment. On the other hand, resilience was an insignificant predictor of organisational commitment ($\beta = -0.005$, $p = 0.946$).

6.1 Discussion of findings

The main objective of the study was to determine the effect of selected human resource management practices and organisational citizenship behaviour among employees of energy sector organisations in Nakuru County. The study findings are discussed below.

Hope: The results of correlation analysis and simple regression analysis showed that hope was a significant positive predictor of organisational commitment. This implies that organisational commitment enhanced when employees had high levels of hope. These results were consistent with Owais, Khan and Khan (2023) who found that hope significantly enhanced organisational commitment among non-academic staff in higher education institutions. Similarly, Korir, Kemboi and Kimwolo (2024) carried out a study on the effect of self-hope on employee performance among healthcare employees at Uasin Gishu County Hospital and found that self-hope had significant positive effect on employee performance, which ultimately would positively improve organisational commitment. Consistent with this study, Huong, Trung, Phuong, Hieu and Phuong (2025) found that hope had significant positive effect on organisational commitment. The study reported that employees who are more hopeful may be more satisfied with their job and more committed to their organizations. Yalcin (2016) found that hope positively influenced organisational commitment.

Optimism: The results of correlation and simple regression analysis found that optimism had significant positive influence on organizational commitment. These results were consistent with those of Xie et al. (2024), who found that optimism significantly enhanced organisational commitment among non-academic staff in educational institutions. Similarly, Owais et al. (2023) reported that optimism positively predicted organisational commitment among 335 teachers in public sector universities in Pakistan. In conclusion, the significant effect of optimism indicated that employees with a positive outlook and expectations of favourable outcomes were more likely to exhibit a stronger commitment to their universities, highlighting its importance in the organisational

context. Yalcin (2016) found that optimism had significant positive effect on organisational commitment. Similarly, Sahoo and Sia (2015) found that organisational commitment enhanced when employees had high levels of optimism.

Self-efficacy: The study found that self-efficacy was a significant positive predictor of organisational commitment. Tyagi (2021) found that self-efficacy had positive significant effect on organisational commitment. The study concluded that employees with high self-efficacy tended to engage more in their jobs and complete their assignments easily as they are confident in their capabilities thus resulting in high organisational commitment. In addition, Opolot, Lagat and Kipsang (2024) in a study of organisational commitment, self-efficacy and turnover intentions among academic staff in universities in Uganda, found that academic staff who have high levels of self-efficacy, have confidence in their skills, knowledge, and capabilities that enables them to handle their work responsibilities and challenges resulting in high organisational commitment and low desire to quit their jobs. In conclusion, the study has shown that employees with high self-efficacy have greater confidence in their abilities to perform tasks and therefore more likely to exhibit stronger commitment to their universities, highlighting its critical role in the organisational context. Consistent to this study, Sahoo and Sia (2015) found that organisational commitment enhanced when employees had high levels of self-efficacy. These results were consistent with Lampkin-Sanders (2024), who found that self-efficacy significantly enhanced organisational commitment among non-teaching staff in higher education institutions.

Resilience: The study found that employee involvement in decision making positively enhanced OCB. These results were consistent with Chen et al. (2023), who found that resilience significantly enhanced organisational commitment among non-academic staff in educational settings by fostering adaptability to workplace challenges. Similarly, Owais et al. (2023) reported that resilience positively predicted organisational commitment. This shows that employees who have the ability to bounce back from setbacks and adversity will have higher levels of organisational commitment. Sahoo and Sia (2015) found that resilience has significant positive correlation with organisational commitment. Similarly, Asemota (2024) reported that resilience positively predicted employee commitment in Kenyan public sector organisations, aligning with the observed effect. The significant effect of resilience indicated that employees with a greater ability to adapt and recover from setbacks were more likely to exhibit a stronger commitment to their universities, highlighting its importance in the organisational context. This is similar to study by Çetin (2011) who found that resilience had significant positive effect on organisational commitment.

Sector differences in psychological capital and organisational commitment: The study found that the mean scores of psychological capital components (hope, optimism, self-efficacy and resilience) and organisational commitment (affective, normative and continuance commitment) were significantly higher in the private university than the public university. Studies have found inconsistent results on sector differences in psychological capital and organisational commitment. For instance, Jain and Kumar (2017) found that there were no differences in organisational commitment (total), affective and normative commitment between private and public sector banks in India. The mean scores for continuance commitment were significantly higher for public sector banks than for private sector banks. Diržytė and Patapas (2022) found that mean scores for self-efficacy were higher in the public sector than in the private sector. On the other hand, private sector employees had higher mean scores for optimism than public sector employees. Further, the results showed that there were no significant differences in the mean scores of hope, resilience and overall psychological capital. Shahnawaz and Jafri (2009) found that optimism and hope had higher mean scores for private organisations than for public organisations. On the other hand, public organisations had significantly higher mean scores than private organisations.

Conclusions

The results of independent samples t-tests showed that the mean scores of psychological capital (hope, optimism, self-efficacy and resilience) and organizational commitment (affective, normative and continuance commitment) was higher in private universities than in public universities. The study therefore concludes that public university managers should implement measures to enhance psychological capital and organizational commitment. The results of correlation and simple regression analysis found that hope, optimism, self-efficacy and resilience had significant positive effect on organizational commitment. In this regard, the study concludes that organizational commitment enhances when employees have high levels of hope, optimism, self-efficacy and resilience. The results of multiple regression analysis on the joint effect of psychological capital on organizational commitment found that hope, self-efficacy and optimism were significant predictors of organizational commitment while

resilience had insignificant effect on organizational commitment.

Recommendations

The study findings indicated that psychological capital components (hope, optimism, self-efficacy and resilience) positively influenced organizational commitment among non-academic staff in chartered universities in Nakuru County. Based on the findings, the following recommendations were proposed to enhance organisational commitment among non-teaching staff in chartered universities through Psychological Capital. Firstly, the study found that hope positively influenced organisational commitment. To enhance hope among employees, university managers should implement training programmes focused on goal setting and pathway planning to enhance employees' hope. They should also plan for workshops that encourage non-teaching staff to set clear, achievable objectives and identify multiple strategies to achieve their objectives. Secondly, the results indicated that optimism leads to enhanced organizational commitment. University managers should establish clear, achievable goals for employees, and provide consistent positive and constructive feedback to help employees to monitor and manage their progress. Thirdly, the results showed that self-efficacy had significant positive effect on organizational commitment. Thus, in order to enhance employee's self-efficacy, university managers should invest in professional development opportunities such as skills-building courses and mentorship programmes to enable employees to acquire new skills and enhance existing skills thus increase their confidence and skills. By equipping non-teaching staff with the tools and confidence to perform their roles effectively and improve their skills, universities will be able to strengthen their commitment to their universities. Fourthly, resilience positively influenced organisational commitment. University managers should provide learning opportunities, encourage a positive outlook, and create an environment whereby employees are able to learn from mistakes. Managers should also be trained to provide supportive feedback, and create environments where employees feel safe to take risks and learn from their failures. Management should also establish support systems, such as employee assistance programmes and stress management workshops so as to enhance resilience among non-teaching staff. These initiatives will help employees cope with workplace challenges, fostering a sense of stability and commitment to the university. Finally, the study found that private universities had higher mean scores for psychological capital and organisational commitment than public universities. In this regard, public university managers should create a supportive work environment, implement regular team-building activities, leadership coaching, and wellness programmes, that culminates in an enhanced overall psychological Capital, thereby increasing organisational commitment among non-teaching staff.

Limitations of the study

This study faced the following limitations. Firstly, the study was based on cross-sectional research design since data was collected at one point in time. This means that the study was unable to determine the long-term effect of psychological capital on organisational commitment. Therefore, future studies may address this aspect by conducting longitudinal studies. Secondly, the study used self-administered questionnaires to collect data which means that information collected was likely to be biased as it depends on the participants' perception and emotions at the time of filling the questionnaire. Lastly, the study was carried out in two chartered universities in Nakuru County which means that the study findings were generalised to other public and private universities in other counties in Kenya with caution.

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