CHAPTER I
INTRODUCTION

The Indian tradition provides deep and instinctive insight into the human condition. It also teaches various practical methods to find peace, joy, love, and happiness which are residing/inherent in every one. A new concept occurs with a last decade that a person will remain healthy with positive capacities such as: gratitude, forgiveness, meaning in life, hope, optimism, contentment, happiness, self-efficacy and accepts others with their limitations.

In today’s competitive business environment, human resources management has become a challenging job due to the rapidly changing technological, socio-economic and political legal environment. Organizational environment plays an important role in gaining competitive advantage. Work environment should be of such type that one should maintain balance between work and non-work life. It should enhance the health, wellbeing, job security and job satisfaction of employees.

Effective utilization of human resources requires provision of better quality of work life by providing adequate financial compensation, good working conditions, suitable opportunities for growth and development, workers participation in management, and by ensuring social justice in the organization. The aim of quality of work life movement is to integrate the socio-psychological needs of employees as well as the structure and process of the organization by creating an atmosphere which can guarantee higher productivity and greater job satisfaction.

Work is the fundamental part of our livelihood. Our life’s one third parts is spent on working. Quality of work life is related to job satisfaction, productivity, job involvement, and job enrichment. It is an important aspect for both individual as well as organization. Flexibility is the need of every association. The achievement of any organization is highly dependent on the facilities and motivation it provides to its employees.

To have a meaningful work life on daily basis, Work life balance serves as an essential factor, maintained by the employees of a business organization. According to White & Bednar (1991) work in any organization should be designed in such manner that employees’ leisure and family time should not be hampered on regular basis by the work schedules, career demands, and travel requirements of the job. Hodgetts & Luthans, (2000) defined job design as, “a function of the work done in the way as the management want”. A good job
design is that in which the workers have the opportunity to achieve high levels of job performance. Findings also revealed that alternative work schedules should be used according to the needs of the employees.

Present time, life is full of challenges with minimum time frame to complete the task. Such time bound tasks cause stress. Sometimes stress motivates a person but constant stress creates pressure on both mind and body causing inability to live a normal life. Hence, in order to get relief from prolonged stress people use different type of coping methods like overeating, smoking and other bad habits. It has been observed that chronic level of stress and lack of social support increases cardiovascular risk. Overall stress symptoms affect not only the body but also our thoughts, feelings, and behaviour.

**STRESS: THREATS AND RESOURCES**

Stress is defined as “anormal physical response to events that make a person feel threatened”. Whenever a person experiences danger, his body starts responding according to the situation either “fight or flight”. This is called the ‘stress response’. The stress response is “the body’s system of protecting a person from threatening situation. In emergency situations, stress saves life by giving extra strength to defend from the situation”. The stress response also helps in meeting challenges. Stress comes from following resources such as:

**Frustration**: Frustration refers to the blocking of behaviour directed toward a goal. It occurs when the needs or motives of the individual got blocked or prevented from being satisfied which may be due to environmental forces, personal inadequacies or conflicts between and among motives. For example, students need extra coaching and help books for a particular subject but could not afford that due to his/her family’s economic constraints may get frustrated. Apart from this, accidents, interpersonal hurts, sickness and death of the loved ones, social and racial discrimination can impede individuals’ efforts to achieve their goals and targets hence become the source of frustration and stress.

**Conflicts**: Conflict between motives and interests can also lead to stress. Conflict may arise due to choosing between two equally desirable goals or avoiding two negative goals. Conflict may also originate when a person is both attracted and repelled by the same goal object. Students find themselves in dilemma during the conflict. For example, a student has to study
for exam next day and feeling sleepy at the same time, or which subject should be prepared first? Or should one attend a family function or prepare for exam? These conflicting situations may produce varying degree of stress among students.

**Pressure:** Stress may also originate from pressures in number of situations that students encounter at school and home. Magnitude of stress depends partially on whether the pressure remained for short or long duration. Pressure may arise from aspiration and goals, unrealistic expectations for achievement from self, changing a stream, changing examination pattern or syllabi, unforeseen situations like accident, death etc.

Stress experiences vary from person to person. It affects the mind, body, and behavior and causing serious mental and physical health problems by impacting relationships at living, learning and working places.

**Physical Effects:** Physical symptoms, such as low back pain, stomach problems, and skin problems are the results of prolonged stress and also vary from person to person. Generally stress affects on emotional symptoms, such as hypersensitivity. Important of them are cognitive, emotional, physiological and behavioural symptoms.

**Behavioural Outcomes:** According to Kahn and Byosiere (1992), “workrelated stress may also have some behavioural outcomes such as absenteeism, substance abuse, sleep disturbances and smoking” . Review suggests that “smokers experience a short-lived relief from adverse states of anxiety and irritability. It has been observed that stress also plays a different role in provoking drinking behaviour in different occupations, age groups, ethnic categories and other social groupings. Thus stress probably plays a predisposing role with respect to alcohol consumption among adolescents, but much less among women, the elderly and college-age social drinkers (Pohorecky 1991)”. Partinen (1994) observed “stress and sleep disturbances influence each other reciprocally: Stress may promote transient insomnia, which in turn causes stress and increases the risk of depression and anxiety.” It has also been noted in various researches on absenteeism by Baba and Harris (1989) that “non-work stress contributed more than work-related stress to the prediction of absence, lending support to the view that absence may be non-work behaviour more than work-related behaviour”.

Chronic stresses negatively affect our physical and mental health. Stress comes from multiple sources such as work, money, health, as well as relationship. Hence, it is difficult to find time to feel relax.
Dr. Hans Selye (1976) described stress as the reaction of the organism which can be psychological, physiological or behavioural. He described long term environmental threats as the “stressors” causing many physical problems such as “heart disease, high blood pressure, ulcers, digestive disorders, and headaches”. A Research on Police officers by Gail Gookkasian and others shows that “police officers are affected by the shift work and long periods of boredom. Their daily exposure of dealing with suspicious and hostile public also relate to serious job stress”.

Study on Police officers done by Siwach(2000)observed that “Police Officers play a very significant role for maintaining law and order in the society. They are supposed to implement all the criminal laws for which they work round the clock, and also without any leave or break. It causes remarkable mental pressure and physical exertion on them. As a result, sometimes a few of them may have violent outbursts and/or take leave without any prior notice. Even they are at high risk of being exposed to psychologically straining situations and potentially psycho traumatic experiences.” Study by Sharan(2009) also observed that “police officers sometimes work under pressure and are stressed”.

Police services are one of the most challenging and stressful services in India. Constables are the foot-soldiers of police as they have to work in emergency situations like traffic control, VIP security, political rallies, religious festival crowd control, and various other law and order duties with calmness and sensitivity. Due to such type of potentially harmful situations, physical or mental trauma or even death can occur. Wrong coping methods can increase their work stress. Studies in majority of Indian and international Journals have found high stress levels in police leading to many physiological and psychological problems. Therefore, to do justice to their duties, they have to be both physically as well as mentally fit.

It has been observed that high levels of stress are the cause of many serious physiological and psychological symptoms. Stress among police officers has a negative effect on the law enforcement organization such as impaired officer performance, lower productivity, poor morale, and poor public relations. To decrease stress among police officers, a wide variety of stress management interventions are provided by the Law enforcement organizations. Research has found that police officers exhibit maladaptive behaviour and personality traits when they have difficulties in coping with stress. It has been
observed that stress affects their job performance as well as their relationships and personal lives. Work stress has a significant effect on quality of work life.

To increase positivity in police officers a new construct is emerged which is required to sustain the performance, motivation, commitment toward goal and loyalty for extended period of time. Waddell & Burton (2006) “Majority of studies in the past have focused on occupational stress rather than the wider positive construct of well-being, and also can be defined as a subjective state that draws on multiple dimensions including physical, material, social, emotional, developmental, and activity-based issues. A growing number of studies done by Danna & Griffin, (1999), Harter, Schmidt, & Keyes, (2002), and Wright, (2010) and Wright & Cropanzano (2000) are also providing convincing links between the overall well-being of staff and their performance in the workplace”.

QUALITY OF LIFE

It is the general wellbeing of individuals and societies, including negative and positive features of life. It observes life satisfaction, including everything from physical health, family, education, employment, wealth, religious beliefs, finance and the environment. Quality of work life has a wide range of contexts, including the fields of international development, healthcare, politics and employment.

Quality of work life can be taken as an alternative to the control approach of managing people in an organization. In this approach employees of an organization are considered as an asset of an organization rather than as a cost of that organization. It also defines the level of happiness or dissatisfaction an employee of an organization has with his job career. It has been observed that if the people enjoy their job profile, then are considered to have a high quality of work life, while those who are unhappy are said to have a low quality of work life. Findings of many studies reveal that people perform better when they are allowed to take part in the activities of an organization and also in making decisions. This approach satisfies not only their economic needs but also their social and psychological ones.

Today’s workforce is realizing the importance of relationships and is trying to make a balance between career and personal lives. Organizations have to concentrate more on job designs and organization of work to satisfy the need of the new generation workforce. Oldhams and Hackman (1980) defined “quality of work life” as a work environment that fulfills employees’ personal needs by making a positive interaction effect between their physical and mental well-beings. Hence it can be considered as a complex organizational
issue, as it creates a positive interaction between the physical and mental wellbeing of employees towards increased productivity (Lawler, 1982).

“Quality of work life” refers to the level of choice that an employee has in his job functions by matching his personal needs and interests. The “quality of work life” program is designed to increase workers satisfaction with their work environment along with their productivity (Carrell & Heavrin, 2009). “Quality of work life” can also be viewed as a reflection of the way of thinking about employee, work and organization involving much concern for employees’ wellbeing and organizational effectiveness.

As a philosophical viewpoint, “Quality of work life”, views employees as the most important resource an organization. Major concern is on the creation of an environment that is stress free. This concept gives emphasis on the importance of employees with a positive attitude to work. It has been observed that when employees are less satisfied, they are less committed to the goals of the organization and have an impact on organization’s performance. Management of stress is the responsibility of both individual as well as organization. Employees have to manage their stress by relaxation, exercising, managing their time and role, and also by developing and maintaining support groups.

It is a multidimensional concept including many programmes. It is the duty of the employers or managers that they have to identify the needs of employees. Expectations of employees have a positive or negative effect on the way they perceive the quality of their organizational life and also have an impact on their commitments to the organization.

The concern for Quality of work life is increasing day by day due to the increase in education level as well as job aspirations of employees, association of workers, and significance of human resource management. The QWL encompasses healthy experience of an employee in various facets of his work life. It has been seen that the reaction of employees towards work depends upon three factors such as the personality traits and individual characteristics, characteristics of the job, and Facilities offered by the organization at the work place.
Healthy Physical environment is a part of happiness at work where it is obvious that management cares about the welfare of workers. An employee always seeks energy and value greatly from gainful activity. O’Brien (2003) “A healthy life is defined as the life in which a person has the ability to love and to work”.

Freud defined it as “Lieben and arbeiten” (to love and to work). Gainful employment nourishes energy. It is the work one can do for income, and income drives the livelihood and purchasing power with a few exceptions. Management affects job and gainful employment whether good or bad, gainful is personal and desirable to an employee. An employee should be regarded as gainful if an individual is engaged in it with a wish, expect and purpose of obtaining remuneration or benefit in return for services or hard work. It is in fact paid for services performed, whether or not there is any desire expect or intention of obtaining compensation.

Gainful employment also called worthwhile or profitable employment; an occupation that pays an income. It is a concept of positive psychology as it explores the benefits of employment and work. It has a positive impact on purpose of life, identity, challenge and social support being an important component of living a perfect life. Considerable gainful activities are as below:

- **Extensive work activity:** In this type of work activity main focus is on doing significant physical or mental activities. The employee’s work may be significant even if it done on a part-time basis. If the employee does less, get paid less, or has less responsibility than when the employee worked before.

- **Gainful work activity:** This type of work activity is the activity in which employee does work for pay or profit. Work activity is gainful if it is the kind of work usually done for profit, whether or not a profit is realized.

- **Some other activities:** The Board does not consider activities like taking care of one’s self, household tasks, hobbies, therapy, school attendance, club activities, or social programs to be substantial gainful activity.

**Mechanism of Gainful Employment:** Following nine components are the mechanism of gainful employment:
1. **Variety in duties performed:** Variety in work profile brings satisfaction. Repetitive work activities lead to presenteeism i.e. being at work but on being on the job” (Hemp, 2004). Due to it the individual physically goes to work, but becomes uncreative or dissatisfied due to boredom with repetition. Presenteeism can cut an individual productivity by third or more as the activity of the employee slows down and by increasing the number of mistake. Hence it appears more costly than absenteeism (Hemp, 2004).

2. **Safe working environment:** The firm and administration must make certain that working conditions were safe for all the employees. Poor conditions in the workplace can cause stress among workers and also lead to poor health. It has been noticed that poor psychological environment at work, can have a negative impact on employee’s health, gainfulness, safety, and well-being.

3. **Income for family and oneself:** Families are struggling to cope with an increasingly complex world. Individuals are struggling to find the right balance between work and family responsibility (William & Shellenberger, 1994). Domestic issues can affect work where balancing work and home by allotting adequate time for both can help reduce stress. Pay is essential to support oneself, family and lifestyle. A study by Abdulwadud and Snow, (2008) shows that a supportive employer and a family friendly culture at workplace improve job satisfaction and morale.

4. **Purpose derived from providing a product or service:** An employee may derive an aim in his life for the work that he completes. Many individuals define their work as a calling, or as, “a vocation to which the employee brings an excitement and commitment to the work for its own sake”. An employee must know what his organization is aiming to achieve. The organization has to communicate these goals quite clearly to employees.

5. **Satisfaction and Happiness:** Attitude at work and passion leads to happiness and satisfaction. A link must be there between an individual’s activities and their knowledge, skills, and attitudes. Moderate levels of physical activity are needed by employees to feel more enthusiastic in the workplace. They must have increased levels of life satisfaction, and feel better about their physical selves. (Thogersen-Ntoumani, Fox, & Ntoumanis, 2005)

6. **Engagement and involvement:** Employees must have an adequate amount of work to complete, have the essential knowledge and assets to complete work, and have the opportunity to perform then they will definitely grow at their workplace. In a study by Kahneman, Diener, & Schwartz (1999) it was found that individuals who work in setting where the skills of the employee match the skills required for the assigned tasks are more gainfully employed. Findings of one more study reveal that employees who are engaged with
their work are more productive as compared to those who are not. (Hillier, Fewell, Cann, & Shephard, 2005).

7. **Sense of performing well and meeting goals:** An individual must know that he is capable to perform well at work and achieve the goals that he or she sets. Employees should strive to set SMART (Smart, Measurable, Attainable, Reasonable, and Timely) goals in order to perform well at work.

8. **Friendship at work:** Berman (2008) define workplace friendship as” nonexclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking and shared interests and values”. Study finding reveals that positive friendship at workplace leads to increased achievement, job satisfaction, and productivity. Friendship at workplace also facilitates increased communication, respect, securities, and trust among employees.

9. **Environment that respects and appreciates diversity:** To increase diversity among employees, managers should make use of “Diversity Management” in which they use a multiplicity of management techniques in order to enlarge the positive outcomes that are linked with diversity in the workplace. Racial and ethnic diversity are increasing speedily in workplace these days. An employer should create a more supportive environment at work so that the employees will be able to focus on their jobs. It also means making the environment more supportive by making sure organizational policies to meet the needs of employees.

**Strength based approach to gainful employment:**

This psychological approach has benefits both for the employees and for the people in management positions. In management, gainful employment depends on the managers who focus on employee strengths, communicate company goals, and give constructive feedback to employees.

Sigmund Freud emphasized on the relationship between work and fulfilmentand observed that “a healthy life is one in which the people have the ability to love and work. When individuals are gainfully employed including a safe working environment, purpose derived from work, engagement, etc., their quality of life and satisfaction increases.” This approach includes identification of talent, integration into one’s view of self and changed behaviour at the individual level. Study by Clifton and Harter (2003) reported three major steps of strength –based approach to gainful employment.

- **Identification:** When talent is kicking in, one takes notice of it and recognizes it. Before recognizing about their talent, they didn’t even know that it was a talent. Knowing about
talent gives them more confidence and hope for themselves. Exploring one’s talent is great effort and contributes to one’s social and cognitive development.

- **Integration:** Recognizing about one’s talent help an individual to understand the reasoning behind some actions. Talent learning has started a habit of self reflection into actions. An individual can be able to apply talent in certain situations accordingly.

- **Change in Behaviour:** A person who is using talent in order to learn better, have to change behavior for further advancement in performance. For example, someone who is highly organized can easily notice that another person is disorganized and completely overlook his or her talent for relating to others.

For individuals seeking employment, Career counseling is the psychological approach to gainful employment. Vocational counselors work with individuals who are considering new careers not only to secure employment for them, but also to ensure organizational fit and job satisfaction. From a legal point of view, it is defined as work that a person can pursue and perform for money or activities intended to provide an income to a person. Recently gainful employment has also been approached from the political perspective and applied to education reform.

The Gainful Employment Rule is an example of a policy regarding gainful employment. According to the U.S. Department of Education, the Gainful Employment Rule requires schools to provide their students with an education adequate enough for them to pay their college loans back, so that they will be gainfully employed after they graduate from college.

In October 2010, the Barack Obama administration designed a set of rules to provide aid for the educational institutions. They expect this funding to protect students form inappropriate recruiting practices and increase information about the quality and effectiveness of college and training programs. The gainful employment is less based on one’s external work environment and more on one’s viewpoint of employment as either a job that focus on financial rewards and necessity, a career meaning focus on advancement and also as a calling where main focus is on enjoyment of fulfilling, socially useful work. Individuals who view their work as a passion experience increased satisfaction.
EMOTION WORK

Emotion work is defined as an emotional state of consciousness in which joy, sorrow, fear, and hate is experienced. Emotion is used to create and preserve social bonds. It is one of the unique qualities that make us human beings. The term ‘Emotion work’ was given by Arlie Hochschild (1983). It is the art of trying to change in degree or quality an emotion or feeling. It may also be defined as the management of one's own feelings or as "work done in a conscious effort to maintain the well being of a relationship. Research supports that certain positive psychological outcomes relate to greater organizational outcomes. Positive emotions and related processes can lead to greater motivation, fulfilment with work, and the ability to cope with stress and uncertainty. It is required by the organization that certain emotions have to be displayed by the employees. An example for emotional job requirements is that flight attendants have to treat (even impolite) guests in a friendly way that a nurse has to show empathy towards a patient, etc.

Emotion work is a key characteristic of jobs in the service sector, that is, all jobs with contacts to customers, patients, clients, students, children etc. A high variation in emotion work is assumed. The requirements of a bank clerk may differ considerably from the requirements of a flight attendant or a nurse. Emotions in the workplace play an important role in how an entire organization communicates with its employees and also to the outside world. Weiss (2002) study on emotional states reveals that “Events at work have real impact on its participants. Both behavioral and attitudinal consequences of emotional states in the workplace have substantial significance for individuals, groups, and society.

Lee, Allen, (2002) observed that positive emotions in the workplace help employees having favorable outcomes including achievement, job enrichment and higher quality social context. Whereas, Negative emotions, such as fear, anger, hostility and guilt however increase the predictability of workplace deviance, and how the outside world views the organization.

Gender & Emotion Work

For financial support women are dependent upon men. Due to their subordinate position, women have a particular relationship to emotion work. They have to manage their negative emotions, such as anger and aggression. Even today, aggression in men is observed as
masculine and positive but in women it is observed as damaging. They are more often employed commercially for emotion work. More often the women are nurses who support rather than the doctors who diagnose; they are the elementary school teachers that nurture rather than the professors who do research. Hochschild’s main concern is with commercialization of feeling. All of us manage emotion, as it is the part of our impression management. Many of jobs require the use and presentation of emotion as part of the job. Jobs of waitresses and waiters, clerks at grocery stores, fast food chains, discount department stores, and the professionals at doctors’ and dentists’ offices all require management of emotions. All the professions dealing with the public require emotion management as part of the job description. Initial research of Hochschild (1983) was mainly on the airline industry. She investigated the training techniques used to teach airline stewardesses to manage their emotions in dealing with passengers who board on airplane.

**Emotion work: States and Strategies**

Many service organizations have rules about which emotions should be displayed by an employee when serving customers. Employees are expected to display positive emotions such as friendliness and excitement, while some specific contexts may also involve more ambiguous or even negatively valenced emotions. Hochschild’s (1983) developed model of Emotion work which can be divided into two groups. The first group of the model focuses on the strategies which people use to deal with emotion work (e.g., Brotheridge & Lee, 2002; Grandey, 2000). They described the antecedents, functions, and consequences of two main strategies as Surface acting meaning changing the emotional display while leaving the affective state untouched and deep acting meaning changing the affective state itself.

The second group of models focuses on the psychological state that is associated with emotion work and is labelled emotional dissonance (e.g., Morris & Feldman, 1996; Zapf, Vogt, Seifer, Mertini, & Isic, 1999). Emotional dissonancemeans the extent to which felt emotion differentiate from the emotion that should be expressed as required by display rules. For example, a service employee may feel angry when dealing with a nasty customer but he has to remain friendly in accordance with the rules of customer orientation. Zapf (1999) argued that emotional dissonance can become a threat to employees’ well-being, as it works as a stressor that impairs effective fulfilment of the task.
Relationship between Emotion Work and Gainful Employment

Positive emotions such as high achievement and excitement play an important role at the workplace having desirable effect on the individual (Staw, Sutton, Pelled, 1994). Abraham (1999) observed “strong positive emotions of emotionally intelligent individuals include optimism, positive mood, self efficacy and emotional resilience to persevere under adverse circumstances.” Optimism is the thought that failure is not inherent in the individual; it may be attributed to circumstances that may be changed with continuous efforts. Those who express positive emotions in the workplace have more influence on their co-workers. They are also more likable and these people will inspire cooperation in others to carry out a task.

According to Abraham, (1999), “work overload, lack of rewards, and social relations are the most stressful work-related factors contributing formation of negative emotions at work”. Cynicism or distrust is a negative affective reaction to the organization. It has been observed that cynics feel contempt, distress, shame and even disgust when they reflect upon their organizations. Negative emotions are also the result of “a range of workplace issues, including aggression, verbal abuse, sexual harassment and non verbal behaviour”. (Muir, 2006).

Stress is the problem of each and every person experiencing it. Negative emotions can be due to poor leadership, lack of guidance, lack of support and backup. Employees’ lack of confidence in their abilities to deal with work demands and their lack of confidence in co-workers can also become the reason of prolonged negative stress. Showing stress reveals weakness; therefore, employees suppress their negative emotions at work and home. “People who continually inhibit their emotions have been found to be more prone to disease than those who are emotionally expressive.

Individuals experiencing job insecurity must have an increased risk for anxiety, depression, substance abuse and somatic complaints. Canaff and Wright (2004), study revealed “negative feelings at work effect employee’s morale, turnover rate, and also commitment to the organization”.

It has been observed that most of the research attention has been given to testing the relationship of positive self evaluation traits such as self-esteem, self-efficacy, internal locus of control and emotional stability as well as to personality, performance, absenteeism, burnout and emotional labor or work. Researches on the impact of positive psychological
states among police personnel have been almost ignored. Adler (2002) suggested that it should be combined with more organizational behaviour research in other cultural contexts.

Luthans & Youssef (2004) introduced a positive approach based on positive psychological states and recognition of the overall Psychological Capital, consisting of states such as hope, optimism, and resiliency. This construct was used for the first time as a measure of human, social and conventional physical capital. Psychological capital provides an outline that facilitates researchers to broaden present researches into positive organizational behavior.

**POSITIVE PSYCHOLOGICAL CAPITAL (PSY CAP)**

Luthans, Youssef, & Avolio, (2007), “Psychological Capital means positive psychological state of development of an individual that is characterized by hope, optimism, resiliency and self-efficacy and focuses mainly on building people’s strengths rather than focusing on their dysfunctions and problems”.

Seligman (2002) in his book ‘Authentic happiness’ declared that “when we are engaged (absorbed in flow), perhaps we are investing, building psychological capital for our future.” Every day creates a new target that a person has to face with courage. Stajkovic & Luthans (2003) in core confidence factor for work motivation, also used four construct of Psychological Capacities, and these psychological capacities are very relevant in today’s global business contexts as these are characterized by intense competition and uncertainty.

**Mechanism of Psychological Capital**

According to Osigweh (1989) distinction between the natures of the affective states that compromise Psychological Capital is not always hope, it might easily be confused with optimism. Investigating the descriptions used within the model and explicating the specific worth is critical, “the development of clear definitions for concepts is important to improving organizational research and theory building”. Avey, Luthans and Youssef (2010) have given a description on the trait-state continuum:

- **Pure Positive Traits:** These traits are characterized by “stability over time and across situations, including traits that are believed to be hardwired, such as intelligence or hereditary characteristics”.

- **Trait-like constructs:** These refer to relatively “stable psychological characteristics such as conscientiousness, extroversion, and core self-evaluations”.

- **State-like psychological resources:** These are closer to the opposite end of the continuum and also tend to be “malleable, particularly relevant to the workplace”.

- **Positive States:** These are at the other extreme of the continuum and include “temporary and highly variable states such as moods and emotions”.

### Positive Psychological Capital: An Integrated Model

The different dimensions of Psycap are shown on the left side of the model. It has been observed that Psycap is influenced by organizational climate and also influences various positive and negative outcomes in that organization. Different organizational activities have influence on the employee characteristics that build up his Psycap. For example—while a high Psycap employee observes the good results of his performance; his Psycap grows even more due to the impact of the good performance on self efficacy and hope.

A worker gives feedback not only to himself but also to the others observing him as well. Thus, his Psycap influences his surroundings cognitively and affectively. For example: If a worker shows behavior and feelings of high Psycap and succeeds in his job, then not only his Psycap will grow but the Psycap of the other employees working around him will also flourish. Positive, as well as negative Psycap have an “infectious” aspect that influences groups and generates a Bottom-up process. The model also shows that every one of the four characteristics of Psycap has the possibility to influence organizational outcomes directly as shown widely in past research.
FIGURE 1: EXPANDING CAPITAL FOR COMPETITIVE ADVANTAGE
FIGURE 2: POSITIVE PSYCHOLOGICAL CAPITAL MODEL
(Source: Yairgi at English Wikipedia, April 2008)
**Dimensions of Positive Psychological Capital Model:** As depicted in the diagram, there are four dimensions of positive psychological capital such as

- **Efficacy:** It offers a person beneficial cognitive process and directness to challenge, and also willingness to apply effort in the pursuit of a successful result even though the person expects a positive return on that investment. Craig (2007) defined efficacy as “Being certain in your own abilities… and about have trust in people, plans or the future”. In the Psychological Capital model self efficacy is defined as ‘believing in one’s ability to mobilize cognitive resources to obtain specific outcomes” (Luthans & Youssef, 2004). According to Stajkovic & Luthans, (1998) and Bandura(1997) self-efficacy is the “beliefs in one’s capabilities to organize and execute the courses of action required to produce given attainments”. This type of beliefs and values are defined by Maddux (2002) as “the most important determinants of the behaviours people choose to engage in and how much they persist in their efforts in the face of obstacles and challenges”.

- **Hope:** It is illustrated in the Positive Psychological Model as “having the willpower and pathways to attain one’s goals”. In fact hopeful people experience more positive feelings than those who have a more miserable approach towards life. Hope is the wish to achieve goals or aims which have an effect on or relationship to motivation and the capability to conceive strategy for attaining those goals or aims. Hope is considered as quantifiable, having a clear impact on performance and it can be enhanced. Scheduling or planning to attain goals is a cognitive process where goals and desire to attain those goals might be explained as a combination of both cognitive and affective processes .Snyder et al. (1991) described hope as a motivational state whereby two elements such as goal-directed strength of mind and planning to achieve those goals interact.

- **Resilience:** Is a person’s ability to overcome and often flourish from some substantial life events. In the Psychological Capital model it is defined as “having the capacity to bounce back from adversity, failure or even positive but seemingly overwhelming changes such as increased responsibility”, (Luthans & Youssef, 2004). Resilience has a clear impact on performance, can be measured, and developed at the individual level. A research in the area of child psychology suggests that resilience is an observable fact resulting from normal human adaptation responses.
According to Maston (2001) building resilience require the development of the adaptive systems along with cognitive and learning processes. It is characterized by good outcomes in spite of serious threats to adaptation or development. Luthans et al. (2004) said that adding to the adaptive process both a logical perception of reality, allowing for effective and rational responses to given circumstances and the inclination to seek or make meaning from events, permitting them to “build bridges from present day hardships to a fuller, better constructed future”.

- **Optimism:** In psychological capital model this state is defined as “Explanatory style that attributes positive events to internal, permanent and pervasive causes, and negative events to external, temporary, and situation-specific ones”, (Luthans & Youssef, 2004). Optimistic individuals are future-focused, and more likely to expect that future events will be positive in nature, regardless of present circumstances. Seligman (2002), described two dimensions of optimism in terms of the degree of durableness one perceives in a variable, and pervasiveness. For example, Optimists will see a negative event as momentary and a positive event as everlasting. Optimists will see a negative basis, for example, as specific to an event and not to all events, and will see a positive cause in the reverse fashion. The elements of optimism combine to impact upon performance. According to Peterson & Luthans (2003) participants with an optimistic explanatory style improved in performance on a test after a failure feedback, while those with a pessimistic style did not. Evidence suggests that optimism defined as above can be developed within the individuals (Seligman, 1990).

**Positive Psychological Capital and different Organizational Outcomes**

I. **Psychological Capital has a positive correlation with performance and satisfaction:**

Major research findings reveal that high Psycap employees perform better than low Psycap employees. This difference in performance can be explained by their Psychological constructs which are involved in their cognitions and motivations. The influence on the employees’ performance is stronger while referring to Psycap.

II. **Psychological capital mediates between supportive climate and employee performance:**
In order to achieve stable organizational growth, supportive climate is necessary for human resources. Supportive climate is defined as “the total support that an employee receives from their coworkers, other departments and their supervisors which helps them with their job demands”.

III. **High Psychological capital Employees supports effective organizational change**

Organizational change is defined as a lack of fit with the environment which intensifies as a result of a gap between the organizational goals and its present outcomes. “The employees have the responsibility to adjust and behave according to the new strategy dictated by the management, mostly with fewer resources. During change, different aspects of employees’ Psycap are put to the test – they have to learn new ways of behavior and be confident to do so, recover from the crisis, be motivated to cope efficiently and to believe in a better future”. Psycap and positive emotions are examples of how personal factors facilitate organizational change. “Positive change is defined as every change that the organization undergoes for its own benefit and has more positive psychological and behavioral consequences than negative ones. The role of positive emotions is that they help workers cope with the organizational change by broadening their point of view, encourage open decision making and giving them essential vitality for their coping. This interaction means that Psycap, through positive emotions, influences the worker’s attitudes and behavior, which in turn, influences the organizational change”.

IV. **Psychological capital decreases absence from work**

Psycap has interesting influences on absence from work. Studies have shown a connection between personal and organizational climate factors to the level of absenteeism from work. Recently, however, research has shown that attitude variables like satisfaction and commitment cannot explain the significant variance in absenteeism. Psycap can give a new perspective to the understanding and coping with absenteeism. Research has shown that Psycap has a positive influence on levels of involuntary and voluntary absenteeism.

The basis of the interaction between Psycap and absenteeism lies in the already proven connection between the body and the soul and more specifically, a strong connection
between stress and physiological factors. “Workers who confront similar obstacles in their workplace will react differently according to their Psycap and therefore the influence of such obstacle on them will be different. The nature of workers with high Psycap will contribute to lower levels of sickness or to the ability to recover from sickness and get back to work afterwards, which will result in lower levels of involuntary absenteeism”.

**Positive Psychological Capital (PsyCap) and Gainful Employment**

PsyCap consisting of **efficacy, optimism, hope and resilience** is the core factor that predicts performance and satisfaction better than each of the four factors that make it up (Luthans, Avolio, et al., 2007). It is related to multiple performance outcomes in the workplace by encouraging friendliness, lower employee absenteeism, and intentions to quit the job. Psy cap also resulting organizational citizenship behaviours, commitment towards job as well as higher job satisfaction. Research has also found that PsyCap can be improved by a supportive work climate.

Present lifestyle has high contact to negative feelings such as anger, hate, and fear. These negative human feelings and emotions have a high inclination to increase. For example, a person starts to suspect everything around when get deceived. This has negative impact on relatives, friends and family members and people around him. And these feelings create strong impressions and judgments on an individual and society level. Activities such as meditation, yoga and prayer have shown to promote renewal of neurons while also increasing hope, resilience, self efficacy compassion and optimism. Daily meditational practice helps a person triumph over all negative feelings to make a peaceful mind and a healthy and stress free body. Walsh & Shapiro (2006)“Meditation is a practice of self- regulation focusing mainly on training attention and awareness to bring mental processes under greater voluntary control and thereby encouraging general mental wellbeing and development of specific capacities such as calm, clarity and concentration”.

Now, the researcher will pass on to next chapter where the required review of the pertinent literature of the present research has been summarized.