
Analyzing the Mediating Role of Organizational Commitment in the Relationship between Psychological Capital and Human Resource Productivity

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Abstract: The aim of this study is to identify the mediating role of organizational commitment in the relationship between psychological capital and human resource productivity. This study is an applied study in terms of aim and descriptive-correlational in terms of way of collecting data based on structural equation modeling. The statistical population of the present study is the employees of the affiliated departments of one of the governmental organizations of South Khorasan province, which included about 700 people in 2019. The sample size was 520 people and was selected using random sampling method. To collect the data, valid (Setiyanto & Natalia, 2017) Organizational Commitment Questionnaire and Luthans et al Psychological Capital Questionnaire were used, and a 31-item questionnaire was used to measure the variable of human resource productivity. In this questionnaire, the dimensions of ability, understanding and recognition, organizational support, motivation, feedback, credibility and adaptability were extracted from (Kumar & Agarwal, 2019) human resource productivity model and the dimension of effort was extracted from (Karakus et al., 2019) human resource productivity model. The Cronbach's alpha coefficient was used to assess the reliability of the questionnaires, and the results indicated an acceptable value for the Cronbach's alpha coefficient. The results of structural analysis of the research showed a positive and significant effect of psychological capital on human resource productivity (0.160) and also a positive and significant effect of psychological capital on organizational commitment (0.889). The results showed a positive and significant effect of organizational commitment on human resource productivity (0.847). Also, the research results indicate that psychological capital both directly and indirectly affects the productivity of human resources (0.753) through organizational commitment. Thus, the mediating effect of organizational commitment on the relationship between psychological capital and human resource productivity was confirmed.

Keywords: Organizational Commitment, Psychological Capital, Productivity, Human Resource Productivity.

INTRODUCTION

To achieve their goals, organizations need various resources such as human resources, machinery and equipment, information and skills, raw materials and financial capital. In the competitive environment, those organizations will be successful that that can use their resources with maximum productivity and the organization's management can manage these resources with high productivity (Avey et al., 2018). Productivity is one of the most important issues in developed and developing countries. Developed countries are aware of the importance of productivity and its role in economic growth and social welfare. Productivity is also important in developing countries, which face the problems of unemployment, inflation and resource scarcity. These countries must also pay serious attention to this issue to achieve growth and development and improve the lives of their citizens (Sangole & Ranit, 2013).

Extensive studies show that organizational commitment in general has a positive and significant effect on performance and its related outcomes. Committed employees are more active, work harder, and protect the organization's core assets (Spanuth & Wald, 2017). The psychological capital approach to achieving competitive advantage is based on the accepted fact that most organizations do not take full advantage of their human resources. They do not believe in the value of their human resources. Therefore, they do not have the necessary

investment. Given what was stated, the issue of psychological capital has been raised about the current situation of organizations to gain a competitive advantage and transcendent human needs and motivations. Psychological capital in recent years has been the result of extensive studies conducted by positivist psychologists and scientists on positivist organizational behavior. These results indicate that psychological capacities such as self-efficacy, hope, optimism and resiliency can be very effective for the growth and excellence of individuals and organizations (Mathotaarachchi et al., 2018). Psychology capital has the ability to grow and improve. For this reason, it can be used to face the challenges wherever necessary in the competitive approach perspective (Luthans, 2002). Thus, the present article seeks to recognize the mediating role of organizational commitment in relationship between psychological capital and human resource productivity in the affiliated departments of one of the government organizations in South Khorasan Province

LITERATURE REVIEW

Theoretical foundations and research literature

Organizational commitment

Studies on organizational commitment began in 1956 with the study conducted by Whyte it has attracted the attention of many researchers since that time (Oliveira, 2018). (Tamer, 2014) define organizational commitment as the power of finding identity and dependence of individuals to a particular organization (Aban et al., 2019). Commitment is the feeling of identity and dependence of the individual to the organization (Hur et al., 2016). Organizational commitment refers to the general attitude of the individual to the organization as a whole. Organizational commitment is a range of employees' attitudes and behaviors towards the organization in which they work. Organizational commitment is a variable that connects employees to the organization (Ehido et al., 2019).

Affective commitment: it is the employee's emotional bond with the organization. The individual enjoys membership in the organization and the type of commitment results from will and desire of the individual (Spanuth & Wald, 2017). The following factors indicate the high affective commitment of the organization's human resources: 1) Belief in organizational goals, values and culture 2) Tendency to make much effort in the organization to achieve its goals 3) Strong tendency to continue its membership in the organization (Mathotaarachchi et al., 2018).

Continence commitment: Continuance commitment indicates an individual's organizational attachment due to perceived costs and potential losses resulting from leaving the organization (Spanuth & Wald, 2017). This type of commitment is created in the organization due to tendency to perform a "continuous set of activities". This tendency is due to the storage of reserves and investments, which are eliminated by leaving those activities. The term "investment" is used for this type of commitment and it refers to the value that the individual has created for himself or herself in the organization. If an individual leaves the organization, these types of investments, such as the organization's share of insurance payments, special training, position, organizational benefits such as loans, etc., disappear (Mathotaarachchi et al., 2018).

Normative commitment: it is preference of an employee to continue to be a member of the organization because of the sense of duty that he or she feels (Oliveira, 2018). People who have this kind of commitment believe that it is their duty to continue working in the organization and feel that they should stay in the organization (Alessandri et al., 2018). In creating commitment, values and beliefs of the individual are effective. Some people in the organization look at the job and the organization from the perspective of values and beliefs and consider work as a duty and task for themselves, that is, they maintain their membership and make a direct effort, because they feel that they should be like that (Mathotaarachchi et al., 2018).

Psychological capital

The concept of psychological capital or simply PsyCap has been conceptualized and recognized by (Luthans, 2002) and (Putri & Setianan, 2019) Psychological capital is a high-level conceptual structure that integrates different capacities according to the criteria of positive organizational behavior. These structures can be integrated with each other and are synergistic with each other. Thus, it is expected that the effect of investment, development and comprehensive management of psychological capital on the results of performance and attitudes of employees to be much greater than when the individual components of the positive psychological capacities are formed. In other words, the total psychological capital is greater than the sum of its components (self-efficacy, optimism, hope and resiliency) (Putri & Setianan, 2019). Psychological capital can be considered as a set of modified psychological beliefs that can strengthen an individual's capacity for effective behavioral actions and outcomes (Imamoglu et al., 2019).

Psychological capital is a resource that goes beyond human capital (experience, knowledge, skills and abilities) and social capital (relationships). This type of capital is interested in knowing "who you are now" and "who you can become" (Luthans & Youssef, 2004) and (Azim & Dora, 2019). Psychological capital is a state of positive psychological development of an individual with the following characteristics: a) Commitment to make necessary effort to succeed in performing challenging tasks (self-efficacy); b) Having a positive attribution about present and future success (optimism) C) having perseverance in achieving the goal and, if necessary,

changing the path towards achieving the goal and achieving success (hope) and D) To achieve success when facing problems and difficulties and even beyond them (Resiliency) " (Yu et al., 2019).

Dimensions of psychological capital

According to (Luthans & Youssef, 2004), psychological capital refers to the positive psychological states that can be developed by individuals, namely self-efficacy, optimism, hope and resilience (Mathotaarachchi et al., 2018). This section provides a brief overview of each of the four dimensions of psychological capital.

Self-efficacy: According to his extensive theory and research on self-efficacy, Bandura has defined self-efficacy / self-confidence as a firm belief in one's abilities to mobilize motivational and cognitive resources and the strategies needed to implement successfully specific tasks in specific situations (Luthans et al., 2007).

Hope: According to Snyder, hope is defined as a positive motivational state based on a sense of success derived from dynamism (goal-oriented energy) and strategies (planning to achieve goals) (Putri & Setianan, 2019).

Optimism: According to Seligman, optimism is an attributional style that interprets positive events based on personal, stable and pervasive reasons, and interprets negative events based on external and temporary reasons and depending on specific conditions.

Resiliency: Resiliency can be defined as the expandable capacity to self-rehabilitation in the face of problems, conflicts and failures, and even positive events such as progress and increased responsibility (Putri & Setianan, 2019).

Human resource productivity

The history of the concept of productivity can be traced back to 1766, when it was first mentioned in an article written by Quesnay. In 1883, Litereh defined productivity as the science and technique of production. In 1950, OEEC provided a formal definition of productivity as the profit derived from the sharing of output by one of the factors of production. According to Foster et al (2008), productivity is primarily an intellectual perspective that seeks to improve what exists at present time. According to (Suzuki & Hur, 2018), productivity is based on the idea of the store that people can do their tasks better every day with obtaining superior results. Productivity involves obtaining the maximum possible profit by making optimal use of workforce, power, talent and skills of manpower, land, machine, money, equipment, time, place, etc. (Gul, 2015) believe that employees' performance in terms of productivity depends on three main factors: inherent ability, the level of effort of employees, and the support of the workforce.

Productivity of human resources: It involves obtaining the maximum possible profit by utilizing and optimally using of the power, talent and skills of human resources to achieve the goals of the organization (Aranki et al., 2016). Human resource productivity means maximizing the use of human resources in a scientific way to reduce costs and satisfaction of employees, managers, and consumers, as well as maximizing the proper use of human resources to move towards the goals of the organization with minimum time and cost. According to this definition, the following results can be inferred from the concept of human resource productivity:

A) One of the most valuable and vital resources that has a high contribution in improving the productivity of organizations is human resources. The way that human resources use talents, skills and abilities determines organizational-national productivity.

B) Productivity is the result of a positive, creative and dissatisfied attitude towards the present status and a firm belief in change. In other words, to improve the productivity of human resources and to change it, it is necessary to get tired of the present situation.

C) Productivity is an attitude to rationalize and systematize activities and actions.

D) Productivity is the avoidance of useless work and the elimination of unnecessary activities, so that it can be done quickly and with minimum cost and energy.

E) Productivity is the correct and appropriate use of resources to achieve the right goals with the right and correct methods.

Human resource productivity can be examined with the following dimensions (Kumar & Agarwal, 2019):

1) Ability: It includes training courses and a sense of job success.

2) Understanding and recognition: It includes correct and proper understanding of work, work goals and mistakes and doing the works correctly.

3) Organizational support: It includes financial and material facilities required for the job, support of other units and officials in achieving goals and performing difficult tasks.

4) Motivation: It includes promotion opportunities, cash rewards, appreciation and acceptance of the initiative and appeasement of superiors in times of difficulty.

5) Feedback: It includes information and awareness of performance and methods to improve performance and quality of work and positive and negative results of work.

6) Credibility: It includes making fair decisions and in accordance with ethical principles, appointment based on merit and standards and trust in superiors.

7) Adaptability: It includes the effect of market conditions and economic conditions and competition on performance.

According to (Karakus et al., 2019), the variable of human resource productivity can be examined based on three dimensions: motivation, ability, and effort:

- 1- Motivation: interest in work, responsibility, self-confidence, morale and enthusiasm, lack of delay in providing services, and an interest in learning
2. Ability: physical health and mental health, recognition of duties and rules, creativity and innovation, planning.
- 3- Effort: trying to offer a suggestion, trying to observe discipline, quality and accuracy in providing services and trying to transfer experience and trying to satisfy the clients.

Research literature

Studies conducted on psychological capital show that psychological capital improves positive work outcomes and reduces deviant behaviors in the organization (Putri & Setianan, 2019). The results of studies have shown that psychological capital has a positive effect on desirable organizational outputs such as reducing absenteeism, increasing performance, organizational commitment, job satisfaction, organizational citizenship behavior, creativity and innovation (Karakus et al., 2019). (Setiyanto & Natalia, 2017) have proven that employees with higher organizational commitment are more loyal, more efficient and more accountable.

(Mathotaarachchi et al., 2018) conducted a study entitled "Is employee commitment to an organization related to employee productivity?" They examined 110 employees of one of the medical centers in Khorramabad. Their research results showed that there is a positive and significant relationship between organizational commitment and employee productivity. The results of a study conducted by (Kumar & Agarwal, 2019) under the title of "Organizational commitment and its effect on productivity" showed that there was a significant relationship between organizational commitment and employee productivity. The results of a study conducted by (Yu et al., 2019) under the title of "Psychological capital and employee productivity" showed that there was a direct relationship between psychological capital and employee performance. (Akbaba & Altındag, 2016) conducted a research d in 2015 entitled "Modeling the structural equations of the relationship between psychological capital and organizational commitment and perception of job performance". The results of their research showed that there was a relationship between psychological capital and its dimensions and organizational commitment and psychological capital and its dimensions and perception of job performance. Considering the relationship between all dimensions of psychological capital and perception of job performance and organizational commitment and the predictive role of psychological capital, they concluded that investment to increase psychological capital improves employee commitment and optimizes job performance.

The results of a study conducted by (Suzuki & Hur, 2018) entitled "The relationship between organizational commitment and job satisfaction and human resource productivity: A case study of Mellat Insurance Company" showed that there was a significant relationship between job satisfaction and organizational commitment. Also, the research results indicated that the share of variable of organizational commitment in increasing human resource productivity is more than the share of job satisfaction. (Atmojo, 2012) found a relationship between organizational commitment and psychological capital.

Conceptual model and research hypotheses

According to the theoretical foundations on the concepts of psychological capital, organizational commitment and human resource productivity, a conceptual model of research was developed and accordingly research hypotheses were presented. Thus, the conceptual model of the research can be drawn as follows (Figure 1).



Figure 1: Research conceptual model

Research hypotheses

Main Hypothesis: There is a relationship between psychological capital and human resource productivity with a mediating role of organizational commitment

Hypothesis A: There is a relationship between psychological capital and organizational commitment.

Hypothesis B: There is a relationship between organizational commitment and human resource productivity.

Hypothesis C: There is a relationship between psychological capital and human resource productivity.

METHOD

This research is applied in terms of aim and descriptive-correlational in terms of way of collecting data and based on structural equation modeling.

The statistical population of the study includes 700 employees of one of the government organizations of South Khorasan province in 2019. Since structural equation approach and confirmatory factor analysis were used, the sample size was considered to be between 5 and 10 times the number of questionnaire questions (Akababa & Altindag, 2016) and the subjects were selected using random sampling method.

Considering the probability of non-usability of a number of completed questionnaires, a total of 520 questionnaires were distributed, and finally 498 questionnaires were used as a basis for statistical analysis.

In this study, the following valid questionnaires were used to collect data:

A) Organizational commitment: To measure the variable of organizational commitment, the Allen and (Setiyanto & Natalia, 2017) standard questionnaire, which includes three components of affective commitment, continuance commitment and normative commitment and 24 questions, was used.

B) Psychological capital: To measure the variable of psychological capital, the (Luthans et al., 2007) which has 24 questions and includes four dimensions of self-efficacy, hope, optimism and resiliency, was used.

C) Human resource productivity: to measure the variable of human resource productivity, a 31-item questionnaire was used. In this questionnaire, the dimensions of ability, understanding and recognition, organizational support, motivation, feedback, credibility and adaptability were extracted from human resource productivity model of (Kumar & Agarwal, 2019) and the effort dimension of human resource productivity model of (Karakus et al., 2019) was extracted.

Validity: To assess the content and face validities of the research tool, questionnaires were provided to a number of academic experts and management experts. Necessary reforms were considered by applying their opinions. Confirmatory factor analysis was used to assess the validity of the structures in the questionnaires.

(Atmojo, 2012) criteria were used to ensure the validity of the data and to examine the accuracy of sampling before factor analysis. This method calculates the correlation coefficient of the data. As KMO value increases, the data for analysis will be more suitable. The KMO value is between zero and one, and data above 0.7 are suitable for analysis. Bartlett's test of sphericity also shows that the variables have relationship with each other and the results of factor analysis are reliable. After ensuring that the available data can be used for factor analysis, confirmatory factor analysis model was implemented to examine the validity of structures of psychological capital, organizational commitment and human resource productivity in AMOS software. The results show that researcher's goal to measure by the subscales of the questionnaires was achieved by these tools. Hence, the relationships between structures and latent variables can be used. To show to what extent the obtained values correspond to the facts in the model, fit indices should be examined. All fit indices in this section indicate desirable values. Therefore, the data or the factor structure and theoretical basis of the research have a good fit and it indicates that the questions match with theoretical structures.

Reliability: Cronbach's alpha was used to measure the reliability of the questionnaires, and the results indicate an acceptable value for the Cronbach's alpha coefficient (Table 1).

Table 1: Reliability of the research questionnaire

Variable	Cronbach's alpha	Number of questions of each dimension
Psychological capital	0.932	24
Organizational Commitment	0.905	24
Human Resource Productivity	0.852	31

RESULTS

Measurement models

After ensuring the validity and reliability of the collected indices, to determine to what extent the measurement indices (observable variables) are acceptable to measure latent variables, it is necessary to first examine the observable variables that are related to the latent variables. General fit indices for measurement models (confirmatory factor analysis) are presented in Tables 3, 5, and 7.

In the psychological capital variable, 2 questions (questions 13 and 20), in the organizational commitment variable, 2 questions (questions 19 and 24), and in human resource productivity variable, 3 questions (7, 9 and 10) were removed from the model due to low factor load (Figures 2-4) and (Tables 2-8).

Table 2: Fit indices of psychological capital model

Index	Acceptable value	Reported value
(CMIN/DF)	Equal or smaller than 3	2.627
(GFI)	Equal or larger than 0.9	0.907

(AGFI)	Equal or larger than 0.9	0.883
(NFI)	Equal or larger than 0.9	0.876
(IFI)	Equal or larger than 0.9	0.919
(TLI)	Equal or larger than 0.9	0.906
(CFI)	Equal or larger than 0.9	0.919
(RMSEA)	Equal or smaller than 0.8	0.057

Table 3: Standardized factor load and t-values of questions related to the structure of psychological capital

structure	Questionnaire question	Standardized factor load	t-value	p-value
Self-efficacy	Question 1	547□0	781□10	005□<0
	Question 2	756□0	208□13	005□<0
	Question 3	716□0	535□13	005□<0
	Question 4	720□0	590□13	005□<0
	Question 5	601□0	801□12	005□<0
	Question 6	656□0	-	-
hope	Question 7	574□0	646□11	005□<0
	Question 8	646□0	958□12	005□<0
	Question 9	681□0	559□12	005□<0
	Question 10	663□0	229□13	005□<0
	Question 11	687□0	657□13	005□<0
	Question 12	674□0	-	-
Resiliency	Question 13	481□0	786□9	005□<0
	Question 14	641□0	586□12	005□<0
	Question 15	650□0	754□12	005□<0
	Question 16	615□0	165□12	005□<0
	Question 17	632□0	448□12	005□<0
	Question 18	641□0	-	-

Table 4: Standardized factor load and t-values of questions related to the structure of psychological capital

structure	Questionnaire question	Standardized factor load	t-value	p-value
Optimism	Question 19	0.560	10.723	<0.005
	Question 20	0.407	8.205	<0.005
	Question 21	0.641	11.888	<0.005
	Question 22	0.571	12.148	<0.005
	Question 23	0.504	9.855	<0.005
	Question 24	0.593	-	-

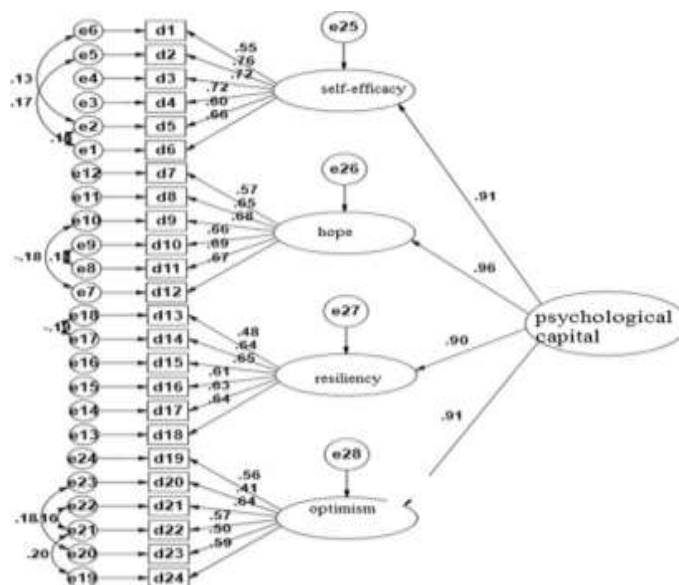


Figure 2: Results of confirmatory factor analysis of psychological capital (standardized factor load)

Table 5: Fit indices of organizational commitment model

index	Acceptable value	Reported value
(CMIN/DF)	Equal or smaller than 3	2.780
(GFI)	Equal or larger than 0.9	0.895
(AGFI)	Equal or larger than 0.9	0.872
(NFI)	Equal or larger than 0.9	0.875
(IFI)	Equal or larger than 0.9	0.916
(TLI)	Equal or larger than 0.9	0.905
(CFI)	Equal or larger than 0.9	0.916
(RMSEA)	Equal or smaller than 0.8	0.060

Table 6: Standardized factor load and t-values of questions related to organizational commitment structure

structure	Questionnaire question	Standardized factor load	t-value	p-value
Affective commitment	Question 1	0.703	16.873	<0.005
	Question 2	0.582	13.418	<0.005
	Question 3	0.699	16.727	<0.005
	Question 4	0.744	18.123	<0.005
	Question 5	0.768	18.895	<0.005
	Question 6	0.749	18.294	<0.005
	Question 7	0.707	16.979	<0.005
	Question 8	0.806	-	-
Continuance commitment	Question 9	0.705	12.573	<0.005
	Question 10	0.639	11.681	<0.005
	Question 11	0.682	12.264	<0.005
	Question 12	0.646	11.780	<0.005
	Question 13	0.712	12.651	<0.005
	Question 14	0.544	10.285	<0.005
	Question 15	0.617	11.379	<0.005
	Question 16	0.612	-	-
Normative commitment	Question 17	0.593	7.889	<0.005
	Question 18	0.686	8.333	<0.005
	Question 19	0.483	7.203	<0.005
	Question 20	0.607	7.983	<0.005
	Question 21	0.670	8.277	<0.005
	Question 22	0.686	8.344	<0.005
	Question 23	0.569	8.648	<0.005
	Question 24	0.403	-	-

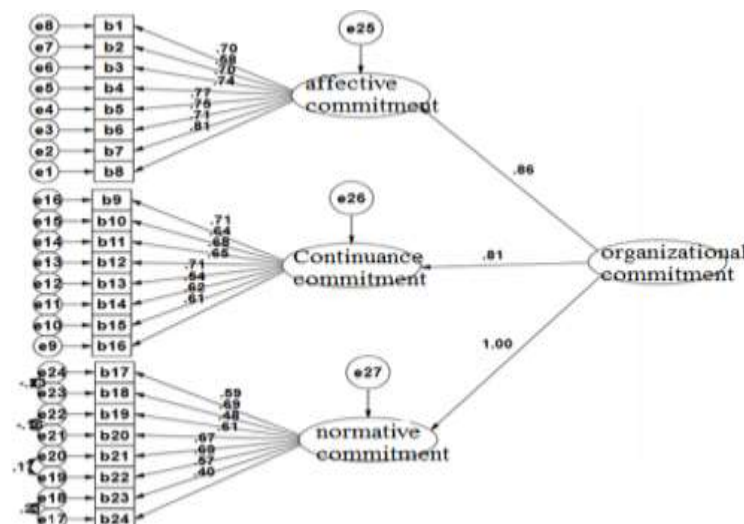


Figure 3: Results of confirmatory factor analysis of organizational commitment (Standardized factor load)

Table 7: Fit indices of human resource productivity model

index	Acceptable value	Reported value
(CMIN/DF)	Equal or smaller than 3	719.3
(GFI)	Equal or larger than 0.9	920.0
(AGFI)	Equal or larger than 0.9	886.0
(NFI)	Equal or larger than 0.9	907.0
(IFI)	Equal or larger than 0.9	903.0
(TLI)	Equal or larger than 0.9	909.0
(CFI)	Equal or larger than 0.9	903.0
(RMSEA)	Equal or smaller than 0.8	074.0

Table 8: Standardized factor load and t-values of questions related to the structure of human resource productivity

structure	Questionnaire question	Standardized factor load	t-value	p-value
Ability	Question 1	816.0	634.10	005.<0
	Question 2	569.0	028.10	005.<0
	Question 3	627.0	515.10	005.<0
	Question 4	515.0	-	-
Understanding and recognition	Question 5	620.0	193.14	005.<0
	Question 6	771.0	480.18	005.<0
	Question 7	470.0	960.10	005.<0
	Question 8	794.0	-	-
Organizational support	Question 9	427.0	340.9	005.<0
	Question 10	404.0	787.8	005.<0
	Question 11	732.0	374.17	005.<0
	Question 12	813.0	-	-
Motivation	Question 13	833.0	102.20	005.<0
	Question 14	814.0	490.19	005.<0
	Question 15	835.0	120.20	005.<0
	Question 16	765.0	-	-
Feedback	Question 17	575.0	081.13	005.<0
	Question 18	806.0	237.17	005.<0
	Question 19	812.0	351.17	005.<0
	Question 20	736.0	-	-
Credibility	Question 21	858.0	867.22	005.<0
	Question 22	852.0	648.22	005.<0
	Question 23	821.0	422.21	005.<0
	Question 24	821.0	-	-
Adaptability	Question 25	832.0	133.14	<0/005
	Question 26	883.0	009.14	<0/005
	Question 27	631.0	-	-
Effort	Question 28	779.0	563.15	005.<0
	Question 29	729.0	633.14	005.<0
	Question 30	721.0	-	-
	Question 31	804.0	825.15	005.<0

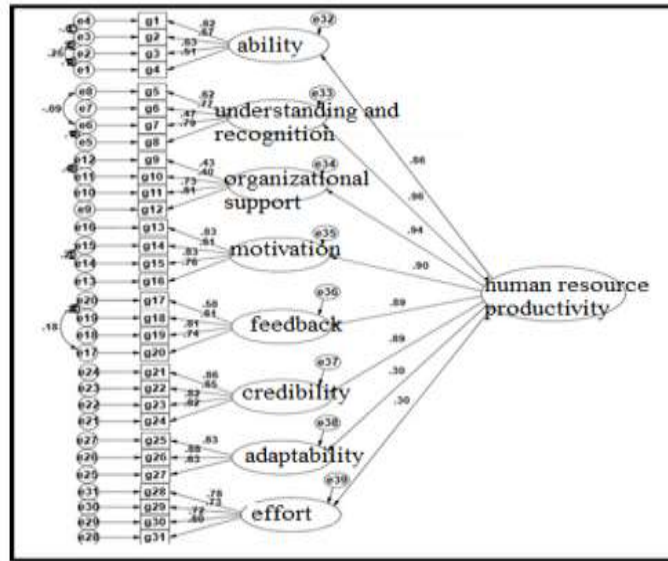


Figure 4: Results of confirmatory factor analysis of human resource productivity (standardized factor load)

Testing research hypotheses

In this study, to test the proposed model and research hypotheses, the structural equation modeling approach using Amos software was used, the results of which are shown in (Figure 5). Examining of good fit indices in (Table 9) indicates that the proposed model has a good fit.

Table 9: Fit indices of the proposed research model

Index	Value	Acceptable value
(CMIN/DF)	198.3	Equal or smaller than 3
(GFI)	875.0	Equal or larger than 0.9
(AGFI)	813.0	Equal or larger than 0.9
(NFI)	920.0	Equal or larger than 0.9
(IFI)	932.0	Equal or larger than 0.9
(TLI)	910.0	Equal or larger than 0.9
(CFI)	932.0	Equal or larger than 0.9
(RMSEA)	076.0	Equal or smaller than 0.8

The results presented in (Table 10) show the positive and significant effect of psychological capital on human resource productivity (0.160) and also the positive and significant effect of psychological capital on organizational commitment (0.889). The results show a positive and significant effect of organizational commitment on human resource productivity (0.847). The results of (Table 10) show that psychological capital, in addition to having a direct effect, also indirectly affects the human resources productivity through organizational commitment. Based on the calculations, the significant confidence interval from the boot strap method to investigate the mediating role of the organizational commitment variable was obtained equal to (1.037, 0.630). If the confidence interval does not include zero, it is assumed that the indirect effect is significant. Accordingly, the mediating effect of organizational commitment on the relationship between psychological capital and human resource productivity is confirmed.

Table 10: Testing research hypotheses

Path coefficient	Statistic t	Direct effect	Indirect effect	Total effect
Psychological capital → Productivity of human resources	2.578**	0.160	-	0.160
Psychological capital → Organizational commitment	21.748**	0.889	-	0.889
Organizational commitment → Human resource productivity	7.168**	0.847	-	0.847
Psychological capital → Organizational commitment Human resource productivity	-	0.160	0.753	0.913

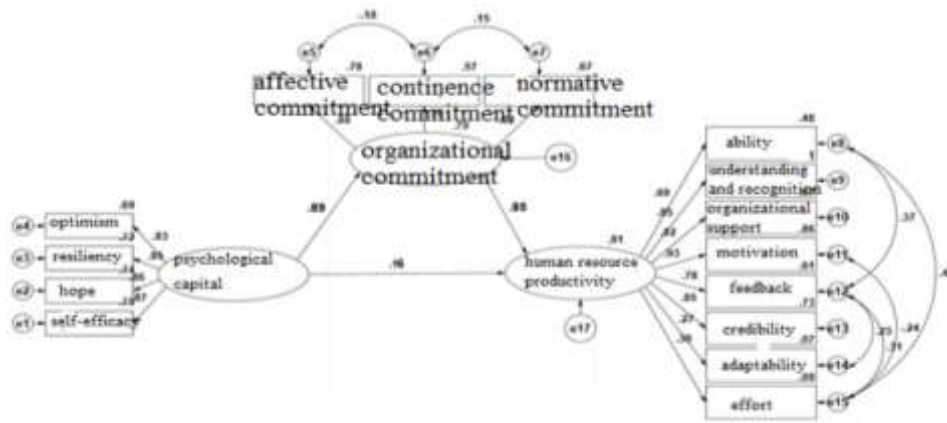


Figure 5: Software output in the main model

DISCUSSION

The present study was conducted to recognize the mediating role of organizational commitment in the relationship between psychological capital and human resource productivity of affiliated departments of a government organization in South Khorasan province in 2019. As (Table 10) shows, all research hypotheses were confirmed. The results of structural analysis of the research show a positive and significant effect of psychological capital on organizational commitment (0.889). This research result is in line with the results of study conducted by (Suzuki & Hur, 2018), who found that there is a positive and significant relationship between psychological capital and employees' desirable attitudes (job satisfaction, organizational commitment and psychological well-being) and the results of the study conducted by (Azim & Dora, 2019), who showed a positive correlation between psychological capital and organizational commitment of employees and an inverse relationship with their turnover. They are also in line with the results of (Karakus et al., 2019), who showed a relationship between the components of psychological capital (self-efficacy / self-confidence, hope, optimism and resiliency) and the components of organizational commitment (affective, continuance and normative commitment) and the results of studies conducted by (Gul, 2015); (Luthans et al., 2007), quoted in (Mathotaarachchi et al., 2018) that showed psychological capital improves positive work outcomes and reduces deviant behaviors of employees in the organization. Thus, it can be concluded that psychological capital has a significant role in improving and enhancing the organizational commitment of employees.

The results showed that organizational commitment has a positive and significant effect on human resource productivity (0.847). This research result is in line with the results of the studies conducted by (Atmojo, 2012), (Kumar & Agarwal, 2019) and (Yu et al., 2019) that showed a positive and significant relationship between organizational commitment and employee productivity. In explaining this research result, it can be stated that people who have three characteristics of 1) strong belief and acceptance of values, goals and ideals of the organization 2) strong and deep interest and attachment to the organization 3) and a strong tendency to stay in the organization (Avey et al., 2018). are more committed employees, have more order and discipline in their work, stay longer in the organization and work more (Hur et al., 2016), are more loyal, more efficient and more accountable (Akbaba & Altındag, 2016), make more effort and have higher motivation to do their job tasks and achieve the organizational goals, and use all their power and capacity to improve the performance and productivity of the organization. The results indicate that psychological capital has a positive and significant effect on human resource productivity (0.160). This research result is in with the results of the studies conducted by (Suzuki & Hur, 2018), (Setiyanto & Natalia, 2017), which indicated a positive and significant relationship between psychological capital and employee performance. According to (Luthans et al., 2007), psychological capital is a high level of positive capability with four conceptual dimensions of self-efficacy, optimism, hope and resiliency that can be developed and improved, so it can be used to meet today's and tomorrow's challenges in the competitive approach perspective, whenever it is needed. Thus, in today's highly competitive and complex world, psychological capital enables individuals to not only cope better with stressful situations, but also to be less stressed and more resilient in the face of difficulties and have a clearer view of themselves and less affected by daily events, so such people who have higher psychological health will perform better in the workplace (Karakus et al., 2019).

Finally, the results of structural analysis of the research showed that psychological capital, in addition to direct effect, indirectly and through organizational commitment also affects the productivity of human resources (0.753). This research result is consistent with the results of studies conducted by (Gul, 2015), as their research results showed that there is a relationship between psychological capital and its dimensions and organizational commitment and between psychological capital and its dimensions and perception of job performance.

Considering the relationship between all dimensions of psychological capital and perception of job performance and organizational commitment and the predictive role of psychological capital, they concluded that investment to increase psychological capital improves employee commitment and optimizes job performance. Thus, employees who have higher hopes, self-efficacy, optimism and resiliency and have achieved the highest level of psychological capital are more satisfied with their jobs due to appropriate cognitive and behavioral characteristics and higher motivation and they are more committed to the organization, and have a higher job performance (Suzuki & Hur, 2018) and ultimately maximize organizational productivity with their efforts.

CONCLUSION

Finally, based on the research results and the importance and role of psychological capital and organizational commitment in improving and enhancing the productivity of human resources, it is recommended for managers to take measures such as providing opportunities for promotion and job promotion of employees, financial support of employees, fairly payment of wages and fees in accordance with the performance of employees, creating intimate relations between managers and employees, providing necessary welfare facilities to employees, informing employees about job goals and tasks, job enrichment, utilizing the creative and innovative ideas of employees and making them involved in the decisions of the organization, strengthening the psychological capital of employees and increasing their organizational commitment to enhance the productivity of human resources in organizations. Also, it is recommended for human resource managers to consider psychological capital as a prerequisite for hiring people and employ people who are at a higher level in terms of psychological capital (self-efficacy, hope, optimism and resiliency). Since psychological capital can be developed and learned, it is recommended for the relevant officials to hold workshops and training courses while providing useful and practical service to employees and encourage them to learn the required knowledge and skills to enhance the psychological capital of individuals.

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