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Title of thesis : **Spirituality, Resilience and Empathy as Determinants of Commitment in Managers of Individualistic and Collectivistic Orientations.**

Abstract

The present research is an attempt to explore certain psychological dimensions (Spirituality, Resilience, Empathy and Commitment) as determinants of commitment of I-C managers working in IT organizations of Delhi and NCR. Specifically the study has been conducted in order to analyze how positive factor like spirituality, resilience and empathy will contribute to commitment in managers of individualistic and collectivistic orientations. Participants of the study include a total of 206 managers taken on availability and snowball basis from different companies on the basis of permission granted by appropriate authorities for carrying out the study. The selected 206 managers were administered Matsumoto et al (1997) individualist-collectivist scale. Q1 and Q3 were taken as cut-off points for the selection of managers with individualistic and collectivistic orientations. Q1 and Q3 values on the I-C came to be 152 and 241 respectively. Thus, a total of 124 managers were sorted out. Among them, there were 62 individualistic managers and 62 were collectivistic managers. At the third stage of sampling, the commitment scores of the selected 124 managers on commitment scale of Balaji (1986) were obtained and median was used as cut-off point. The medians of the scores were 35 and 48 for individualistic and collectivistic orientations respectively. Those managers obtaining above median value were put in the committed group and those obtaining below median value were kept in non-committed group. Thus, four groups each of 31 managers were formed: 1) committed individualistic managers, 2) non-committed individualistic managers, 3) committed collectivistic managers, 4) non-committed collectivistic managers. A 2x2 factorial design was used wherein culture and commitment were treated as independent variables. Both the variables were taken at two levels, i.e. individualistic and collectivistic orientations of culture and committed and non-committed managers of commitment. Spirituality, resilience and empathy were treated as dependent variables. However, mediation analyses were carried out taking culture as whole and individualistic and collectivistic orientations separately as mediators between commitment (as an outcome variable) and spirituality, resilience and empathy (as

predictors variables). For the analyses of culture as mediator as a whole, the data of 62 individualistically and 62 collectivistically oriented managers were combined together.

Managers of collectivistic cultural orientation were better on spirituality, resilience as compared than managers of individualistic cultural orientation. But on empathy construct, Managers of individualistic and collectivistic orientations did not differ significantly from each other. Committed managers were more spiritual, resilient and empathic than non-committed managers. Interactional effect of culture and commitment on spirituality and empathy was significant, whereas on resilience interactional effect was non-significant. Between group comparisons showed that both committed and non-committed managers of collectivistic orientation were more spiritual than their counterpart of individualistic orientation, whereas on resilience & empathy, committed managers of collectivistic orientation were more resilient and empathic than committed managers of individualistic orientation, and non-committed managers of both individualistic and collectivistic orientations did not differ significantly from each other on resilience and empathy. Within group comparisons on spirituality and resilience showed that committed managers of individualistic cultural orientation were more spiritual and resilient than non-committed managers, whereas committed and non-committed managers of collectivistic cultural orientation did not differ significantly from each other on spirituality and resilience. But, within group comparisons on empathy showed that committed and non-committed managers of individualistic cultural orientation did not differ significantly on empathy, however committed and non-committed managers of collectivistic orientation differ significantly from each other on empathy, where committed managers were more empathic than non-committed managers. Mediation results showed that individualistic and collectivistic cultural orientations together significantly mediated the relationship between resilience and commitment but failed to mediate the relationship between spirituality and commitment, and between empathy and commitment. Also individualistic and collectivistic cultural orientations individually did not have mediating effect or did not act as mediator for predicting the dependent variables

Keywords: Individualistic-collectivistic orientations, commitment, spirituality, resilience and empathy.