CHAPTER IV

METHODOLOGY

The purpose of the present research was to examine the effect of passion for work, psychological capital, and emotional intelligence on job satisfaction and burnout.

The empirical verification of the proposed hypotheses however depends upon:

1. Selection of adequate sample.
2. Tools used for collecting data.
3. Method and procedure employed for deriving conclusions for different measures.

Thus, it seems appropriate to describe the tools used and the method and procedure employed in completing the research being reported. In brief this chapter includes the description of the following:

4.1 Sample
4.2 Tests
4.3 Procedure
4.4 Scoring
4.5 Statistical analyses

4.1 SAMPLE

The sample comprised of 200 middle level managers from Public Sector Banks. The sample was selected from the various branches and offices of Public Sector Banks in the tricity of Chandigarh, Mohali, and Panchkula. The ratio of male to female middle level managers in the tricity was found to be 12:1 i.e. the number of female middle level managers was low and disproportionate. So the sample included male middle level managers only. As per the information from the websites of the banks, twenty five Public Sector Banks have their branches and offices in the tricity of Chandigarh, Mohali and Panchkula. The sample was selected randomly in an attempt to give an appropriate representation to all the banks in the tricity. The
branches and offices of Public Sector Banks in the tricity were visited, wherein the branch/office/Human Resource Department heads were contacted, the nature and aim of the investigation was explained and permission was procured to meet and administer the tests to male middle level managers. Data from four banks represented by an aggregate of 12 branches/offices could not be obtained owing to the head of the branch/office/HR Department not permitting or the employees themselves being unwilling to participate in the process.

**Table 6: List of PSBs and the Representation of Middle Level Managers who participated in the Study**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Bank</th>
<th>Number of Male Middle Level Managers (Year – 2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(Tricity)  (Chandigarh)  (Mohali)  (Panchkula)</td>
</tr>
<tr>
<td>1.</td>
<td>Allahabad Bank</td>
<td>3         2          -               1</td>
</tr>
<tr>
<td>2.</td>
<td>Andhra Bank</td>
<td>2         2          -               -</td>
</tr>
<tr>
<td>3.</td>
<td>Bank of Baroda</td>
<td>5         3          1               1</td>
</tr>
<tr>
<td>4.</td>
<td>Bank of India</td>
<td>23        19         -               4</td>
</tr>
<tr>
<td>5.</td>
<td>Bank of Maharashtra</td>
<td>3         3          -               -</td>
</tr>
<tr>
<td>6.</td>
<td>Canara Bank</td>
<td>9         5          3               1</td>
</tr>
<tr>
<td>7.</td>
<td>Central Bank of India</td>
<td>2         2          -               -</td>
</tr>
<tr>
<td>8.</td>
<td>Indian Bank</td>
<td>8         4          2               2</td>
</tr>
<tr>
<td>9.</td>
<td>Indian Overseas Bank</td>
<td>9         6          3               -</td>
</tr>
<tr>
<td>10.</td>
<td>Oriental Bank of Commerce</td>
<td>2         2          -               -</td>
</tr>
<tr>
<td>12.</td>
<td>Punjab and Sindh Bank</td>
<td>9         6          3               -</td>
</tr>
<tr>
<td>13.</td>
<td>State Bank of Bikaner &amp; Jaipur</td>
<td>3       3          -               -</td>
</tr>
<tr>
<td>14.</td>
<td>State Bank of Hyderabad</td>
<td>1         1          -               -</td>
</tr>
<tr>
<td>15.</td>
<td>State Bank of India</td>
<td>44        23         10              11</td>
</tr>
<tr>
<td>16.</td>
<td>State Bank of Patiala</td>
<td>22        14         3               5</td>
</tr>
<tr>
<td>17.</td>
<td>Syndicate Bank</td>
<td>5         5          -               -</td>
</tr>
<tr>
<td>18.</td>
<td>UCO Bank</td>
<td>8         6          1               1</td>
</tr>
<tr>
<td>19.</td>
<td>Union Bank of India</td>
<td>7         5          1               1</td>
</tr>
<tr>
<td>20.</td>
<td>United Bank of India</td>
<td>3         3          -               -</td>
</tr>
<tr>
<td>21.</td>
<td>Vijaya Bank</td>
<td>7         5          -               2</td>
</tr>
</tbody>
</table>
The inclusion criteria used for sample selection was as follows:

1. Male managers of Public Sector Banks only.
2. Married managers within the age range of 35 to 45 years.
3. Managers with a work experience of at least 8 to 10 years.
4. Managers with a monthly income of 45,000 to 60,000.

The exclusion criteria used for sample selection was as follows:

1. Managers with recent illness or traumatic experience.
2. Managers against whom any departmental enquiry has been initiated.

4.2 TESTS

The tools were selected in accordance with the aim of the study. While selecting the tools psychometric properties and nature of the sample were taken into consideration. The following standardized tests were used in the investigation:

1. Passion Scale (Vallerand et al., 2003)
2. Psychological Capital Questionnaire (PCQ-24; Luthans, Youssef et al., 2007)
3. Wong and Law Emotional Intelligence Scale (WLEIS; Wong & Law, 2002)
4. Generic Job Satisfaction Scale (GJSS; MacDonald & MacIntyre, 1997)
5. Maslach Burnout Inventory – General Survey (MBI-GS; Schaufeli, Leiter, Maslach & Jackson, 1996)

4.2.1 PASSION SCALE:

Passion was measured with the Passion Scale (Vallerand et al., 2003). The Passion Scale is a 17-item questionnaire which consists of three subscales. Two subscales of six items each, assess harmonious passion (item number 1, 3, 5, 6, 8, and 10) and obsessive passion (item number 2, 4, 7, 9, 11, and 12). A sample item for harmonious passion is “My work is in harmony with other activities in my life”, while a sample item for obsessive passion is “I have difficulties controlling my urge to do my work”. The third 5-item passion criteria subscale (item number 13, 14, 15, 16, and 17; e.g. “I spend a lot of time doing my work”) measures the extent to which participants were passionate about their work. Each item of this subscale assesses a different criterion related to the definition of passion (the extent to which work is self-
defining, liked, valued, is a ‘passion’ for the participant, as well as the time spent in work).

Participants were asked to think about their work and respond on a Likert-type scale ranging from 1 (do not agree at all) to 7 (completely agree), according to the extent of their agreement with each statement. Items from the harmonious passion and obsessive passion subscales were averaged to create a harmonious passion and obsessive passion score for each participant, while items measuring the passion criteria were averaged to determine if individuals were “passionate” towards work. Based on the passion criteria outlined by Vallerand et al. (2003), and previous research on passion (e.g., Vallerand et al., 2010), individuals who scored a mean of 4 or higher on the five items measuring the passion criteria were considered passionate and included in the analysis.

When Vallerand et al. (2003) introduced their new conceptualization of passion; they proposed the Dualistic Model of Passion (DMP) which based on the Self-Determination Theory (SDT) states that two different types of passion can emerge depending on how the activity is internalized. Harmonious Passion is argued to emerge when the activity is autonomously integrated into self and obsessive passion emerges when an activity is integrated in a less autonomous, more controlled way. Results from exploratory and confirmatory factor analyses have provided strong support for the two-factor structure of the scale in a number of life contexts including work (Carbonneau et al., 2008; Vallerand & Houlfort, 2003; Vallerand et al., 2010).

Results from a series of experiments (Houlfort, Koestner, Vallerand, & Blanchard, 2003a; Houlfort, Koestner, & Vallerand, 2003b) involving over 300 workers from various fields ranging from teaching at the college level to being a technician or a manager confirmed the applicability of passion concept in the workplace. Research using the Passion Scale has provided evidence for high levels of validity and reliability in several life domains including work (Carbonneau et al., 2008; Forest et al., 2011; Ho et al., 2011; Lavigne et al., 2011; Rousseau et al., 2002; Vallerand et al., 2003, 2010; Vallerand & Houlfort, 2003).

Assessments of the internal consistency of scores derived from the Passion Scale have typically yielded Cronbach’s alpha levels between .70 and .85 for both the
harmonious passion and obsessive passion subscales (Carbonneau et al., 2008; Caudroit et al., 2011; Forest et al., 2011; Vallerand et al., 2003; Vallerand et al., 2010). In the current study, the internal consistency for harmonious passion and obsessive passion subscales for Indian managers was established. The Cronbach’s alphas for harmonious passion and obsessive passion subscale range from .74 to .86 (see Appendix I), indicating that the measures have high internal consistency exceeding Nunnally’s (1978) threshold of .70.

4.2.2 PSYCHOLOGICAL CAPITAL QUESTIONNAIRE (PCQ-24):

Psychological Capital was measured using the Psychological Capital Questionnaire (PCQ-24; Luthans, Youssef et al., 2007). The PCQ-24 is a 24-item questionnaire consisting of four subscales, each comprised of six items. The subscales include self-efficacy, hope, resiliency, and optimism. All items are measured on a 6-point Likert-type scale of agreement with response ranging from 1 = strongly disagree to 6 = strongly disagree.

PCQ-24 draws from widely recognized published standardized measures for each of the positive constructs that make up psychological capital as follows: (1) Hope (Snyder et al., 1996); (2) Resiliency (Wagnild & Young, 1993); (3) Optimism (Scheier & Carver, 1985) and (4) Self-Efficacy (Parker, 1998) (Luthans, Avolio et al., 2007; Luthans, Youssef et al., 2007). Sample items include: “I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems” (self-efficacy); “At the present time, I am energetically pursuing my work goals” (hope); “I can get through difficult times at work because I’ve experienced difficulty before” (resiliency); and “When things are uncertain for me at work I usually expect the best” (optimism).

The participants were asked to describe how they thought about themselves at that moment to facilitate the state-like nature of these constructs (Luthans, Avolio et al., 2007). Three items in this scale were negatively keyed; two from the optimism and one from the resiliency subscales. Items from the self-efficacy, hope, resiliency, and optimism subscales were averaged to create a self-efficacy, hope, resiliency, and optimism score for each participant. Low scores for each subscale indicate that an
individual has low levels of the corresponding psychological capital component and low scores for all subscales relate to low levels of overall psychological capital (Luthans, Avolio et al., 2007; Rowe, 2013).

This scale is relatively new, but has been used in a number of studies. In a validation study of the scale, Luthans, Avolio et al. (2007) found internal consistencies across multiple studies to be greater than .85, and reliabilities for other studies have ranged from .93 (Avey et al., 2010) to .98 (Peterson, Luthans, Avolio, Walumbwa, & Zhang, 2011). The subscales have demonstrated alpha values ranging from .75 to .87 for self-efficacy, from .72 to .87 for hope, from .72 to .80 for resiliency, and from .74 to .85 for optimism (Avey, Luthans, Smith, & Palmer, 2010; Luthans, Avolio et al., 2007; Rowe, 2013). Previous research (Luthans, Avolio et al., 2007; Luthans et al., 2010) using confirmatory and exploratory factor analyses confirmed the four factor structure of PCQ-24 (Seaton, 2011) and further found that each of the six items contained within each subscale loaded significantly on their respective latent factor and all four latent factors loaded on the one higher order factor (Luthans et al., 2008; Luthans, Avolio et al., 2007).

Over the past few years, the relationship of individual efficacy, hope, resiliency, and optimism positive strengths and the overall core construct of psychological capital with desirable work-related outcomes such as performance, satisfaction and commitment has been analyzed (Luthans, Youssef et al., 2007). Research effort has found a statistically significant relationship between psychological capital predictor variables and outcomes (Luthans, Youssef et al., 2007). These encouraging results have been supported among diverse samples, such as engineers and technicians in a very large aerospace firm, executives in a logistics firm, nurses in a hospital, federal, state and local government employees and many others, including across cultures, for example, Indian knowledge workers and Chinese factory workers (Luthans, Youssef et al., 2007).

PCQ-24 has been successfully used on Indian private and public sector bank employees (N = 100) and government and corporate sector employees (N = 60) by Singh & Khan (2013) and Choubisa (2009) respectively. Cronbach’s alpha levels of
internal consistency for the four subscales (self-efficacy, hope, resiliency, and optimism) were above .77 in the research carried out by Singh & Khan (2013), which show acceptable reliability.

4.2.3 WONG AND LAW EMOTIONAL INTELLIGENCE SCALE (WLEIS):

Emotional Intelligence was assessed using the 16-item Wong and Law Emotional Intelligence Scale (WLEIS; Wong & Law, 2002). The scale was designed as a short measure of Emotional Intelligence for use in organizational research (Naseer, Chisti, Rahman, & Jumani, 2011; Wong & law, 2002). WLEIS consists of four dimensions viz. self-emotions appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion. Each dimension is represented by four items. The Self-Emotion Appraisal (SEA) dimension assesses an individual’s self-perceived ability to understand and express his emotions. The Others’ Emotion Appraisal (OEA) dimension assesses a person’s ability to perceive and understand the emotions of others. The Use of Emotion (UOE) dimension denotes an individual’s ability to use his emotions effectively by directing himself towards constructive activities and personal performance and motivating oneself to enhance performance. The Regulation of Emotion (ROE) dimension refers to an individual’s perceived ability to regulate his own emotions, which will enable a more rapid recovery from psychological distress.

Sample items include: “I really understand what I feel” (self-emotion appraisal); “I always know my friends’ emotions from their behaviour” (others’ emotion appraisal); “I always tell myself I am a competent person” (use of emotion); and “I have good control of my own emotions” (regulation of emotion). All the items are measured on a 7-point Likert-type scale of agreement with response ranging from 1 (totally disagree) to 7 (totally agree). The participants were asked to indicate their degree of agreement or disagreement with each statement. Items from the self-emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion subscales were averaged to create a self-emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion score for each participant.

emotional intelligence because it is more representative of the entire emotional intelligence literature. In addition, Davies et al.’s definition is quite similar to that of Mayer & Salovey (1997; Salovey & Mayer, 1990) and also matches well with Ciarrochi et al.’s (2000) summary of the four basic areas of emotional intelligence. According to Davies et al.’s (1998) definition of the emotional intelligence construct, emotional intelligence is different from personality traits that reflect tendencies to think, feel, and behave in certain ways. In this competence sense, the four-dimensional definition qualifies emotional intelligence as abilities and, therefore, as one possible facet of intelligence (see, e.g., Mayer & Salovey, 1997; Salovey & Mayer, 1990).

There is empirical evidence that EI abilities are distinct from personality traits. Using confirmatory and exploratory factor analyses, Wong and Law (2002) showed in multiple samples that emotional intelligence as measured under Davies et al.’s (1998) four-dimensional definition was empirically distinct from the Big Five personality dimensions (Khosla & Dokania, 2010; Law, Wong, & Song, 2004). Previous research has found support for the underlying four-factor structure, reliability, and convergent and discriminant validity of the WLEIS scores (Law, Wong, Huang, & Li, 2008; Libbrecht et al., 2010; Othman, 2011; Shi & Wang, 2007; Sy et al., 2006; Wong & Law, 2002). The WLEIS scores have also shown validity for predicting life satisfaction, academic performance, job performance, and job satisfaction (Law et al., 2008; Libbrecht et al., 2010; Song et al., 2010; Wong & Law, 2002).

The scale has desirable psychometric properties, low social desirability, ability to adaptively identify, understand, and manage emotions in self and others (Khosla & Dokania, 2010). The Wong and Law Emotional Intelligence Scale (WLEIS) was developed and validated using samples of managers, employees, and students in Hong Kong and is a promising cross-cultural emotional intelligence measure (Fukuda et al., 2011; Mulla, Premarajan, & Shukla, 2008). The WLEIS subscales have demonstrated alpha values ranging from .76 to .90 for self emotion appraisal, from .76 to .91 for others’ emotion appraisal, from .76 to .90 for use of emotion, and from .66 to .92 for regulation of emotion (Aslan & Erkus, 2008; Chen et al., 2011; Kafetsios & Zampetakis, 2008; Karim, 2010; Kong & Bottom, 2010; Krishnan, 2012; Othman, 2011; Trivellas et al., 2013; Weng et al., 2011).
WLEIS has been successfully used on Indian frontline hotel employees (N = 204), graduate students (N = 208), executives attending training programs at a business school (N = 72), business students (N = 37), executives in a pharmaceutical company (N = 101) by Rath, Bhatnagar, and Mishra (2012), Khosla & Dokania (2010), Mulla, Premranjan & Shukla (2008), Mulla & Krishnan (2007), and Jadhav & Mulla (2010) respectively. Cronbach’s alpha for the four subscales (self-emotion appraisal, others’ emotion appraisal, use of emotion and regulation of emotion) range from .64 to .86 in the researches carried out by Rath et al. (2012), Mulla, Premranjan, & Shukla (2008), and Mulla & Krishnan (2007), which shows good reliability.

4.2.4 GENERIC JOB SATISFACTION SCALE (GJSS):

Job satisfaction was assessed using the Generic Job Satisfaction Scale (GJSS; MacDonald & MacIntyre, 1997). The GJSS consists of 10 items that tap into different aspects of job satisfaction and employees’ feelings or reactions towards aspects of their jobs. This scale gives one composite score for job satisfaction and can be used on a wide range of occupational groups (Bakay, 2012; MacDonald & MacIntyre, 1997).

Sample items of the scale are: (1) “I get along with my supervisors” (2) “All my talents and skills are used” (3) “I feel good about my job.” All the items are measured on a 5-point Likert-type scale of agreement with response ranging from 1 (strongly disagree) to 5 (strongly agree). The respondents were asked to indicate their degree of agreement or disagreement with each statement. This scale is most accurate for employees between the ages of 20 and 60 (MacDonald & MacIntyre, 1997; Naz, Rehman, & Saqib, 2013).

Even though there are a variety of conceptualizations of job satisfaction, it can be said that researchers have a considerable consensus on the characteristics of job satisfaction including pay, promotion, working conditions security, relationships with peers and supervisor (Bell & Weaver, 1987; Cherniss & Kane, 1987; Hackman & Oldham, 1975; MacDonald & MacIntyre, 1997). Structural characteristics of the job (i.e. actual value of wages, status, autonomy, etc.) were not considered to be as important in determining employee job satisfaction as the reactions of employees to those characteristics. Therefore, an important psychological element in determining
job satisfaction is the reaction to the characteristics of the job (MacDonald & MacIntyre, 1997).

The strength of the Generic Job Satisfaction Scale (GJSS) lies in the fact that it was developed using a population of working adults, including members of the sales and service sectors. Further, the Generic Job Satisfaction Scale is suited to assess global, rather than domain-specific job satisfaction, which is in sync with the way in which Lent and Brown’s (2006a) model. In the study carried out by MacDonald and MacIntyre (1997) an initial item pool of 44 items thought to be aspects of job satisfaction was completed by a sample of 885 working adults in Ontario, Canada, representing six occupational categories, including sales and service.

Results of factor analysis supported the inclusion of 10 items (MacDonald & MacIntyre, 1997). Cronbach's alpha for these items was .77 (MacDonald & MacIntyre, 1997). Average scores on the scales were not significantly different between males and females and among six major occupational groups (MacDonald & MacIntyre, 1997). Concurrent validity was established by examining correlations between the GJSS and other variables inside and outside the workplace, such as characteristics of the job, general affective reactions, personal problems, and workplace affect.

Assessments of the internal consistency of scores derived from the Generic Job Satisfaction Scale (GJSS) have typically yielded Cronbach’s alphas between .70 and .85 (Bakay, 2012; Karlsson, 2008; Kelly, 2009; MacDonald & MacIntyre, 1997; Quartey, 2013). Cronbach’s alpha for the scale in a research on an Indian Army sample (N = 150) was .87 (Singh, 2013).

4.2.5 MASLACH BURNOUT INVENTORY – GENERAL SURVEY (MBI-GS)

Burnout was measured using the Maslach Burnout Inventory – General Survey (MBI-GS; Schaufeli, Leiter, Maslach, & Jackson, 1996). The 16-item Maslach Burnout Inventory–General Survey (MBI–GS) is a modified version of the original Maslach Burnout Inventory (MBI) consisting of three subscales. The Maslach Burnout Inventory (MBI) is the most widely used instrument to assess burnout, and is used in approximately 93% of the studies measuring this construct (Schaufeli & Enzmann 1998; Schaufeli, Leiter, & Maslach, 2009).
The 5-item emotional exhaustion subscale (item number 1, 2, 3, 4, and 6) covers the experience of both emotional and physical fatigue. The 5-item cynicism subscale (item number 8, 9, 13, 14, and 15) reflects indifference, detached attitude towards work, and active disengagement from work. The 6-item professional efficacy subscale (5, 7, 10, 11, 12, and 16) assesses feelings of competence, successful achievement, and accomplishment in one’s work, which diminishes when burnout is developing. Sample items include: “I feel used up at the end of the workday” (exhaustion); “I have become less enthusiastic about my work” (cynicism); and “In my opinion, I am good at my job” (professional efficacy).

Each item on the scale consists of a statement of feeling. Respondents were asked to rate how often each statement is true for them on a 7-point rating scale ranging from 0 (never) to 6 (always). Items from the exhaustion, cynicism, and professional efficacy subscales were averaged to create an exhaustion, cynicism, and professional efficacy score for each respondent. There is no total score for burnout and no need to reverse score professional efficacy, because it stands alone as its own score; rather, the meaning of a high or low score is simply interpreted inversely from exhaustion and cynicism (Langley, 2012). A high degree of burnout is reflected by high scores on exhaustion and cynicism (Demerouti, Mostert, & Bakker, 2010; Gupta, 2010) and low scores on professional efficacy (Gupta, 2010; Maslach & Leiter, 1997).

MBI-GS was chosen as the tool to assess burnout because it defines burnout not necessarily as a crisis in one’s relationship with people at work but as a crisis in one’s relationship with work, (Maslach et al., 1996) and it has been established to have a less skewed distribution than the original MBI-HSS (Gupta, 2010; Maslach, Schaufeli, & Leiter, 2001). According to Maslach, Schaufeli, & Leiter (2001) the improved distribution of MBI-GS permits a more thorough examination of all three aspects of burnout and eliminates the social desirability bias reflected in the highly skewed distribution of the Maslach Burnout Inventory – Human Services Survey (MBI-HSS).

Research on the concept of burnout historically focused on people in the helping professions (Schaufeli & Enzmann, 1998). The MBI-GS was developed to address the need for a measuring instrument that could be used outside the helping
professions (Schaufeli, Leiter, Maslach, & Jackson, 1996). The MBI-GS measures parallel dimensions to those in the MBI, the difference being that the items do not explicitly refer to working with people. The three dimensions of the MBI-GS are interrelated: Cynicism is highly related to Exhaustion (0.44 < r < 0.61), and also strongly related to Professional Efficacy (-0.38 < r < -0.57) (Schaufeli et al., 1996).

Confirmatory factor analysis done by Schutte et al. (1998) showed that the three-factor model was an improvement over the alternative one-factor and two-factor models. Confirmatory factor analyses for the MBI-GS were initially conducted by Schaufeli, Leiter, and Kalimo (1995), based on samples across different settings, occupations, and countries. These included Dutch civil servants and rural workers, Canadian clerical workers, managers, military personnel, nurses, and psychiatric workers, and Finnish computer workers. The original 28 items were reduced to 16, and the three-factor structure was corroborated in each sample. Since its development, the three-factor structure of the MBI-GS has been repeatedly validated in numerous studies from different countries and occupational groups (Kitaoka-Higashiguchi et al. 2009; Richardsen & Martinussen, 2004; Storm & Rothmann, 2003; Schutte et al., 1998).

The MBI-GS subscales have demonstrated alpha values ranging from .81 to .93 for exhaustion, from .72 to .91 for cynicism and from .68 to .93 for professional efficacy (Brand-Labuschagne et al., 2013; Campbell & Rothmann, 2005; Chen et al., 2011; Dai et al., 2013; Kafetsios & Zampetakis, 2008; Khan & Zafar, 2013; Leiter et al., 2007; Schaufeli et al., 1996; Weng et al., 2011) in the West and in Asia. Moreover, MBI-GS has been successfully used on Indian teaching and non-teaching employees (N = 133), veterinarians (N = 254), middle level executives working in manufacturing industries (N = 170) and middle level managers working in private organizations (N = 125) by Jagtap (2013), Soni, Vaya, & Kher. (2013), Madnawat & Mehta (2012), and Singh & Kanupriya (2011). MBI-GS has shown excellent psychometric properties (Madnawat & Mehta, 2012).

4.3 PROCEDURE

The investigation was carried out on 200 middle level managers from Public Sector Banks to study the effect of two measures of passion for work (harmonious and
obsessive), four measures of psychological capital (self-efficacy, hope, resiliency, optimism) and four measures of emotional intelligence (self emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion) of Indian Public Sector Bank managers on a global score of job satisfaction and three measures of burnout (exhaustion, cynicism, and professional efficacy). The sample was selected from various branches and offices of Public Sector Banks in the tricity of Chandigarh, Mohali and Panchkula. As per the information from the websites of the banks, twenty five Public Sector Banks have their branches and offices in the tricity of Chandigarh, Mohali, and Panchkula. The sample was selected randomly in an attempt to give an appropriate representation to all the banks in the tricity. The branches and offices of Public Sector Banks in the tricity were visited, wherein the branch/office/Human Resource Department heads were contacted, the nature and aim of the investigation was explained and permission was procured to meet and administer the tests to male middle level managers. All middle level managers willing to participate in the study were given a set of all the questionnaires. The filled up booklets were later collected and the data obtained was further processed.

4.4 SCORING

All the scales were scored according to the instructions given in the respective manuals and the information retrieved from various research papers.

4.5 STATISTICAL ANALYSES

The data from all the middle level Public Sector Bank managers was pooled and tabulated. Appropriate statistical techniques like percentages, means, standard deviations, Pearson’s correlation coefficients, and regression analyses were applied to check and support the objectives and hypotheses which helped in drawing the results and conclusions of the study. The raw scores were obtained on different tests from the sample population. The analysis plan involved rendering the data to the following statistical techniques:

i. Descriptive statistics (Means, Standard Deviations)

Descriptive statistics consisting of means, standard deviations, and percentages were calculated for all the study variables, to investigate the nature and distribution of scores among middle level Public Sector Bank managers. Percentages
were computed, as per the cut-offs discussed in the next section, to find the distribution of middle level Public Sector Bank managers across high, moderate, and low levels of the variables under study i.e. two measures of passion for work (harmonious and obsessive), four measures of psychological capital (self-efficacy, hope, resiliency, optimism), four measures of emotional intelligence (self emotion appraisal, others’ emotion appraisal, use of emotion, regulation of emotion), a global score of job satisfaction, and three measures of burnout (exhaustion, cynicism, and professional efficacy).

ii. Correlational analysis

Correlational analysis was conducted to examine the nature and degree of relationship between two measures of passion for work, four measures of psychological capital, and four measures of emotional intelligence with one measure of job satisfaction and three measures of burnout respectively. The assumptions for calculating Pearson Product Moment correlation coefficient were fulfilled.

iii. Multiple Regression Analyses

Step-wise multiple regression analyses were carried out using two dimensions of passion for work, four dimensions of psychological capital, and four dimensions of emotional intelligence as the predictor variables and a global score of job satisfaction and three dimensions of burnout as the dependent variables to identify the predictive efficiency of these independent variables in the prediction of these dependent variables. It allows us to explore the degree of variance in the dependent variables which could be attributed to the other variables in the study and to explain or predict the relationship between the independent and dependent variables. The assumptions for running multiple regression analyses were met.