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NAME
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ALLAH
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PROJECT BRIEF

Project Title : Process Improvement: Streamlining
Recruitment of Telecom Sector
through Process Efficiency, and
Analysis of Variables.

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Starting Date : 1st Sep 2011

Ending Date : 24th Aug 2012

ACKNOWLEDGMENT

By the Grace of Almighty Allah who bestowed me with the capabilities that enabled me to accomplish this Human Resource research project. It's only through His blessings that I came up with capable research results

Secondly, I would like to acknowledge my respected supervisor Mr. Muhammad Kamran Khalid who assigned this research project and supported throughout. Because of his encouragement and proper guidance effective and efficient results are accomplished. I would also like to pay my gratitude to all my teachers and the Human Resource department for their concern and consideration.

PROCESS IMPROVEMENT: STREAMLINING RECRUITMENT IN TELECOM SECTOR THROUGH EFFICIENCY, AND ANALYSIS OF VARIABLES

ABSTRACT

The study is aimed at studying process improvement within the organization. Process engineering and re-engineering in an organization is essential as it eliminates the stagnancy and brings in efficiency. Different variable are analyzed in this research to streamline recruitment process of the telecom sector that hires on a massive scale. Continuous improvement in this process is essential and is studied with respect to variables, which aim at identifying the right candidate thus eliminating cost associated with this process.

Research has calculated positive relationship between study variables i.e. guilt (independent variable) and work effort and affective organizational commitment (defendant variable). Therresults generated through quantitative data collection through employees of different telecom company's employees of Islamabad have revealed that guilt has direct and strong impact on work effort s and affective organizational commitment of employees. Apparentlycounterintuitive and negative personality traiti.e. guiltis found strongly correlated to positive aspects of i.e. diligent work efforts and affective organizational commitment.

Keywords: *Guilt, affective organizational commitment, work effort*

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1. INTRODUCTION:

Organizational behavior being a diverse subject undertakes several personality dimensions of organizational employee. Organizational commitment is function of individual personality characteristic particular specific behaviors that shape commitment and explicit work performance. Individual emotions, beliefs and attitude toward doing something ethically have been correlated with strong organizational commitment and that is most profoundly referred to as being prone to guilt. (Eby &Freeman, 1999). Individuals who are more susceptible to guilt and shame are reported be more responsible and accountable towards their duties reason being the fear of failure and losing the opportunities trigger their inner strength of achieving goal (Jinyun ,Wing, Ziguang, & Jian ,2010).

Organizational behavior studies have revealed the fact that employees who are more concerned about their job task and who are more sensible to accomplish their tasks timely have shown strong commitments and citizenship behavior towards their organization (Einstein & Lanning, 1998). Organizational commitment reported as a result of the persistence, assiduousness and perfectionism of a selected pool of employees and these employees have marked differences from other particularly in being more prone to fault and failure. Guilt prone employees of an organization are more directed towards understanding problems, as they can't

The decision to work diligently and to stay committed to the parent organization is very much determined by an employee tendency to distinguish between right and wrong i.e. his consciences. The tendency to stay more responsible is the result of moral realm of guilt prone employees whose considerations about being loyal, pure and fair in work actions yield their attachment to the their current employers thus affective organizational commitment as a result(Hochwarter & Byrne, 2010). The emotional association of employees to its organization is tendency of an employee to track his goals with his parent workplace and the relationship of this affective commitment with an employee's

guilt originates from the fact that certain employees particularly (who couldn't stand the loss of their duties and accountabilities) pay more attention to their work, avoid mistakes, improve performances through corrective actions.

In order to avoid unethical work actions, the guilt prone employees are found to take rigorous work efforts and productive actions. The perseverance to take motivated work actions in guilt prone employees is remarkable and consistency to correct the failures they make is outstanding(Mathieu& Zajac,1990). This extraordinary element of motivation towards constructive actions highlights the fact that guilt prone employees are more subjected to doing hard work and effort so higher the tendency of being guilt oriented, higher is the orientation towards work efforts (Cohen, Wolf, Panter, &Insko, 2011). This relationship between task effort and guilt proneness lays the foundation towards affective organizational commitment. The association between guilt proneness and increased task efforts is found the basis for strong organizational attachments and disbursing greater work efforts and organizational resources is found to be directly linked with affective organizational commitment(Stoeber & Otto, 2006; Menesini & Camodeca, 2008).

Positive affective commitment where is found consequent of strong work efforts in guilt prone employees is undermined other way round in employees who are less prone to guilt(Jinyun et al., 2010). Individuals disposed more towards guilt are found more responsible that are triggered by fear of guilt emergence in them and this fact activates resolution in them. Guilt proneness is also found to have link with enhancing employee's empathy for their co-workers as they work collaboratively and voluntarily for the welfare of their organization(Leith & Baumeister, 1998)

Tangeny (1990) has found that affective organizational commitment s shaped by pursuing certain organizational goal with full devotion and in doing so employee undergoes certain impediments and hardships on account of whole organization. Guilt prone are more disposed towards positive behaviors towards their organization as to correlate the investment they made in form of handwork, workload endured and stress

encountered with long term organizational commitments(Salansick, 1977). Flynn and Schaumberg (2012) have postulated a positive relationship between guilt proneness and top performers of an organization that later on reveal strong leadership tendencies because it reinforces sense of accomplishment in them and individuals with such inclinations are disposed to give off their personal interests and gains. On the whole the crux is that a positive relationship between employee work effort, his affective commitment and a feeling of guilt is there(Eby &Freeman , 1999). Employees more self-conscious and feeling fear with their work norms is more subjected towards greater work efforts and higher levels of loyalty to the organization

▪ **TELECOM INDUSTRY**

The constantly revolutionizing and growing industry of Pakistan, telecom is leading the trends in telecommunication sector and offering huge employment opportunities to the citizens. The major role is being played by cellular companies who are bulged with innovative and exceptionally attractive services for users. Apparently, competitive compensation packages and perks are being offered to employees by telecom companies to sustain their workforce and in doing so the affinity and commitment is raised by offering them ethical atmosphere at workplace. The market share of prominent telecom players is shown below in pie chart:

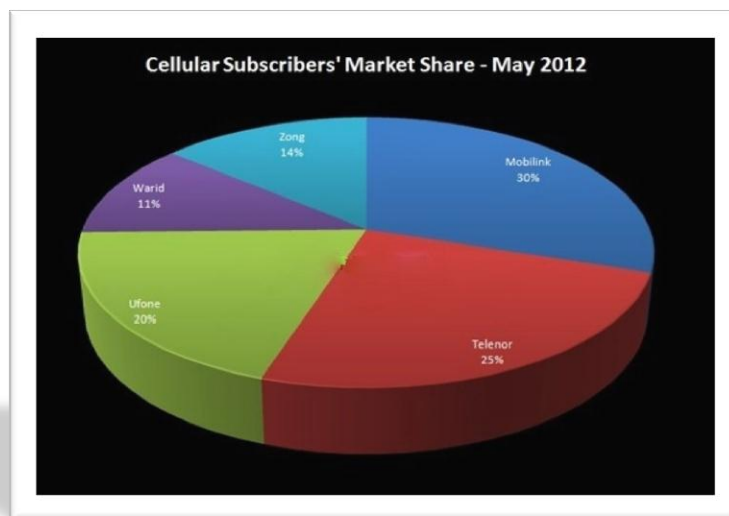


Figure 1: MARKET SHARE OF CELLULAR COMPANIES

MOBILINK:

Being the market leader Mobilink GSM winning 30% shares of total customer base has set forth a vision of being customer driven company by offering innovative communication solution. The excellence in operation is accomplished by sustaining following objectives pertaining its employees:

- Enhancing employee involvement and dedication
- Improving performance standards for employees
- Exceeding employee expectations by building relationships
- Offers self-esteem opportunities too its employee and shareholders.
- Offer empowerment, autonomy in teamwork and honor each employee.

The above mentioned aspects of Mobilink's orientation towards its employees reveal that the company is focusing on building commitment of its employees which in turn yields them employee work effort and commitment. The morale and moral values of employees are enhanced by involving them in welfare activities and socially responsible causes that correlates to study behavior: guilt proneness (prone to work well for society and organization).

TELENOR

The second leading company of telecom sector Telenor enjoying market share of 25% is efficient telecommunication service provider. The vision of the firm is based on honoring and respecting each other, keeping promises and inspiring. Telenor has sustained an ethics based organizational culture where norms and values are esteemed. The subordinate and management relationship has led to confidence in workforce and effective communication has added to loyalty of employees. Furthermore the work force, affective commitment at Telenor is being shaped by implementation of following policies that for sure shape their inner factor of being prone to fair procedures:

- The practices of EEO (Equal Employment Opportunity) have enabled employees to have faith in their organization where they are being evaluated on basis of merit, proficiencies, skills and aptitudes.
- Career management programs is a great opportunity that allows fulfilling the performance gaps of employees and offering them promotional packages that adds to their commitment level.
- Special professional programs for employees are arranged regularly that deals with bringing more professionalism to employees at work and counseling them for better career pursuits.
- A practice that motivates employee's loyalty and impartiality are appreciated at Telenor and conflict of personal interests is avoided.
- The factor of being morally loyal with organization is fostered by confidentiality aspect among employees. Employees are treated fairly so that the element of counterwork behavior is eradicated.

UFONE

The third largest player of telecom cellular industry Ufone is the only subsidiary of PTCL. The mission of Ufone is to provide best cellular service focusing "u" the customers. Communication is made flexible at all level of organization at Ufone. The core employee values being offered at Ufone to shape their commitment is as follows:

- Regular performance evaluation enables employee eek their weaknesses and that I fulfilled by proper training it helps them in improving the shortcomings.
- Benefit and compensation is offered with attractive incentives, employees rewards schemes, succession planning and other benefits that enhance the retention proclivity and performance tendencies of employees at Ufone
- The **workgroup behavior** at Ufone is fundamental in shaping commitment where employees work in groups and coordinate efficiently in times of uncertainties thus greater work efforts and commitments are analyzed. Job enrichment is the factor that keeps every employee involved with the work tasks and roles and thus emotional attachment of employees with the organization is reported.

WARID

The vision of Warid telecom is to be the distinctive cellular service provider. When it comes to sustaining its workforce Warid offers unique ethical code of conduct to its employees:

- Equal rights of employment opportunity is practiced at Warid no matter what position an employee hold he/she is given a sense of belongingness to the workplace. The principles and code to follow the workplace rules are compulsory for every employee.
- Creation of positive work environment through timely completion of task is demanded from every individual and each employee is made sure of full efforts, attention and dedication towards work.
- For maintain operational efficiency at workplace the implementation of certain rules and regulation is made a compulsion so that ethical culture is maintained. The workplace values are the ground principles to shape employee behavior that benefit both company as well rights of employees.
- Among the fair rules and principles the most stressed elements include Honesty, commitment, and fairness in work efforts, integrity and respect that are supposed to maintain the corporate repute of organization and commitment of employees.

ZONG

Being the Chinese mobile operator Zong aims at setting new trends of communication for cellular service users. It aims at offering value added services and empowering the customers by offering them a wide range of communication services. It achieve the excellence in it services by following certain core value practices at workplace:

- Communicating *trust* among employees so they feel integrity and loyalty while working with the organization.

- Respect and courtesy to be promoted among all levels of organization so an effective work ambiance is sustained.
- Being responsible to work tasks and expecting rigorous work efforts from employees is the core principle at Zong.
- Communication channels are open and flexible so that any suspected problem can be easily communicated among employees.
- Teamwork and participation of all employees is appreciated, sharing the values and success with every employee helps molding the commitment level of workforce at Zong.

The comprehensive analysis of telecom companies has put forth the common code of conduct and policies they are practicing pertaining employee commitment. The comprehensive data collection will analyze how the guilt prone employees of this sector triggers their work effort and invest the best of their energies and efforts to yield best in interest of their parent organizations and what shapes their affective organizational commitment.

▪ **PROBLEM AREA**

The focus of this research is to analyze the relationship between the guilt prone behavior and its impact on work effort and affective organizational commitment. This relationship is studied for telecom companies of Islamabad with the rationale to analyze the practical inferences for the organizations to analyze the organizational behavior dimension of employees in terms of guilt proneness, work effort and affective organizational commitment.

▪ **PROBLEM STATEMENT**

The research is conducted *to:*

“Process Improvement through making the recruitment process more efficient”.

▪ **RESEARCH OBJECTIVES:**

Research pursued following objectives:

- To investigate the impact of guilt proneness in employees on the level of work effort they made in telecom companies.
- To study how guilt prone behavior of employees increases or decreases affective organizational commitment of employees.
- To explore how prolong work efforts motivates employees to exhibit affective organizational commitment
- To study whether study variable i.e. Guilt (independent Variable) is positively correlated to independent variables work effort and affective organizational commitment and how work effort yields furthermore commitment.
- To calculate empirical results of study with reference to telecom industry and offering implications to managers for having an insight to different dimensions of organizational behavior.

▪ **SIGNIFICANCE OF THE STUDY**

It has been analyzed that organizational behavior studies merely focus on some prominent aspects of employee behavior and organizational culture and ignore some deeper and intangible aspects of employee behavior. The absolute focus is on studying the motivation level, satisfaction of employees with job or retention of employees. This study is of absolute significance because it will scrutinize a unique aspect of employees' i.e. proneness to guilt. The research is aimed at unveiling how the feeling of guilt shapes employee's commitment with organization and work effort in telecom companies revealing the reality that apparently a counterintuitive personality trait can lead to positive consequences of commitment and motivated work efforts.

▪ **SCOPE OF THE RESEARCH**

The scope of the study is relevant to telecom industry and more particularly the telecom companies of Islamabad. The primary data is collected from specific companies due to limited time frame but research is aimed at reflecting constructive results and a positive reflection of relationship between study variables, which is supposed to be a beneficial guide for organizational behavior practitioners.

2. LITERATURE REVIEW

Organizational behavior accounts for influences individuals produce within an organization through the work effort they made and performances they invest. One of fundamental variable “organizational commitments” still intrigues researchers. Affective organizational commitment is an employee’s emotional attachment to the employer(Allen & Meyer, 1996; Matthieu & Zajac, 1990; Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). The reason this component of organizational behavior is widely studied is because the question where does this emotional identification come from is still unanswered.

Empirical evidence shows that positive affectivity tends to be associated with higher levels of affective commitment (Cropanzano, James, & Konovsky. 1993) whereas the negative affectivity identifies with low levels of affective commitment. This research challenges the negative affectivity and its relation with affective commitment. All negative emotions do not have the same affect (Ekman, 1992). Some might even strengthen the organizational commitment. This research suggests that employees who experience guilt more than others may have higher levels of commitment to those who are more shame prone(Stoeber & Otto, 2006).

Guilt is an emotion, which is usually followed by failure to fulfill expectation. These people are more supportive and aid comfort to others (Baumeister, Stillwell & Heatherton, 1995). It is purposed that these people are more attached to their employers and show pride in being part of an organization.Guilt has been studied as having a positive effect in psychologically challenged people such as patients suffering with a disease called OCD (obsessive compulsive disorder) (Gangemi, Mancini & Marcel, 2007).

People who are more guilt prone take more constructive action in response to failure (Harder & Lewis, 1987). They are more motivated to put an effort towards fulfilling goals and make amends. Commitment towards organization usually comes with previous expenditure of effort (Festinger, 1964; O'Reilly & Caldwell, 1980; Staw, 1984).

▪ **GUILT**

Feeling of failure and fear of losing is sometimes the prevalent symptoms of feeling guilt. Guilt is sometimes represented as hostile feelings that generate certain paradoxes and lead an individual to act differently towards his works and tasks (Teroni & Bruun, 2011). The fiasco to fulfill expectations and meeting the desired standards is one drastic element of guilt (Tangney, 1990). A more precise definition of guilt is given below:

“Guilt is deflated behavior, feeling of repentance, remorse and shame that limits an individual to take blunt actions or performances” (Tangney, 1994).

Researchers have identified guilt as more social aspect than being restricted to personal traits .e. it is socially adopted as a result of reoccurrences of certain antisocial actions and in order to prevent it in future appeasing actions by individuals are undertaken that follows clemency and apologies which reflect low self-efficacy of an individual who is more guilt prone. Almost everyone feels this emotion but how everyone experience this varies from individual to individual (Lewis, 1971). The tendency of a person to feel guilty can now be measured and used to predict critical behaviors and attitude (Niedenthal, Tangney, & Gavanski, 1994; Tangney, 1990; Tangney, Wagner, Fletcher, & Gramzow, 1992). These researches have helped in measuring guilt and how people experience it. Guilt itself has two dimensions of affective experience one is intensity and the other is frequency.

Oden(1969) gave a unique model of awareness that highlighted two very dimensions of guilt constructive and destructive that highlights that guilt has variation that modifies behavior to either positive or negative dimension as shown below:

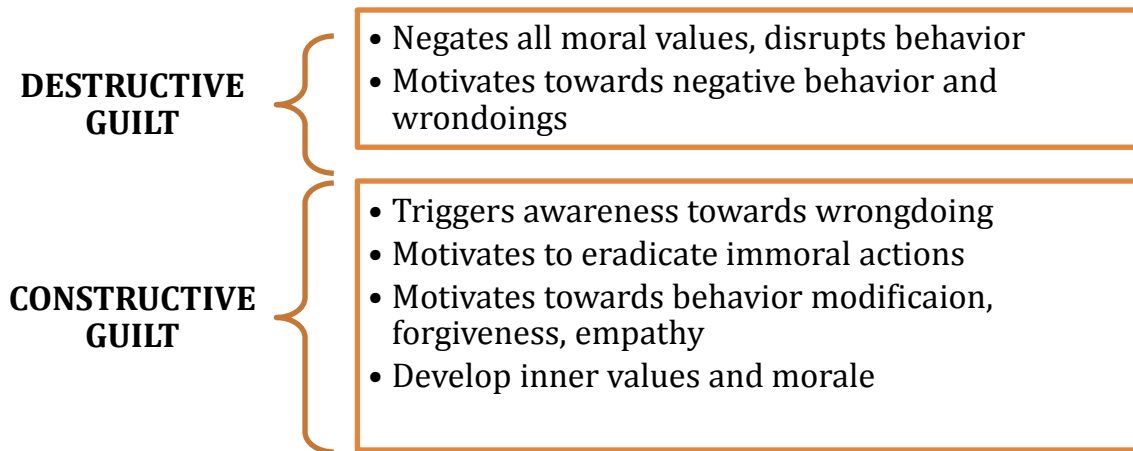


Figure 2: STRUCTURE OF GUILT

High guilt prone people experience strong feelings in specific situation and they have a guilt filled reactions to negative outcomes in a lot of situations. (Steenbergen & Ellemers, 2009). Guilt is more appropriately referred to as personal feelings that originate from some bad experiences. The inner deleterious feeling of some mistakes that yields negative sensation for particular actions is the basic idea behind guilt proneness. (Teroni & Bruun, 2011). Apparently a guilt prone employee is perceived to be susceptible to doing unethical action but likelihood is least proved by many studies. The instinct inclination towards moral values of an individual makes him more oriented towards prone to guilt feeling such individual are found to have strong conscience that prevent them from deeds as they do not need any public proofs for that rather are guided by their own facts and principles (Tanguay, Wagner, Hill-Barlow, Marschall, & Gramzow, 1996).

The decision making capabilities of guilt prone individual at workplace is reported to be more ethical based and following rules in decision making comparative to those who are less prone to guilt. Individuals with high guilt prone capacity are least involved in antisocial actions in organizations (O'Neil, 2009). The lower self-esteem allows such individuals to build their loyalty and fair attitude towards work that ultimately leads to a

positive affective attachment with organization and is more concerned about positive outcomes for organization.

▪ **GUILT AND AFFECTIVE ORGANIZATIONAL COMMITMENT**

The emotional attachment and a strong bond of an employee with its organization is termed as Affective commitment that is consequence of various dynamic aspects of organizational behavior(Stoeber & Otto, 2006). Given that guilt is a negative emotion it seems apparent that should negatively relate to affective commitment. According to a global assessment of mood states emotions are broadly categorized as negative and positive. And those that come in negative category are quite diverse such as fear, anger, disappointment etc. and they all are said to have negative correlation with affective commitment.

The research is to scrutinize how negative attitudes sometimes lead to positive affective commitment Furthermore study will identify the unique qualities of being guilt prone, which actually can lead to positive behavior and attitude towards employer and organization. Affective organizational commitment is function of various behavioral aspects(Rousseau& Aubé, 2010) as shown pictorially below:

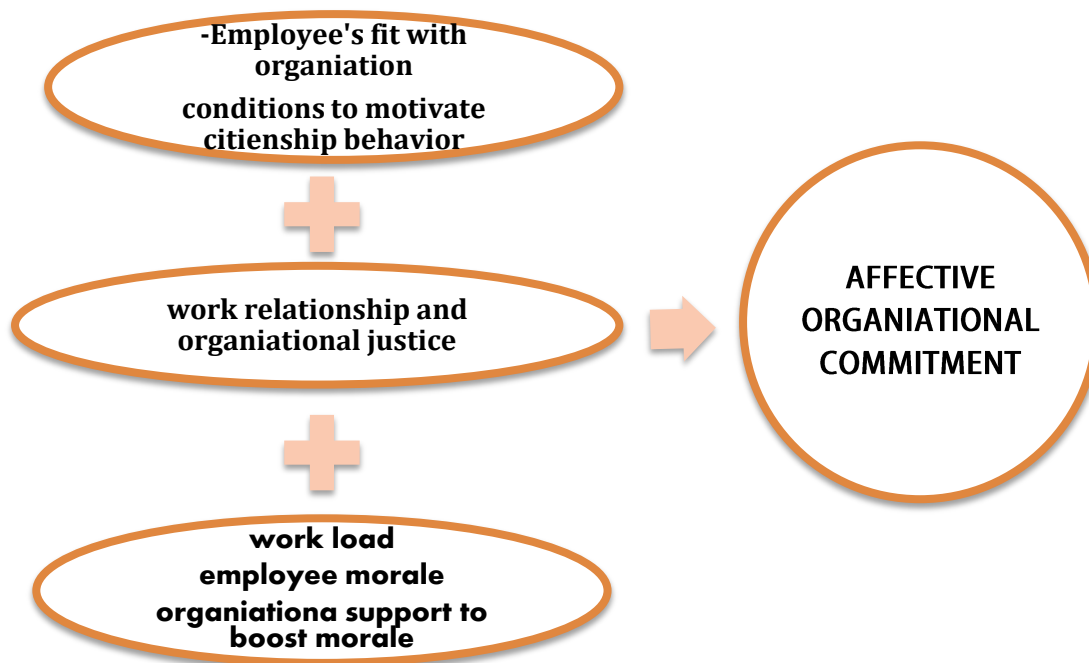


Figure 3: DETERMINANTS OF AFFECTIVE ORGANIATIONAL COMMITMENT

The absolute attachment and a strong consecration bond of employee with its employer is affective commitment. Commitment has several other forms either continuance commitment that undertakes the continuity with an organization for reason that employees cannot take on the cost of leaving the organization and normative commitment that entails the compulsion of employee to continue with the workplace (Menesini & Camodeca, 2008).

The crux of affective commitment is that it leads employees to stay involved and devoted to the organization that fortifies leader member relationships and interpersonal bonds with better work outcomes and organizational performances(Meyer & Allen, 1991, 1997).

The relationship between guilt proneness and affective commitment is found to be remarkably positive. The experiences of failure and impediments leads employees to avoid any inadequacy in their organizational performances and in doing so they put best of their efforts and extra diligence to put forth incomparable outcomes which is further justified by the increased level of affective commitment with the organization(Mathieu, & Zajac, 1990).

The association of affective commitment and guilt is also supported by the fact that guilt prone employees show constructive reaction towards uncertainties and ambiguous organizational situations, strong responsibility is observed among individuals who are high in commitment and guilt driven.(Leith & Baumeister, 1998 & Tangney, 1991). This is so out of normal scenarios that anegative personality trait i.e. guilt is yielding strong positive factor of commitment.

The characteristics of strongly committed employees and guilt prone are found similar as in they have strong sense of belongingness, faithfulness and pride towards organization and so are they involved dynamically in every activity of the organization (Rousseau&Aubé, 2010).This assessment willmake the foundation of our first study

hypothesis that will see positive correlation between guilt and affective organizational commitment.

▪ **GUILT, WORK EFFORT PROCILIVITY AND AFFECTIVE COMMITMENT**

The rigorous input put forth by employees to accomplish tasks is work effort. The relationship between work effort and guilt is calculated as the individual more prone to guilt will put more effort and energies to accomplish work goals to avoid any pitfall or shortcomings (Fredrickson, Tugade, Waqugh, & Larkin, 2003). In a research it was found that guilt prone people take initiative to resolve personal conflict by promising improvement or by apologizing (Covert, Tangney, Maddux and Heleno, 2003). The same characteristic can be seen in both personal and professional life. Work effort is found to have astounding influences from work related attitudes of employees that shape the further commitment level of an employee

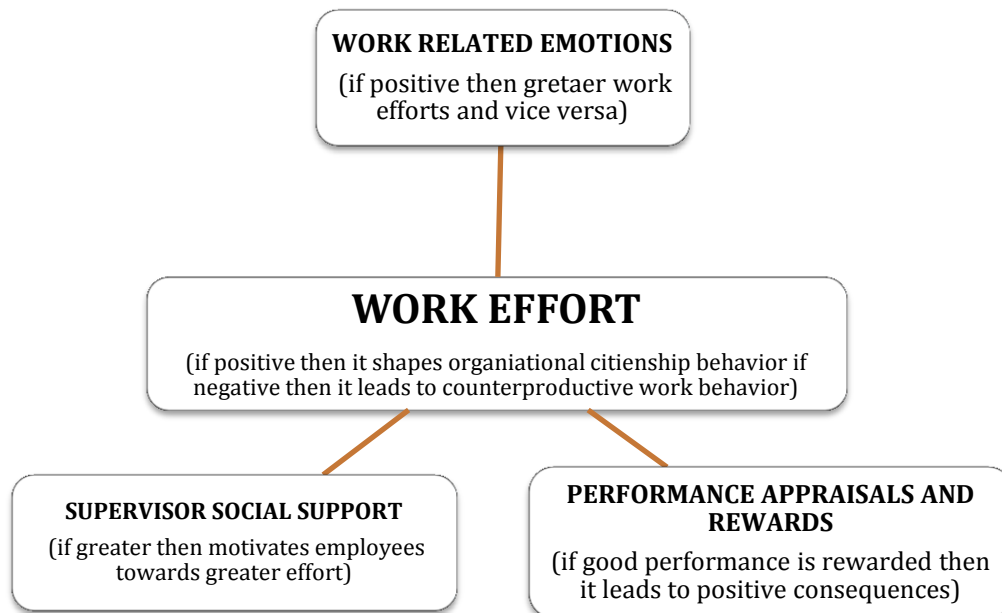


Figure 4: WORK-EFFORT ELEMENTS

Inclivity At workplace guilt-prone people might make mistake but they are likely to put more effort towards reparative steps that would compensate their previous failure than the employees who experience less guilt. The second study hypothesis will determine this correlation between guilt and work effort tendencies (Flynn & Schaumberg 2012). Given this characteristic of guilt-prone people, they would exhibit high level of task effort to reach desired goal or make deadline as compared to their colleagues.

Work effort and continuous energies leads to perfectionism that leads to flawless work actions and this is the trait that majority guilt prone employees are looking for that's why guilt prone are more susceptible to be great leaders reason being their constant work effort brings in them outstanding perfectionism and charisma (Parker & Thomas, 2009). Work effort and affective commitment are positively correlated as constant work effort is a sign of loyalty and dedication to the workplace (Horchwarter & Byrne, 2010).

The predilection to make intense work effort and to achieve performance standards asks for consistency that is symbol of commitment of the employee. Employees with stronger tendency towards work are reported to have higher levels of scrupulousness, work satisfaction and work efficacy that shape their work commitment. (Stoeber & Otto, 2006). Individuals with greater stamina of doing work are susceptible to bring forth outstanding skills, sense of accountability and strong commitment with organization. The element of guilt enhances the motivational level of employees and they cannot compromise the loss of assigned task.

Employees constantly seeking corrective actions are placed on a higher position of compensating their past fiascoes that correlates to commitment and work effort (Waugh, & Larkin, 2003). The relationship between work effort and affective organizational commitment forms the third hypothesis of study as constant and prolong work effort ultimately leads to prolong connection with organization of making improvements, positive experiences and revamping negative consequences (Tanguay et.al. 1996; Ranganadhan, & Todorov, 2010).

3. RESEARCH METHODOLOGY:

In this section research methods and procedures will be analyzed in details that were followed to fulfill research questions. It will entail detailed view of research instrument incorporated and type of research undertaken, method of data collection and sample population.

▪ RESEARCH

Research is a process of systematized action that undertakes investigation to find solution to a specific problem following every aspect of analysis in a step-by-step approach (Sekaran, 2000). Business oriented research is conducted to investigate certain organizational issues and find significant solutions to deal with managerial dilemmas. The research undergoes a scientific analysis of compiled data and secondary data and then inferences are generated.

Applied VS Basic Research

Applied research is undertaken to deal with current problem within an organizational premises whereas the basic research deals with having deeper understanding of certain issue and solving the issue associated with that certain phenomenon. Our study is **basic research** that will enhance the platform for understanding particular employee behavior i.e. Guilt proneness and its influence on affective organizational commitment and how it shapes work effort.

▪ RESEARCH APPROACH

The methodology adopted to fulfill research objectives is Research Approach either qualitative or quantitative.(McBurney &White, 2009).

Qualitative vs. Quantitative Research:

The qualitative approach helps in understanding certain context of cultures and people and understanding certain issues pertaining particular area or society and is oriented towards subjective approach of solving an issue whereas quantitative research involves assigning statistical inference through numerical procedure of analyzing data thus it's a positivistic approach of research findings

Our research is quantitative where data collection has been made through a structured Questionnaire survey conducted in different telecom companies of Islamabad and data was quantified using statistical analysis. The research is *Causal* in nature as it is too analyze the relationship between guilt, affective organizational commitment and work effort.

▪ SAMPLING

Population

By research population we refer to the whole group of people that are part of research process pertinent to research objectives. The subject of the study incorporates collection of objects that refer to population. To deal with a whole wide population n research is complicated which causes issues in making inferences of result and also time constraints limits the researcher to consider a pool of population. The population i.e. of our research I comprising the employees of telecom companies located in Islamabad.

Sample size

Sample is the representative part of population when out of whole population a small subset of population is selected for research study to draw deductions. The total sample size for our research was one hundred and seventy but one hundred and forty duly filled questionnaires were collected back.

Sampling Technique

In order to precisely understand the properties and characteristics of study variables we have incorporated *non-probability convenience sampling* (that involves random selection of sample) as questionnaire was distributed among employees of Islamabad telecom companies and who were readily available.

▪ RESEARCH INSTRUMENT

Questionnaire

Questionnaire has been employed as research instrument. It was designed in order to scrutinize the research objectives and Hypothesis and to generate desired inferences to reach an absolute research result.

Questionnaire is adopted and is divided in to four sections. The first section incorporates *demographic section (Gender, age, tenure and income)*. The second section is composed of *Guilt proneness adopted from GASP (Guilt and shame proneness) scale (Cohen 2011)*, comprising 7 items anchored at 5-point likert scale, third section is composed of *Affective organizational commitment items adopted from Meyers and Allen's (1997) and Mowdey, Steers & Porter (1979)* questionnaire for affective organizational commitment.

The fourth section is based on *work intensity scale adopted from Brown and Leigh (1996)* questionnaire. A total number of 22 questions were given other than demographics. The item in the questionnaire is ranked at 5-point response scale with anchors that range from strongly disagrees to strongly agree.

Scales:

Following scales have been endorsed in the questionnaire:

Demographic section:

Table 1: Scales for demographic characteristic

Gender	Dichotomous scale
Age	Categorical scale
Income	Categorical scale
Tenure	Categorical scale

Study Variables:

Table 2: Scale for study variables

Guilt Proneness	Likert scale
Affective organizational commitment	Likert scale
Work effort	Likert scale

▪ **Questionnaire Design:**

Table 3: Questionnaire Design

VARIABLES	NO.OF ITEMS
Guilt- proneness	7
Affective organizational commitment	8
Work intensity	7

▪ **Data Collection**

Research has undertaken a comprehensive approach of data collection both primary and secondary data has been collected rigorously. Self-administered questionnaires were circulated to collect primary data and survey was administered in telecom companies of Islamabad. A total of one hundred and seventy questionnaires were distributed and one hundred and forty duly filled questionnaires were retrieved. Secondary data was obtained from Research articles, books and journals through access with journal databases including *Ebscohost*, *Sage Publications*, *Emerald*, and *JSTOR*. More than 70

international published articles were obtained for literature review and for further information several websites were also visited that are mentioned in references at the end.

▪ **Procedure**

A total of 170 properly structured Questionnaire was distributed among reputed employees of telecom companies 140 of them were retrieved back. Respondents were properly briefed to fill the questionnaire and they were ensured that their anonymity would be kept under consideration. Questionnaires duly filled were separated at initial stages .a time duration of three weeks was consumed for collection of secondary data. Overall it took 4 to 5 weeks to compile both primary and secondary data.

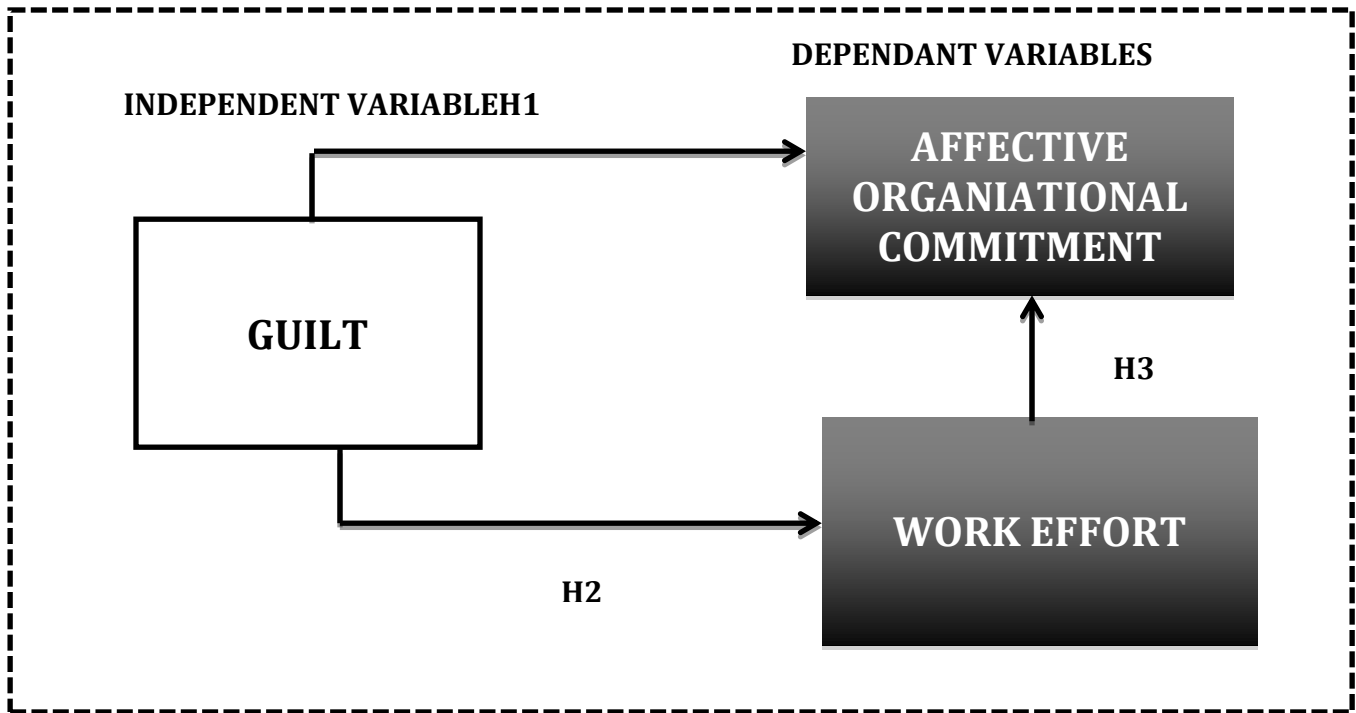
▪ **Analysis and Interpretation**

Being Quantitative in nature, our research was analyzed through statistical software for valid and precise results. Statistical techniques are profound means of analyzing data that ensure valid and reliable research results. The statistical exploration of our data was analyzed through *SPSS (statistical package for social sciences)*.SPSS was used to calculate

- Frequency and Percentage Tables
- Correlation analysis
- Regression analysis

▪ **Theoretical Framework**

The foundation of research is based on theoretical framework. The relationship between study variables is identified that lays the basis to continue research inferences. Theoretical framework is diagrammatic representation of the association between variables with reference to earlier literature. The independent variable of our study is guilt and Affective organizational commitment and work effort are considered the dependent variables.



▪ Research Hypothesis

Research Hypothesis is statement that reflects the conditional relationship between study variables. The inferred association between variables is based upon the inferences from literature previously done. The hypothetical relationship is justified using statistical software and methods, which either verify the relationship or negate it. Following hypothesis has been devised seeking relationship between study variables:

H1: Guilt prone employees have a higher organizational commitment.

H2: Guilt prone employee tends to work harder and put in more effort.

H3: More work effort results in higher organizational commitment.

4. ANALYSIS OF RESULTS

This section will discuss in detail the research results. The comprehensive reflection of Descriptive, Correlation and regression analysis that were calculated through SPSS.

▪ Population Characteristics

A total of 170 questionnaires were distributed but 140 duly filled were retrieved that was a constructive response rate from respondents. Different characteristics of target population is tabulated below

Gender

Table 4: Frequency of Gender(N=140)

	FREQUENCY	PERCENT	VALID PERCENTAGE	CUMULATIVE PERCENTAGE
MALE	94	67.1	67.1	67.1
FEMALE	46	32.9	32.9	100.0
TOTAL	100	100	100	

The sample showed that 67.1 %(N=94) of research population is male and 32.9% constituted females (N=46)

According to the table 66.9% of the respondents are male (N=93), and females constitute 33.1% (N=46) of the total sample

Age

Table 5: Frequency of Age (N=140)

	FREQUENCY	PERCENT	VALID PERCENTAGE	CUMULATIVE PERCENTAGE
20-30	50	35.5	35.5	35.5
31-40	55	37.5	27.5	73.0
41-50	25	19.5	19.5	92.5
51 and above	10	7.5	7.5	100.0
Total	140	100	100	

Salary

Table 6: Frequency of Salary (N=140)

	FREQUENCY	PERCENT	VALID PERCENTAGE	CUMULATIVE PERCENTAGE
5000-10000	20	14.4	14.4	14.4
11000-15000	15	11.0	11.0	25.4
16000-20000	10	7.6	7.6	33.0
21000-25000	25	17.0	17.0	50.0
26000 and above	70	50.0	50.0	100.0
Total	140	100	100	

Tenure

Table 7: Frequency of Tenure (N=140)

	FREQUENCY	PERCENT	VALID PERCENTAGE	CUMULATIVE PERCENTAGE
1-2 years	15	11.0	11.0	11.0
3-4 years	42	30.2	30.2	41.2
5-9 years	71	51.1	51.1	92.3
10+ years	12	7.7	7.7	100.0
Total	140	100	100	

▪ CORRELATION ANALYSIS

The following table exhibits the correlation analysis of study variables based on data obtained from target population. The dependent and independent variables are having strongly positive relationships. The strongest relationship exists between Guilt and Organizational commitment with correlation value of .608(**) that shows considerably strong value of association. The relationship between guilt and work effort is also moderately strong with value .563(**). The relationship between dependent variables i.e. affective organizational commitment and work effort is also significant giving value of .557(**).

Table 8: Correlation analysis (N=140)

	Affective Organizational Commitment	Work Effort	Guilt
Organizational Commitment	1		
Work Effort	.557 (**)	1	
Guilt	.608(**)	.563(**)	1

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

* Correlation is Significant at the 0.05 level (2-tailed)

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▪ **REGRESSION ANALYSIS**

The regression analysis of our variables have calculated the ANOVA, coefficients and Regression values of variables in detail. The significance of model is obvious from F and R square values i.e. 55.67 and .580 respectively. The significant value of F statistics is less than 0.05 that explains that independent variables i.e. affective organizational commitment and work effort are well enough supporting the variations with dependent variable i.e. guilt. The value of R square reveals the relative variation of dependent variables in regression model that lies between 0-1 as calculated in our model is .580 that shows the fitness of model with population.

The correlation coefficient between two variables reflects beta that reveals the strength between independent variables and dependent variable. The value of 't' refers to the relative importance of each variable in the study that is found significant and appropriate for all variables. The result have indicated that overall model is significant statistically (F=55.67, p=0.000)

Table 9: Regression Analysis (N=140)

	Beta	t	sig
Guilt	.270	5.749	.000
Affective organizational commitment	.326	4.725	.000
Work effort	.280	3.824	.000

$F=55.67(\text{sig}>0.05)$

$R \text{ square} = .580$

5. DISCUSSION:

The comprehensive statistical analysis of data i.e. correlation and regression analysis have revealed the validity of research and research hypothesis i.e. H1, H2, H3. The value of R square in regression analysis is strongly influencing the role of independent variable on dependent variable i.e. guilt proneness in employees can cause significant variance on affective organizational commitment and work effort i.e. guilt proneness will lead to increase in affective organizational commitment and work effort on employees. The correlation values are .608(**) for affective organizational commitment and .563(**) for work effort with respect to independent variable that is guilt and thus proving that the overall model is strong and significant.

The present study has analyzed comprehensively the theoretical model to determine the impact of guilt on affective organizational commitment and work effort and how work effort shapes the commitment level of employees. Research has found out that Guilt is morally more susceptible feeling that forces an individual to mold more towards positive actions and performance. It reveals a more profound responsiveness of actions that's are favored. Guilt is shaped by the moral agents that enable an employee to distinguish between right and wrong and shapes his behavior more towards better reputation of the organizational and for that his commitment level is escalated (Cohen et.al. 2012; Teroni & Bruun, 2011). Guilt proneness yields in an employee a morally valuable sense of attachment to work because it enhances the awareness to improve the immoral actions and defect (Parker & Thomas, 2009) so employee who is more guilt prone can never think of giving up morale in his performance and is oriented towards ethically acceptable actions and in doing so shows more dedication towards work. (Teruni & Brunn, 2011; Ugboro, 1993). In investing maximum of their efforts guilt prone employees are found to earn considerable benefits for their efforts as they exceed the standard limits of individual efforts. The propensity of guilt proneness is where significantly associated to attachment with workplace is side by side of utmost interest for management to analyze this personality construct of guilt prone employees to take maximum advantage of these

highly omitted personnel (Salancik, 1977; Gangemi et al., 2007). This research has also laid the proposition that when hiring employees if the guilt-prone attitude of employees is known it may help in selection of more valuable, diligent and work-oriented employees. Other way round it can also be postulated that employees higher in exhibiting citizenship behavior, lower absenteeism and more socially involved in organizational routine and morally motivated are susceptible to guilt-proneness (Peng & Chiu, 2010). Over-commitment is usually the consequence of work-intense employees who are so dedicated to achieve the personal and organizational goals that in doing they are most probably subjected to job fatigue. This research was directed on one perspective of guilt-prone employees i.e. their guilt-prone behavior makes them feel dedicated to their organization the other perspective is still to be investigated i.e. do they guilt-proneness make them feel positive about themselves or not. A guilt-prone employee is concerned about making exceptional efforts for better results for organization and they seek positive results which if not achieved will lead to considerable demotivation and dejection (Carmeli et al. 2005). Here role of manager is mandatory in evaluating the performances and interpreting the accomplishments with just and equity (Mathieu, & Zajac, 1990)

The study sample that comprised of telecom sector have analyzed that each company has the ethical code of conduct and keep a regular track of morale and ethical behavior of employees that further enlighten their guilt-proneness and to distinguish well between what is good for them and their organization (O'Neill, 2009). Guilt-proneness authorizes an individual at work place to follow the right mean of attaining recognition and getting appraised (Ranganathan & Todorov, 2010). Employees who have once encountered damage or some illegal acts once realize the fact of their wrong actions will stick to be legal and fair in every aspect of their performance as they seek to repair their felonies and this shape their work intensity schedule and affective organizational commitment. Guilt-oriented individuals are reported to be more accountable for their performances and consequences that followed their actions (Parker & Thomas, 2009). Tangney and Dearing (2002) has added to the guilt-prone attitude of employees reporting that it is a more developmental behavior that leads them towards loyal commitment. This study is convergent indication that guilt-proneness plays a significant role in determining the commitment level and work effort of employees with respect to telecom companies

6. CONCLUSION

Guilt proneness being a psychological factor of organizational behavior is found to have positive aspects with reference to commitment and intense work effort from employees. But this research has just highlighted a dimension of Guilt proneness and its positive consequential behaviors and it still need to be premeditated but the researchers has to accept the fact that apparently it seems to be a negative psychological trait but deep inside it has positive aspects of personality too (O'Neil, 2009). This research has calculated positive outcomes of this behavior and reflected a constructive framework for further researches. Based on positive relationship between researchvariables it can be conclude that highly guilt prone employees are oriented towards making fair and legal contributions to their workplace and in doing so they build a positive and that is strong enough to shake their loyalty with organization. Guilt prone employees are more motivated and diligent compared to employees who are not in this pool in accomplishing the goals and objectives for their organization and this diligence and allegiance subsequently stimulates escalated commitment and a strong sense of dedication to workplace(Menesini & Camodeca,2008; Cohen et.al, 2011). The research is a true and precise evidence of the fact that individuals more prone to guilt are one who are more hard working, assiduous and this temperament of intense working shape their high commitment to the workplace.

On the whole the research result has put forth implications for the manager to about-turn this negative psychological aspect that is termed guilt proneness and the antipathy associated with this behavior shall be perceived other way round to calculate other positive consequences associated with this propensity. Research findings are a clear reflection of the inferencethat guilt has sheer price associated with determining commitment level and triggering the efforts that are highly beneficial. The prospective benefits of this behavior have been constantly disregarded in prior studies but future researches can dig out the deeper insight to this study construct and yield meaningful influences can be measured for making more practical managerial implications.

7. RECOMMENDATIONS

Research findings are consistent with the inferences. The evaluation of results has led us to recommend that:

- Guilt proneness shall be considered a significant trait when considering commitment aspects of employees and how it shapes the intensity of work an employee put forth so when considering organizational behavior aspects managers shall not ignore assessment of guilt propensity of employees as it has definite impact on commitment and potentials of employees.
- While assessing organizational behavior dilemmas managers shall understand the moral standards of employees and how each employee perceives the ethical and legal standards of origination this will give an image of employees who are more guilt prone and committed.
- Employees with guilt prone attitude shall be given more importance and consideration in organizational tactics reason being their higher commitment level and intense working aptitude.
- Managers shall offer special counseling services to employees who feel dejected on not meeting the excelled levels of performance.as guilt prone employees are aimed at achieving the unachievable goals and in doing so they give best of their efforts, energy, and performance.
- Future researches shall incorporate different variables with reference to guilt proneness other than commitment and work effort. Further positive dimensions associated with guilt proneness will help in simulating the positive behavioral patterns of organizational employees that may include OCB organizational citizenship behavior, organizational justice, retention, conscientiousness, code of behavior, morality and other ethical issue in organizational behavior.
- Future researches can focus on how guilt proneness can reinforce ethical behavior in employees and other standards of behavior. Guilt proneness shall be studied with other variables that mediate or enhance its impact on other issue under study.

For future researches to continue with this aspect of organizational behavior it shall be extended to assess the further consequences of guilt proneness. Our research was designed to address the understanding of how guilt-proneness shapes the commitment level of employees and work effort intentions. The results of this study have served to fill a minute gap in literature but a lot more can be scrutinized about this issue. This study will serve as a catalyst for future researches and will enable the researchers to extend the research to different dimensions in future.

8. LIMITATIONS

The findings our research is limited to the inferences made for this study. Future researches can focus on a wider and broader aspect of the study variables i.e. Guilt proneness that was of primary concern. The sample was limited and time frame constraint was another factor that limited the span and scope of research. Future researches can undertake broader sample and population to calculate more valid results. Our study was focusing on merely a sector the impact of study variables can be implied on other sector and areas that may give a different view of this concept. Our study results are valid for telecom sector employees it may not stand well for every sector or business organizations. The results of this study are limited to these study variables it cannot be generalized to every situation of Guilt prone behavior and organizational commitment issues.

Research has been conducted keeping under consideration the theoretical framework of three variables whereas other researches have focused on guilt as well shame proneness of employees, its connection with moral values of employees and how it shape counterproductive behavior or citizenship behavior which if considered in future will help in determining more understanding. Data collection was limited and only survey questionnaire has been adopted to collect data other means of data collection can also be incorporated for more valid and reliable results. Finally research was limited on strict construct of variables that limited the findings to a narrow scope for researcher.

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APPENDIX

QUESTIONNAIRE

Dear respondent:

You are kindly requested to respond to following questionnaire. Your response to the questionnaire will be kept confidential and used purely for the research purpose.

Section I: Demographics

Please check the appropriate responses

1. Your Gender?

- Male
- Female

2. Your Age?

- 20-30
- 31-40
- 41-50
- 51 and above

3. Your monthly Income?

- 5000- 10000
- 11000- 15000
- 16000- 20000
- 21000- 25000
- 26000 and above

4. Tenure with organization

- 1-2 years
- 3-4 years
- 5-9 years
- 10+ years

SECTION II: GUILT PRONENESS:

GUILT PRONENESS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. After making a big mistake on an important project at work where your coworkers were depending on. Your boss criticizes you for the failure.in reaction you will feel demoralized and leave work					
2. You will consider yourself a despicable person if some of your lies and deceits regarding work are discovered					
3. You feel remorse for all the secret felonies and wrongdoings you ever committed at workplace					
4. Being caught for the damages and perjuries you made intentionally at work. You will eradicate the loss doing extra effort and work?					
5.You made a commitment to avoid and report any wrongdoing if encountered at workplace and you find your coworker doing some serious illegal actions. You will ignore the fact and stay ignorant of it.					
6. Prolong efforts you made on a project leads unluckily to a failure, you will feel incompetent and will give up the effort					
7. You were got caught for stealing office supplies by boss the probability of quitting job is more than staying at the job and try improving your image through extra work effort?					

SECTION III: AFFECTIVE ORGANIZATIONAL COMMITMENT

ORGANIZATIONAL COMMITMENT	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I do not feel “emotionally attached” to this organization					
2. I do not feel like “a member of the family” at this organization					
3. This organization has a great deal of personal meaning for me					
4. I do not feel a strong sense of belonging to this organization					
5. I really feel that problems faced by my organization are also my problems.					
6. I am proud to tell others about being part of this organization					
7. If I had not already put so much of myself into this organization, I would consider working elsewhere					
8. It would be very hard for me to leave my job at this organization right now even if I wanted to					

SECTIONIV: WORK INTENSITY

WORK EFFORT	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. When there's a job to be done, I devote all of my energy to getting it done.					
2. When I work, I do so with intensity.					
3. I work at my full capacity in my entire job duties.					
4. I strive as hard as I can to be successful in my work.					
5. When I work, I really exert myself to the fullest.					
6. I try to introduce new work effort that are more effective for the workplace					
7. I put in more hours throughout the year than most the people in my work area.					

THANK YOU FOR YOUR COOPERATION AND PARTICIPATION
