CHAPTER VI
DISCUSSION

The chapter discusses the results of the statistical analyses (descriptive, correlational, regression) implemented in the study. The present research aimed to study the effect of two types of passion for work i.e. harmonious and obsessive; four measures of psychological capital viz. self-efficacy, hope, resiliency, and optimism; four dimensions of emotional intelligence i.e. self-emotion appraisal, others emotion appraisal, utilization of emotion, regulation of emotion on two work-related outcomes – job satisfaction and three dimensions of burnout i.e. exhaustion, cynicism, professional efficacy among middle level Public Sector Bank managers. Each section commences with a brief summary of the results of the statistical analysis, following which the results are considered in the context of existing research findings and theoretical perspectives.

6.1 DESCRIPTIVE ANALYSES

6.1.1 JOB SATISFACTION OF PUBLIC SECTOR BANK MANAGERS

The mean score on job satisfaction for Public Sector Bank managers in the tricity of Chandigarh, Mohali, and Panchkula came out to be 39.53 (M = 39.53, S.D. = 4.55). The possible range of scores on the Generic Job Satisfaction Scale (MacDonald & MacIntyre, 1997), used in the present study, was 10 to 50 and the mean score obtained is categorized as ‘high’ in accordance with the job satisfaction evaluation criterion given by the authors. The mean score of job satisfaction in the given study is comparable to the mean scores of job satisfaction in previous studies by Karlsson (2008) in Swedish data and telecommunication companies (M = 37) and Naz, Rehman, and Saqib (2013) in Public Sector Banks in Pakistan (M = 37.23).

On the basis of the job satisfaction evaluation criterion established by MacDonald and MacIntyre (1997), as seen in Figure-17, around 5% of the managers were found to be low on job satisfaction, while 32% of the managers were moderately satisfied, and 63% of the managers were found to be very high on job satisfaction. The results thereby imply that a fairly large number (95%) of the Public Sector Bank managers fall in the moderate-high range on job satisfaction and its related areas i.e.
emotional reaction towards *workplace variables*, *workplace affect*, and *variables outside workplace* as measured by the Generic Job Satisfaction Scale (MacDonald & MacIntyre, 1997).

The emotional reaction of Public Sector Bank managers towards *workplace variables* like *work hours*, *recognition*, *getting along with supervisors*, and *occupational prestige* contribute towards their overall job satisfaction. Most managers are satisfied with the performance appraisal. However, an in-depth probe of the managers’ responses across various items of the scale indicated a few episodes of mild dissatisfaction related to the inability of the work profile in utilizing one’s talents and skills, the fairness of wages, and the adequacy of performance-related incentives in comparison to private and foreign banks. Although surveys over the years have revealed that transferring officers in Public Sector Banks over a large geographical area frequently has the propensity to lead to negative emotional reactions (dissatisfaction); due to the work-family conflict, on the flip side, it is the possibility of an overseas assignment that still seems to attract a lot of young talent to many Public Sector Banks (Chahal, Chahal, Chowdhury, & Chahal, 2013; Sharma & Khanna, 2014).

The *workplace affect* comprised of variables like *feeling of control over one’s work*, *boredom*, *perception of job security* make a vital contribution towards the managers’ job satisfaction. Managers in Public Sector Banks view job security and fewer pressures and deadlines in relation to other banks as significant contributors to their job satisfaction (Shrivastava & Purang, 2009; Jain, Sharma, & Jain, 2012).

The level of job satisfaction among bank managers is also linked to *variables outside workplace* like *feeling of overall happiness*, *not feeling worried*, *sleeping well*, *feeling healthy* which may be deduced as desirable by-products of job security, fewer pressures and deadlines, extensive medical support, lower interest on various loans, and scholarships for children with decent academic records, available to managers in Public Sector Banks. All these perks have the potential to facilitate good interpersonal relationships, lesser work-family conflict, and thus, promote better health and well-being. A detailed investigation of the responses revealed that a reasonably large number of managers feel good about their work and believe that the work was good for their health. The fact that the sample comprised of married
managers within the age range of 35 to 45 may have a crucial role in elevating the levels of job satisfaction; based on the research that job satisfaction increases among employees with increasing age (Naz, Rehman, & Saqib, 2013; Varshney & Malpani, 2014) and married employees have also been reported as having higher job satisfaction in comparison to their unmarried colleagues (Naz, Rehman, & Saqib, 2013).

It can, therefore, be said that a large number of middle level managers (95%) in Public Sector Banks report being quite satisfied and happy in relation to their job, which may be a reliable indicator of satisfaction with workplace variables, workplace affect, and variables outside workplace.

6.1.2 BURNOUT OF PUBLIC SECTOR BANK MANAGERS

The possible range of scores on the Maslach Burnout Inventory – General Survey (Schaufeli, Leiter, Maslach, & Jackson, 1996), used in the present study, was 0 to 6 for burnout and its three dimensions (exhaustion, cynicism, and professional efficacy). The descriptive analyses, as seen in Table-10 revealed that the mean scores of burnout and its three dimensions were - burnout 1.57 (M = 1.57, S.D. = 0.71), exhaustion (M = 1.79, S.D. = 0.95), cynicism (M = 1.61, S.D. = 0.92), and professional efficacy (M = 4.76, S.D. = 0.77) respectively.

The cut-off mean scores1 suggested by Schaufeli, Leiter, Maslach, and Jackson (1996) further indicate that on exhaustion more than half of the middle level managers (67%) in Public Sector Banks were low and a smaller number (18%) were high; while approximately one fourth of the managers (28.5%) were found to be low and high (25%) on cynicism, as seen in Table-11. However, on professional efficacy as seen in Figure-19, a relatively larger number of managers (47%) were high and only 16.5% of the mangers were low. Exhaustion and cynicism are considered to be the core dimensions of burnout (Brand-Labuschagne, Mostert, Rothmann Jnr, & Rothmann, 2013). Cynicism (moderate) emerged as the major source of burnout, in the present research, thereby implying that managers in Public Sector banks do have an intermediate tendency to be mentally and emotionally withdrawn from work which

1 Cut-off mean scores: Exhaustion – (low: below 2.01, moderate: 2.01-3.19, high: 3.20 and above); Cynicism – (low: below 1.01, moderate: 1.01-2.19, high: 2.20 and above); Professional Efficacy – (low: below 4.01, moderate: 4.01-4.99, high: 5.00 and above).
may result in a negative, detached response to various aspects of the job. Exhaustion (low) closely followed cynicism which indicates that in spite of the challenging work, there may be fewer instances of managers feeling fatigued or emotionally depleted.

The third dimension of burnout – professional efficacy is perceived as the weakest burnout dimension (Lee & Ashforth, 1996; Schaufeli, 2003). Results also indicate that professional efficacy (moderate) does not contribute to burnout thus putting forth the idea that managers in Public Sector banks are relatively satisfied with their past and present accomplishments.

The mean scores in the present study are comparable to the mean scores of the burnout dimensions (exhaustion, cynicism, professional efficacy) in studies conducted by Sachin (2011) on teachers in India (M = 2.15, M = 1.53, M = 3.79), Madnawat and Mehta (2012) on middle level managers working in various manufacturing industries in India (M = 2.64, M = 1.47, M = 4.33), and Wang, Liu, Wang, and Wang (2012) on doctors in China (M = 2.59, M = 1.94, M = 4.61). However, the mean total burnout score observed in a study by Patrick (2011) on employees at various levels in government departments in South Africa came out to be 3.18, which is much higher in comparison to the degree of burnout observed in the present study among managers in Public Sector Banks in India.

In a nutshell, the level of burnout among middle level managers of Public Sector Banks was low. Moreover, in comparison to exhaustion, cynicism was found to contribute relatively more to burnout.

6.1.3 PASSION FOR WORK OF PUBLIC SECTOR BANK MANAGERS

The possible range of scores on the Passion Scale (Vallerand et al., 2003), used in the present study, was 1 to 7 for both harmonious and obsessive passion. The obtained mean scores of Public Sector Bank managers on the two types of passion for work were – harmonious (M = 5.09, S.D. = 0.93) and obsessive (M = 3.43, S.D. = 1.11) as seen in Table-12.

A probe into the distribution of middle level managers on different levels of harmonious passion, based on the cut-off mean scores\(^2\) recommended by Lafreniere et

al. (2012), indicates that 16.5% Public Sector Bank managers are low on harmonious passion, 69.5% are moderate, and 14% are high on harmonious passion as shown in Table-13. This implies that almost 84% of the managers freely and voluntarily view the job as important because of the job itself (e.g., the job being challenging). They may do their job because they choose to, not because of any pressures or outcomes (e.g., feelings of social approval or recognition) related to the job.

The cut-off mean scores further revealed that 14% managers are low on obsessive passion, 71% managers are moderate, and 15% high on obsessive passion, as shown in Figure-21. This indicates that 85% of the managers are likely to feel constant pressure or an internal compulsion to engage in work and they may constantly think about work even when outside the workplace and in some cases to take their work home during holidays.

The mean scores obtained for harmonious and obsessive passion is categorized as moderate (Lafreniere et al., 2012), however, a one tailed paired samples t-test additionally reveals that managers in Indian Public Sector banks are significantly higher on harmonious passion than obsessive passion for work, $t_{199} = 17.336$, p<0.01 (see Appendix II). This is in line with previous research (Vallerand, 2010) which states that although the internalization process leads to the initial development of a predominant type of passion, both types of passion are nevertheless present within the individual (Vallerand, 2015) to different degrees depending on the social and personal factors at play. Middle level managers in Public Sector Banks, therefore, have a tendency to view the job as important and significant to them, yet not so overpoweringly that it conflicts with other aspects of their lives, and thus these managers have control over when to or not to engage in work.

The mean for harmonious passion for work is higher than the mean for obsessive passion for work among Indian Public Sector Bank managers, as is evident in the previous section, thereby indicating that the sample can be labelled as largely harmoniously passionate. The fact that middle level managers in Indian Public Sector Banks were largely harmoniously passionate is encouraging as it indicates that managers are able to experience passion for work while still balancing other priorities

and activities in their lives. In addition, harmonious passion and obsessive passion were also found to be significantly and positively correlated to each other ($r = 0.125$, $p<.05$) which is in accordance with previous findings (Burke et al., 2014; Forest et al., 2010; Vallerand et al., 2003).

The following section attempts to explain why middle level managers in Public Sector Banks were mostly harmoniously passionate:

The clear policies and guidelines issued by Public Sector Banks within the different areas of banking – administration, credit, risk management, loan recovery, investment, customer service, assets liability management, Human Resources Development practices make effective and quick decision making relatively easy for middle level managers. The various discretionary powers delegated to bank officers along with the authority to take a fair banking risk has the potential to facilitate a high-quality internalization of work-related elements i.e. autonomous internalization process, which in turn results in harmonious passion for work. This may be one probable reason why middle level managers in Public Sector Banks were found to be largely harmoniously passionate. Another probable reason could be that the sample comprised of managers in the age group of 35 to 45 years with a minimum work experience of 10 years. These managers, therefore, could have, over a period of time, managed to develop the skill to adjust by engaging in a flexible reorganization of their life and may have proactively worked to produce changes in the demanding work environment to synchronize it with other life pursuits as is possible (Vallerand, 2010).

The mean scores in the present study are comparable to the mean scores of the two types of passion for work (harmonious and obsessive) in studies conducted by – Tassell (2009) on humanitarian health workers (such as doctors, nurses, midwives, psychologists, psychiatrists, social workers, physiotherapists, dentists) based in various parts of the world ($M = 5.23, M = 3.13$); Ho, Wong, & Lee (2011) on full-time employees (excluding insurance sales agents) working in a diverse range of job functions, including actuary, product development, marketing, customer service, claims, finance, IT, and corporate support ($M = 4.94, M = 3.69$); Donahue et al. (2012) on professional coaches in Norway ($M = 5.76, M = 3.65$); and Fernet et al. (2014) on teachers in Canada ($M = 5.18, M = 2.48$).
The mean for harmonious passion was comparatively higher than obsessive passion for work though both were within the moderate range in the study. On the whole, task engagement, as reflected by the higher mean for harmonious passion for work, seems to be relatively flexible for middle level managers in Public Sector Banks.

6.1.4 PSYCHOLOGICAL CAPITAL OF PUBLIC SECTOR BANK MANAGERS

The descriptive analyses revealed that the mean score of psychological capital for Public Sector Bank managers in the tricity of Chandigarh, Mohali, and Panchkula was 4.70 (M = 4.70, S.D. = 0.46). The possible range of scores on the Psychological Capital Questionnaire – 24 (Luthans, Youssef et al., 2007), used in the present study, was 1 to 6, the mean score obtained may therefore be categorized as moderately high. Further, the mean scores of the four dimensions of psychological capital, as seen in Table-14 were – self-efficacy (M = 4.80, S.D. = 0.59), hope (M = 4.86, S.D. = 0.58), resiliency (M = 4.48, S.D. = 0.59), and optimism (M = 4.63, S.D. = 0.52) respectively.

A probe, based on the cut-off mean scores4 derived from the study by Mello (2013), into the four dimensions of psychological capital reveals that 0.5% managers are low on self-efficacy, 50.5% are moderate, and 49% are high, as seen in Table-15. Thus, implying that almost half of the middle level managers (49%) in Public Sector Banks are fairly high on self-efficacy and have the confidence to take on and put in the necessary effort to succeed at challenging tasks by engaging in constructive ways of coping thereby facilitating persistence which in turn has better chances of leading to success.

On the dimension of hope, as seen in Figure-23, 0.5% Public Sector Bank managers are low, 46% are moderate, and 53.5% are high. This indicates that more than half (53.5%) of the middle level managers are high on hope, implying that a large chunk of the managers have the ability to imagine multiple pathways to their goals and are motivated to utilize those multiple pathways after considering the resources required in pursuing each pathway to attain their goals.

4 Cut-off mean scores: Self-Efficacy, Hope, Resiliency, Optimism – Low: below 3, Moderate: 3-4.99, High: 5 and above.
Further, on the third dimension of resiliency, as seen in Figure-23, 1% managers are low, 74% are moderate, and 25% are high. Results imply that most managers have a reasonably high capacity to efficiently sustain and bounce back and even beyond to attain success when beset by problems and adversity.

66.5% managers are moderate and 33.5% are high on the dimension of optimism indicating that almost all managers hold positive expectations and remain confident about the future and have a propensity to not report feelings like ‘I can’t take it anymore’.

The mean scores in the present study are comparable to the mean scores of the four dimensions of psychological capital (self-efficacy, hope, resiliency, and optimism) in the study conducted by – Görgens-Ekermans and Herbert (2013) on permanent employees within a medium sized company in South Africa (M = 4.87, M = 4.69, M = 4.79, M = 4.39). Further, the mean score of total psychological capital was in line with the findings of empirical research carried out by – Hansen (2012) on educators in KwaZulu-Natal (M = 4.57); Larson, Norman, Hughes, and Avey (2013) on workers from various industries such as manufacturing, information technology, finance, marketing, and telecommunication mostly from the United States (M = 4.69); and Bergheim, Nielsen, Mearns, and Eid (2015) on maritime workers from three Norwegian shipping companies (M = 4.72). However, in a recent study by Totawar and Nambudiri (2014) the mean score of total psychological capital obtained among employees from the Indian Service Sector industry. (M = 3.653) was lower than the mean of the present study.

Therefore, it can be said that most managers in Public Sector Banks possess and utilize personal resources of hope, self-efficacy, resiliency, and optimism.

6.1.5 EMOTIONAL INTELLIGENCE OF PUBLIC SECTOR BANK MANAGERS

The mean score of Public Sector Bank managers on total emotional intelligence was 5.50 (M = 5.50, S.D. = 0.65). The possible range of scores on the Wong and Law Emotional Intelligence Scale (Wong & Law, 2002), used in the present study, was 1 to 7 and the mean score obtained, therefore may be categorized as high. Further, the mean scores of the four dimensions of emotional intelligence, as seen in Table-16
were – self emotion appraisal (M = 5.58, S.D. = 0.77), others’ emotion appraisal (M = 5.53, S.D. = 0.79), utilization of emotion (M = 5.68, S.D. = 0.80), and regulation of emotion (M = 5.19, S.D. = 1.00) respectively.

A probe into the distribution of middle level managers on different levels of the four emotional intelligence dimensions, based on the cut-off mean scores\(^5\) recommended by Selamat and Nordia (2014) indicates on the dimension of self emotion appraisal 82.5% managers are high, as seen in Table-17. This implies that a majority of middle level managers in Public Sector Banks have the ability to efficiently identify their own emotions. They are also adept at using their emotions positively in interpersonal relationships at work because they are likely to be better understood by the people they work with (Carmeli, 2003).

On the dimension of others’ emotion appraisal approximately 80% of the managers in Public Sector Banks are fairly high (as seen in Figure-25), implying that they have the potential to lead better, manage people around them, and to develop empathy – the ability to comprehend another’s feelings and to re-experience them oneself (Salovey & Mayer, 1990). On the other hand, a negligible percentage of managers (0.5%) are low on the ability to assess and comprehend the emotions of others – colleagues, seniors, subordinates, clients, and family.

A large number of Public Sector Bank managers i.e. 85.5% are high on use of emotion, implying that they have the ability to generate multiple future plans, think creatively, and persist under challenging circumstances, thus ensuring effective problem solving under difficult and high pressure work situations.

On the fourth dimension of regulation of emotion, 70.5% managers in Public Sector Banks have a high ability to place themselves in positive affective states, and to experience negative affective states that have no significant consequences that may be destructive. This increases their ability to enhance their performance. In addition, they may also have the ability to induce positive affect in others thereby giving them a position of powerful social influence. On the other hand, 2% of the managers are low on the ability to regulate emotions and may not be as efficient in regulating their emotions in a more positive and productive manner.

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The mean scores in the present study are comparable to the mean scores of the four dimensions of emotional intelligence (self emotion appraisal, others' emotion appraisal, utilization of emotion, regulation of emotion) in studies conducted by Mulla, Premrajan, and Shukla (2008) on executives attending business programs at a business school across a number of organizations in India (M = 5.91, M = 5.70, M = 5.83, M = 5.57) and Weng et al. (2011) on doctors and patients in Taiwan (M = 5.94, M = 5.10, M = 5.44, M = 5.22). In addition, the mean total emotional intelligence score observed in a study by Lee and Ok (2012) on hotel employees and managers in the United States came out to be 5.89, which is also comparable to the mean total emotional intelligence score observed in the present study.

On the whole, around 80% of the managers in Public Sector Banks appear to be high on emotional intelligence and its four dimensions – self emotion appraisal, others’ emotion appraisal utilization of emotion, and regulation of emotion.

6.2 CORRELATIONAL ANALYSES

In the ensuing section the nature and degree of relationships between the dependent variables of the study viz. job satisfaction and three dimensions of burnout with the independent variables viz. two dimensions of passion for work, four dimensions of psychological capital, and four dimensions of emotional intelligence among middle level managers in Public Sector Banks are discussed.

6.2.1 PASSION FOR WORK AND WORK-RELATED OUTCOMES

The present research endeavoured to empirically study passion for work in the Indian Public Banking Sector to achieve a better understanding of work-related outcomes associated with it. Specifically, light was shed on the role of two types of passion for work viz. harmonious and obsessive in work-related outcomes of job satisfaction and burnout. The results clearly indicate – firstly, higher the harmonious passion for work higher is the job satisfaction, whereas higher the obsessive passion for work lower is the job satisfaction. Secondly, while harmonious passion for work acts as an antidote against two components of burnout – exhaustion and cynicism, obsessive passion for work facilitates the aforementioned symptoms. Thirdly, harmonious passion for work augments the third component of burnout (professional efficacy), whereas obsessive passion for work affects it adversely.
6.2.1.1 PASSION FOR WORK AND JOB SATISFACTION

In order to have a clear outlook of the interplay of the two types of passion for work and job satisfaction an attempt has been made to elucidate upon the multiple relationships through pictorial presentation as shown:

Figure 26: Pictorial Presentation of the two dimensions of Passion for Work as correlates of Job Satisfaction

<table>
<thead>
<tr>
<th>PASSION FOR WORK</th>
<th>WORK-RELATED OUTCOME</th>
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| Harmonious Passion for Work  
(r = 0.504) | Job Satisfaction  
Workplace variables  
Workplace affect  
Variables outside workplace |
| Obsessive Passion for Work  
(r = -0.201) | |

The ability to flexibly engage or disengage from work.
The uncontrollable urge to engage in work.

Harmonious (r = 0.504, p<.01) and obsessive passion for work (r = -0.210, p<.01) surfaced as significant correlates of job satisfaction among middle level managers in Public Sector Banks. The study hypothesis (H1) indicating a significant positive relationship between harmonious passion for work and job satisfaction has been completely supported. Full support was also found for the hypothesis (H2) suggesting that obsessive passion for work will have a significant negative relationship with job satisfaction.

Plausible explanations for the results of the present study are discussed in the following two sections:

Harmonious Passion for Work – Job Satisfaction

The strong correlation between harmonious passion for work and job satisfaction among middle level managers in Public Sector Banks is attributed to the following three processes. Firstly, harmoniously passionate managers in Public Sector Banks are not compelled to engage in work but rather choose to do so freely without
any contingencies attached. Work under such flexible circumstances has the tendency to occupy a significant but not an overpowering space in their identity (Vallerand et al., 2010) thereby, further fuelling the motivation and determination of managers. This generates a sense of acceptance and pleasure which promotes overall happiness which according to Macdonald and MacIntyre (1997) is a related area of job satisfaction (variables outside the workplace) thereby leading to increased levels of satisfaction with work. Secondly, managers high on harmonious passion create for others (subordinates, colleagues, seniors) an environment of autonomy support by encouraging communication, flexibility in work, which promotes better work relationships and satisfaction with work. Thirdly, managers in Public Sector Banks seem to possess the ability to conveniently disengage from work by casually talking with colleagues about non-work activities; talking on the phone with family members; or by taking a leisurely walk outdoors during breaks. This rejuvenates, helps develop cognitive abilities, and subsequently facilitates improved levels of work satisfaction from their task engagement (Burke et al., 2014; Thorgren et al., 2013; Zigarmi et al., 2009).

**Obsessive Passion for Work – Job Satisfaction**

Obsessive passion for work hinders job satisfaction because of the following three processes. Firstly, Public Sector Bank managers with a controlled internalization of work-related elements in their identity have the propensity to develop obsessive passion for work. Though obsessively passionate managers love their work, they have a tendency to be workaholics who spend a lot of time at work, have a tough time disengaging from work, persistently and frequently think about work even when they are not at work. This compulsive nature of obsessive passion has the tendency to constrain enjoyment at work (Vallerand & Houlfort, 2003) and is in direct contrast with the need to feel in control at one’s workplace (workplace affect) and not feeling worried (variables outside workplace), thereby, adversely affecting managers’ satisfaction with their work. Secondly, obsessively passionate managers are also predisposed to be more sensitive to external contingencies (Vallerand et al., 2007) viz. reward systems, job demands, or relations with co-workers and the lack of requisite performance based incentives, appraisals, and adequate growth in career graph in Public Sector Banks is likely to leave them dissatisfied with their job. Thirdly, in a
country like India with a collectivistic culture that is low on masculinity (Clearly Cultural, 2015) indulging in work with an obsessive passion seems to be in direct contrast with the values of caring for others and quality of life, therefore, obsessively passionate managers have a tendency to experience reduced satisfaction with work.

6.2.1.2 Passion for Work and Burnout

In order to have a clear outlook of the interplay of the two types of passion for work and the three components of burnout an attempt has been made to elucidate upon the multiple relationships through pictorial presentation as shown:

Figure 27: Pictorial Presentation of the two dimensions of Passion for Work as correlates of Burnout (Exhaustion, Cynicism, Professional Efficacy)

Harmonious passion for work surfaced as a significant correlate of all three components of burnout – exhaustion ($r = -0.213$, $p<.01$), cynicism ($r = -0.265$, $p<.01$), and professional efficacy ($r = 0.423$, $p<.01$). On similar lines, obsessive passion for work as well emerged as a significant correlate of all three components of
burnout – exhaustion ($r = 0.275, p<.01$), cynicism ($r = 0.340, p<.01$), and professional efficacy ($r = -0.200, p<.01$) among middle level managers in Public Sector Banks. The study hypothesis (H5) indicating that harmonious passion for work will have a significant positive relationship with one component of burnout (professional efficacy) and significant negative relationships with the other two components of burnout – exhaustion and cynicism has been completely supported. Full support was found for the study hypothesis (H6) suggesting that obsessive passion for work will have a significant negative relationship with one component of burnout (professional efficacy) and significant positive relationships with the other two components of burnout – exhaustion and cynicism.

Plausible explanations for the results of the present study are discussed in the following two sections:

*Harmonious Passion for Work – Burnout*

Harmonious passion for work seems to protect managers in Public Sector Banks from burning out because of the following two processes. Firstly, harmonious passion for work facilitates an integrated approach to work and family in individuals while at work and a more segmented approach when they are not at work (Caudroit et al., 2011; Thorgren et al., 2013). Public Sector Bank managers who experience higher levels of harmonious passion have the propensity to develop a more balanced approach to the work role. Secondly, harmonious passion for work also ensures satisfaction with past and present accomplishments. Together, this promotes the willingness to readily accept multiple role identities allowing managers to have off-task thoughts while at work and diminishes the extent to which they engage in on-task thoughts when they are not at work. Managers can then afford an appropriate share of personal and cognitive resources to the various roles in their life which reduces the risk of exhaustion (fatigue), and prevents cynicism i.e. negative attitude towards work– acting as an antidote to burnout. Further, it amplifies their sense of accomplishment, thus augmenting their professional efficacy. Instead of experiencing burnout, harmoniously passionate managers in Public Sector Banks actually come to thrive at work.
Obsessive Passion for Work – Burnout

The strong correlation between obsessive passion and burnout is attributed to the following three processes. Firstly, managers who experience higher levels of obsessive passion have an uncontrollable urge to indulge in work or work-related thoughts (on-task thoughts off work) after usual work hours and even during weekends. This positive relationship between obsessive passion and on-task thoughts off work is detrimental to work satisfaction (Thorgren et al., 2013). The dissatisfaction at work is likely to adversely affect their confidence and expectations of continued effectiveness at work leading to a decline in professional efficacy. Secondly, the rigid engagement in work not only creates an imbalance in the time and energy spent in work and family responsibilities but on an individual level also tends to prevent obsessively passionate managers from fully recovering after rigorous and continuous work. Managers may then begin to sense some depletion in their level of energy and may find coping mechanisms lacking. When this becomes a regular feature managers return to work every morning with lesser energy and consequently symptoms of burnout – exhaustion or fatigue and cynicism or indifference towards work are likely to appear. Thirdly, the lack of any affective rewards from one’s work in the form of work satisfaction and the manager’s inability to disengage from the work commitment due to the rigid engagement towards it can further intensify the experience of burnout.

Supporting Theoretical Evidence

The findings of the present study, regarding the empirical relationships between passion for work and work-related outcomes viz. job satisfaction and burnout, can be understood with the help of the theoretical orientations by Hobfoll (1988), Deci and Ryan (1985, 2000), Vallerand et al. (2003), Vallerand et al. (2010), Donahue et al. (2012), and Fernet et al. (2014), as follows:

Pleasurable engagement in work as seen in harmoniously passionate managers is likely to facilitate desirable resource gains which is in line with the Conservation of Resources Model (COR; Hobfoll, 1989) and renders support to the results of the study. Harmoniously passionate managers reinvest their own enjoyment and
satisfaction by helping others at work and off work. Further, harmoniously passionate managers’ focus on sustaining a balance between work and non-work activities motivates them to conserve their own resources by disengaging from a difficult task which protects them from burnout. Obsessively passionate managers, however, are more likely to participate in only those work-related activities that play a role in gaining desired resources (e.g., organizational rewards). This leads to a rigid and uncontrollable urge to engage in work resulting in work-family imbalance. Often managers are unable to realize that investing energy resources in a particular task may be futile and they end up depleting their energy unnecessarily resulting in lowered levels of work satisfaction and increased symptoms of burnout.

Results of the study are in sync with the Dualistic Model of Passion (Vallerand et al., 2003) that explained that the two types of passion relate to positive and negative work outcomes based on how one’s work has been internalized (Self-Determination Theory; Deci & Ryan, 1985, 2000) into one’s identity – autonomous (results in harmonious passion) versus controlled (results in obsessive passion). Autonomous internalization which is a result of freely accepting work as important produces a motivational force (harmonious passion) in managers to engage in work flexibly eventually leading to positive work outcomes such as job satisfaction. In contrast, obsessively passionate managers feel an uncontrollable urge to indulge in work because of the contingencies attached to it. As a result of this rigid engagement in work, managers are likely to be more persistent in their work for longer duration, thereby resulting in negative work outcomes such as burnout.

In accordance with the Burnout Process Model by Vallerand, Paquet, Philippe, and Charest (2010), the results of the present study illustrated the significance of the type (quality) of engagement that Public Sector Bank managers held towards work. Harmoniously passionate managers have high work satisfaction and low conflict at work that, in turn, leads to decreases in burnout. Conversely, obsessive passion seems to not only prevent managers from experiencing any work satisfaction but is also positively associated with conflict at work, arising mainly from the excessive time and energy spent at work and work-related activities while neglecting other aspects in life such as family. Conflict can lead to the feelings of
guilt and shame that take a toll on the energy level of managers and they begin to feel exhausted. In response to this loss of energy managers could then possibly distance themselves from work and people at work in order to conserve energy. Eventually, they begin to feel ineffective at work and that is when burnout sets in.

An explanation for the results of the current study, based on the **Rumination and Recovery Experiences Model (Donahue et al., 2012)** is that in this era of increased stress at work, harmonious passion for work may protect managers from emotional exhaustion through the occurrence of recovery experiences and the absence of ruminative thoughts. After a long and stressful day at work harmoniously passionate managers in Public Sector Banks are able to detach from work both physically and psychologically and have control over their free time. This ability to disengage from work at will saves managers from ruminating about work-related troubles and they can then return to work re-energized and refreshed the next day minimizing the chances of burnout. Contrarily, a manager’s rigid engagement in work induced by obsessive passion prevents him from fully recovering after work engagement, consequently reducing his energy levels. Day after day the manager would return to work every morning with lesser energy and the symptoms of emotional exhaustion are likely to appear.

On the basis of the **Motivational Model (Fernet et al., 2014)** one way to explain the results of the present study is that harmonious passion produces a motivational drive to willingly and effectively invest effort in routine work-related tasks, protecting bank managers from exhaustion, cynicism, and professional inefficacy. Obsessive passion, on the contrary produces a motivational drive that drains energy, leading initially to emotional exhaustion and eventually to cynicism and professional inefficacy. Therefore, when faced with the loss (or threatened loss) of a resource under circumstances of heavy-work load, instead of minimizing their losses by adopting defensive or self-protective strategies obsessively passionate managers in Public Sector Banks may turn to suboptimal accommodation strategies such as obsessive investment in their work. The motivation to use these accommodation strategies sets in because the job represents an important aspect of the
managers’ identity. However, gradually, this motivational drive saps energy and contributes to exhaustion and ultimately leads to burnout.

**Supporting Empirical Evidence**

The current study is coherent with empirical research from the West and implies in the Indian context the following:

Firstly, individuals can be passionate not only about activities (not related to work) that are typically considered more pleasurable and fun, but also about their jobs. Secondly, harmonious passion for work among managers in Indian Public Sector Banks is positively related to desirable work outcomes and inversely related to undesirable work outcomes. Conversely, obsessive passion for work is negatively related to positive work outcomes and positively related to negative work outcomes. Researches across countries like Australia, Canada, China, France, Sweden, Russia (*Burke & Fiksenbaum, 2009; Burke et al., 2014; Carbonneau et al., 2008; Houlfort et al., 2013; Vallerand et al., 2003; Vallerand et al., 2010; Thorgren et al., 2013*) have uniformly demonstrated a significant positive correlation between harmonious passion for work and job satisfaction, whereas, several cultural differences have been reported in the relationship between obsessive passion for work and job satisfaction. Unlike the present investigation majority of the research work in Canada, China, France, and Norway found obsessive passion to be unrelated to job satisfaction. The current results, however, consolidate the evidence that points towards an inverse relationship between obsessive passion and work satisfaction.

*The findings of the present study are in accordance with the following empirical research done in the area concerning the relationship between passion for work and work-related outcomes – job satisfaction and burnout:*

An empirical study was carried out on teachers by *Carbonneau, Vallerand, Fernet, & Guay (2008)* over a 3 month-period in Canada. Results of the study revealed that harmonious passion had a significant positive relationship with work satisfaction and a significant negative relationship with burnout, while, obsessive
passion had a significant negative relationship with work satisfaction and a significant positive relationship with burnout.

Burke and Fiksenbaum (2009) found that harmonious passion was positively related and obsessive passion was negatively related to work satisfaction in two samples – one of Canadian managers and professionals another of Australian psychologists. In a third sample of Norwegian journalists it was observed that a higher score on harmonious passion was related to lower levels on the three burnout components (exhaustion, cynicism, low accomplishment) whereas a higher score on obsessive passion was related to a higher score on the three burnout components.

Burke, Jeng, Koyuncu, & Fiksenbaum (2011) examined correlates of work-based passion and addiction among 309 hotel managers working in 3, 4, and 5 star hotels in China. The results indicated that passion had a significant positive relationship with job satisfaction.

The results of an empirical research carried out by Ho, Wong, & Lee (2011) on full-time employees (excluding insurance sales agents) working in a diverse range of job functions, including actuary, product development, marketing, customer service, claims, finance, IT, and corporate support in a firm indicated that job satisfaction had a significant positive relationship with both harmonious passion.

The results of the two-study test carried out by Lavigne, Forest, & Crevier-Braud (2011) to examine the relationship between passion for work and burnout among young workers (Study 1) and individuals working as professionals (Study 2) in Quebec revealed that harmonious passion was negatively correlated with the three components of burnout viz. emotional exhaustion, cynicism, and inefficacy, while obsessive passion had a significant positive correlation with the emotional exhaustion and was unrelated to cynicism but had a negative correlation with inefficacy.

A similar investigation was conducted by Houlfort, Philippe, Vallerand, & Menard (2013) among teachers in Canada. Results once again indicated that harmonious passion was positively related and obsessive passion was negatively
related to work satisfaction, while the former relationship was significant the latter was not.

Thorgren, Wincent, & Siren (2013) examined the influence of passion and work-life thoughts on work satisfaction of founders/owners/CEOs in Sweden. Correlational analyses revealed that harmonious passion had a significant positive relationship with work satisfaction, while obsessive passion had no significant path to job satisfaction.

A more recent study was carried out in Russia by Astakhova (2014) on 233 employees working in organizations such as education, restaurant, hotel, tourism, construction, and metal industries. It was found that harmonious passion for work had a significant positive correlation with job satisfaction.

The empirical study carried out by Orgambidez-Ramos, Borrego-Ales, & Goncalves (2014) on Spanish workers from companies and entrepreneurial organizations across southern Spain indicated that harmonious passion had a significant positive relationship with job satisfaction (intrinsic, extrinsic). Further, harmonious showed a stronger relationship with intrinsic job satisfaction than with extrinsic job satisfaction.

Summarizing, managers in Public Sector Banks who are harmoniously passionate are satisfied with their work while obsessively passionate managers have a tendency to be dissatisfied. Conversely, harmonious passion is an antidote to burnout while obsessive passion may eventually lead to burnout.

6.2.2 PSYCHOLOGICAL CAPITAL AND WORK-RELATED OUTCOMES

The present research endeavoured to empirically study psychological capital in the Indian Public Banking Sector to achieve a better understanding of work-related outcomes associated with it. Specifically, light was shed on the role of the dimensions of psychological capital viz. self-efficacy, hope, resiliency, and optimism in job satisfaction and burnout. The results clearly indicate – firstly, higher the four dimensions of psychological capital (self-efficacy, hope, resiliency, optimism) higher is the job satisfaction. Secondly, all the four dimensions of psychological capital (self-
efficacy, hope, resiliency, optimism) act as an antidote against two components of burnout – exhaustion and cynicism. Thirdly, all the four dimensions of psychological capital (self-efficacy, hope, resiliency, optimism) augment the third burnout component (professional efficacy).

6.2.2.1 PSYCHOLOGICAL CAPITAL AND JOB SATISFACTION

In order to have a clear outlook of the interplay of all the dimensions of psychological capital and job satisfaction an attempt has been made to elucidate upon the multiple relationships through pictorial presentation as shown below.

**Figure 28**: Pictorial Presentation of the four dimensions of Psychological Capital as correlates of Job Satisfaction

![Diagram showing the relationship between psychological capital and job satisfaction](image-url)
Self-efficacy (r = 0.34, p<.01), hope (r = 0.36, p<.01), resiliency (r = 0.34, p<.01), and optimism (r = 0.47, p<.01) surfaced as significant correlates of job satisfaction among middle level managers in Public Sector Banks. The study hypothesis (H3) indicating that self-efficacy, hope, resiliency, and optimism will have significant positive relationships satisfaction has been completely supported.

Plausible explanations for the results of the present study are discussed in the following two sections:

**Self-Efficacy – Job Satisfaction**

The strong correlation between self-efficacy and job satisfaction among middle level managers in Public Sector Banks is attributed to the following four processes. Firstly, managers have a cognitive tendency to adopt a mindset of ‘control over circumstances’. This sense of control over work and the work environment helps them in handling work strain, competitive, and interpersonal relationships in an amiable manner which leads to job satisfaction. Secondly, self-efficacious individuals are also more likely to interpret job demands as feasible challenges by actively finding ways to manage job obstacles and difficulties (Salanova, Schaufeli, Xanthopououou, & Bakker, 2010). Such a zealous approach to problem solving not only brings recognition and appreciation to managers but also gives them an assurance that they are putting their talent and skills to good use, further elevating their levels of work satisfaction. Thirdly, managers in Public Sector Banks are confident about their professional skills and are additionally good leaders who perceive themselves as self-efficient and are able to lead their teams towards effective outcomes. Along with boosting their morale this leads to higher positive affect characterized by joy, interest, pride, and excitement – various aspects of job satisfaction. Fourthly, managers in Public Sector Banks experience a lot of autonomy which also results in higher satisfaction with work as autonomy has been demonstrated to be related to job satisfaction (Crosso & Costigan, 2007).

**Hope – Job Satisfaction**

The strong correlation between hope and job satisfaction can be explained with the help of the following three processes. Firstly, managers in Public Sector Banks are self-motivated to attain time bound work goals by creating and utilizing well defined
pathways that have high probability to achieve such goals. Secondly, in addition to the primary plan, hopeful individuals also proactively develop alternative plans in case the original one does not work (Snyder, 1999, 2002; Snyder, et al., 1991; Snyder, et al., 1996). Thirdly, the process of hope allows blockages or problems to be perceived as challenges and learning opportunities (Youssef & Luthans, 2007) rather than mere hurdles. When faced with unforeseen circumstances at work hope propels managers in Public Sector Banks to rekindle willpower which in turn motivates them to uncover new alternative pathways. Consequently, they feel good about working in the organization, the learning experience, and about being able to put their skills and talents to good use leading to elevated levels of satisfaction with work. Desirable work-outcomes such as – better performance, improved productivity, specific goal attainment, or as simple as a satisfied customer, that may come from such deft planning, re-planning, and execution has the propensity to bring recognition and appreciation to managers which not only helps in interpersonal relationships but further facilitates job satisfaction.

Resiliency – Job Satisfaction

The strong correlation between resiliency and job satisfaction among middle level managers in Public Sector Banks is attributed to the following three processes. Firstly, managers are able to persevere under adversity, conflict, and failure. It is in fact resilience that promotes the recognition and acknowledgement of the impact of a situation, allowing the affected individual the time, energy, and resource investment to recover, rebound, and return to an equilibrium point (Youssef & Luthans, 2007) which promotes good health and well-being – an aspect of job satisfaction. Secondly, resilient individuals also perform at higher levels, accept reality better, develop strong beliefs, perceive life as meaningful, and are more flexible at adapting to change (Luthans & Youssef, 2004). This equips middle level managers to feel a better sense of control under the stressful and intense conditions of the present day banking sector where the customers are more demanding and the working hours are longer thereby leading to elevated levels of work satisfaction. Thirdly, the ability of managers to incorporate the adaptation processes and mechanisms that combine assets and risk
factors in a cumulative, interactive pattern (Egeland, Carlson, & Sroufe, 1993; Sandau- Beckler, Devall, & de la Rosa, 2002) puts them in a better position to appraise situations and derive happiness and satisfaction from their work.

Optimism – Job Satisfaction

The strong correlation between optimism and job satisfaction is because of the following four processes. Firstly, managers in Public Sector Banks have a tendency to take credit for positive life events by attributing them to internal, lasting causes and distancing themselves from the negativity of unfavourable circumstances by attributing them to external, momentary, and situational sources. This not only gives them a sense of security about their work situation but also helps them feel good about themselves, their work, and the bank they work for thereby elevating their level of job satisfaction. Secondly, individuals with optimistic dispositions are known to efficiently transcend negative factors of their work environments, that is, they are able to engage and persist despite difficulties (Gallavan & Newman, 2013). Therefore, managers feel more in control over their work environment leading to increased levels of work satisfaction. Thirdly, managers view interpersonal interactions with customers or with subordinates, colleagues, or seniors favourably expecting to learn from others and rendering help to those who need, thus facilitating enjoyment of one’s work – an aspect of job satisfaction. Fourthly, the determination with which optimistic individuals face difficulties in work environment, persistently work to achieve targets, evaluate career opportunities, and have positive attitudes towards their jobs and working conditions also leads to job satisfaction (Kaplan & Bickes, 2013).

6.2.2.2 PSYCHOLOGICAL CAPITAL AND BURNOUT

In order to have a clear outlook of the interplay of all the dimensions of psychological capital and the three components of burnout an attempt has been made to elucidate upon the multiple relationships through pictorial presentation as shown below.
Self-efficacy surfaced as a significant correlate of all three components of burnout – exhaustion ($r = -0.32$, $p<.01$), cynicism ($r = -0.26$, $p<.01$), and professional efficacy ($r = 0.53$, $p<.01$) among middle level managers in Public Sector Banks. On similar lines hope emerged as a significant correlate of all three components of
burnout – exhaustion \((r = -0.24, p<.01)\), cynicism \((r = -0.28, p<.01)\), and professional efficacy \((r = 0.44, p<.01)\) as well. Resiliency too surfaced as a significant correlate of all three components of burnout – exhaustion \((r = -0.13, p<.05)\), cynicism \((r = -0.12, p<.05)\), and professional efficacy \((r = 0.26, p<.01)\) among middle level managers in Public Sector Banks. Finally, optimism as well surfaced as a significant correlate of all three components of burnout – exhaustion \((r = -0.23, p<.01)\), cynicism \((r = -0.17, p<.01)\), and professional efficacy \((r = 0.33, p<.01)\). Full support was also found for the study hypothesis (H7) suggesting that self-efficacy will have a significant positive relationship with one component of burnout (professional efficacy) and significant negative relationships with the other two components of burnout – exhaustion and cynicism.

Plausible explanations for the results of the present study are discussed in the following two sections:

**Self-Efficacy – Burnout**

Self-efficacy seems to protect managers in Public Sector Banks from burning out because of the following three processes. Firstly, managers cope better with the negative emotions generated by the work itself and also because they ‘construe’, or shape their work environment and interact differently with it (Consiglio et al., 2013). Secondly, managers efficiently capitalize on the opportunities of personal growth and have a tendency to view hurdles at work as intriguing and interesting rather than frustrating. Thirdly, managers are also more likely to choose challenging tasks, invest in the effort to accomplish the tasks, and persevere in the midst of adversity (Luthans & Larson, 2006). Managers’ highly self-motivated and goal-directed approach tends to prevent them from feeling fatigued or emotionally depleted (exhaustion) from work and complex social interactions between subordinates, co-workers, seniors, and the customers. Further, they also effectively deal with the various stressors related to the work-role which also safeguards managers from developing an indifferent or distant attitude towards work (cynicism). Such a perspective energizes them and helps them remain in touch with their past and present accomplishments at work and further reinforces their belief in continued effectiveness (professional efficacy) under myriad circumstances thereby acting as an antidote against burnout.
Hope – Burnout

Hope acts as an antidote against burnout among middle level managers in Public Sector Banks because of the following two processes. Firstly, managers in Public Sector Banks are clear about their work objectives and efficient at formulating primary and secondary action plans (in case the primary action plans fail) to meet their objectives. In spite of difficult and stressful work conditions managers are less likely to get frustrated, fatigued, or emotionally depleted (exhaustion). This is because the forethought put into planning the pathways and alternate pathways prevents managers from reaching a dead end beyond which goal attainment could possibly become difficult. Secondly, hope plays another important role, that of a buffering agent against psychological distress, adversity (Seligman & Csikszentmihalyi, 2000) and further checks the development of cynicism or an indifferent attitude towards work among middle level managers in Public Sector Banks. On effective accomplishment of goals hopeful managers experience exhilaration which has the propensity to enhance their belief in their own ability thereby improving their professional efficacy.

Resiliency – Burnout

Resiliency seems to protect managers in Public Sector Banks from burning out because of the following two processes. Firstly, resilience seems to endow managers in Public Sector Banks with the adaptive capability to recover more easily from frustration, failure, and setbacks which could possibly act as a buffer against fatigue and emotional exhaustion (exhaustion) caused by work stress. This additionally prevents managers from developing a distant or indifferent attitude (cynicism) towards work which would have been necessary had there been a need for them to preserve their emotional resources. Secondly, resilience further allows for the use of setbacks as “springboards” or opportunities for growth beyond that equilibrium point (Bonanno, 2004; Luthans, 2002a; Luthans, Vogelgesang, et al., 2006; Reivich & Shatte, 2002; Ryff & Singer, 2003; Sutcliffe & Vogus, 2003; Tedeschi, Park, & Calhoun, 1998). Therefore, managers in Public Sectors Banks after overcoming challenges at work continue to work with renewed confidence and with an expectation of continued and often improved effectiveness at work thus boosting their professional efficacy.
Optimism – Burnout

Optimism acts an antidote against burnout among middle level managers in Public Sector Banks because of the following three processes. Firstly, managers experience lower levels of burnout because they are more likely to recognize when their efforts will not result in the desired outcome thus protecting them from striving for unrealistic goals (Gallavan & Newman, 2013; Luthans & Youssef, 2007). Such realistic, flexible optimism helps in preventing emotional depletion or fatigue (exhaustion) of managers by alleviating any sense of guilt that may arise when goals are not attained or responsibilities are unmet in the face of frustrating circumstances such as constant hurdles and problems. Secondly, optimistic individuals are also more likely to make more attributions for positive events, are able to posit positive explanations for work events, possess positive attitudes, and are able to cope more easily in the face of different types of occupational stress (Riolli & Savicki, 2001; Chang, Rand, & Strunk, 2000). Therefore, such managers feel no need to distance themselves either from their work, work environment, people at work, or customers thereby protecting them from cynicism. Thirdly, managers in Public Sector Banks are also able to efficiently make an evaluation of what they can or cannot accomplish in a particular situation and this ability to effectively appraise further reinforces their sense of competence at work (professional efficacy).

Supporting Theoretical Evidence

The findings of the present study, regarding the empirical relationships between psychological capital and work-related outcomes viz. job satisfaction and burnout, can be understood with the help of the theoretical conceptualizations by Hobfoll (1988), Demerouti et al. (2001), Fredrickson (2001, 2003), Robbins et al. (2009), and Laschinger and Fida (2014), as follows:

In sync with the Conservation of Resources Model (COR: Hobfoll, 1988) results of the present study illustrate that resources also include personal characteristics such as self-efficacy, hope, resiliency, and optimism (psychological capital) which enhance well-being and job satisfaction while providing immunity against burnout. Investing large amounts of effort and personal resources into work coupled with adequate positive outcomes such as learning, promotion opportunities, positive feedback facilitates job satisfaction. The ability of managers in Public Sector
Banks to reframe negative situations into positive challenges through the use of self-efficacy, hope, resiliency, and optimism further prevents resources from being depleted, ameliorates stress and therefore acts as an antidote against the development and progression of burnout.

Results of the present study are in line with the *Job Demands-Resources Model (JD-R: Demerouti, Bakker, Nachreiner, & Schaufeli, 2001)*. Job demands such as work-family conflict, frequent transfers, work load, inflexible working conditions has the tendency to result in burnout among Public Sector Bank managers. However, psychological capital (job resource) is a motivating factor that has the potential to benefit managers under challenging circumstances. It is, therefore one of the many possible positive psychological resources managers in Public Sector Banks can use to minimize the negative effects of the nature of work and the work environment.

The link that Avey, Reichard, Luthans, & Mhatre (2011) established between psychological capital and the *Broaden-and-Build Theory of Positivity (Fredrickson, 2001, 2003)* provides support to the results of the present study. Instead of solving problems of immediate survival, positive emotions encourage managers in Public Sector Banks to solve problems concerning personal growth and development which leads to states of mind and to modes of behaviour that indirectly prepare an individual for later hard times. These positive emotions in turn may broaden a managers’ momentary mindset, and by doing so help to build enduring personal or psychological resources. Psychological resources, such as psychological capital, in turn assist managers in Public Sector Banks to act in ways that enhance positive work outcomes such as job satisfaction and increase chances for success.

The results of the present study are in accordance with the link established by Naran (2013) between the theoretical perspective given by *Robbins, Judge, Odendaal, and Roodt (2009)* and personal resources (psychological capital). Public Sector Bank Managers high on psychological capital are therefore more satisfied with their jobs because their satisfaction may be governed more by how much they grow and develop at work rather than solely by pay, perks, salary, and incentives. Thus, they experience intrinsic motivation because they are motivated to perform well because of some subjective rewards or feelings that they expect to receive or experience as a result of performing well (Warr, Cook, & Wall, 1979).
An explanation for the results of the present study, based on Laschinger and Fida’s Model (2014) is that Public Sector Bank managers with high psychological capital tend to focus on the positive aspects of their surroundings and have a natural ability to view problems as solvable. These personal strengths enable managers to respond proactively when confronted with stressful workplace events, to identify potential workplace setbacks (missing a deadline, loan account going bad), and to realize the realistic impact of the setbacks as well as options for taking action. Managers in Public Sector Banks seem equipped with strengths that elevate their levels of satisfaction with work while also protecting them from being emotionally depleted, indifferent towards their work i.e. from burnout.

**Supporting Empirical Evidence**

*The findings of the present research endeavour are congruent with the following empirical studies done in the area concerning the relationship between psychological capital and work-related outcomes – job satisfaction and burnout:*

*Luthans, Avolio, Avey, & Norman (2007)* analyzed how hope, resilience, optimism, efficacy individually and as a composite higher-order factor predicted work performance and satisfaction in a sample of management students, engineers, technicians, and insurance service firm employees in the United States. Results revealed a significant positive relationship between hope, resiliency, optimism, self-efficacy, and overall psychological capital and job satisfaction.

In a similar study *Luthans, Norman, Avolio, & Avey (2008)* investigated whether psychological capital played a role in mediating the effects of a supportive organizational climate with employee outcomes on management students, insurance service firm employees, engineers, and technicians in the United States. Results revealed that psychological capital had a significant positive relationship with job satisfaction.

The empirical conclusions of *Appollis (2010)* who carried out a study to examine the relationship between intentions to quit, psychological capital, and job satisfaction in the tourism industry in the South Africa indicated that there was a strong, direct relationship between psychological capital and job satisfaction.
The meta-analysis carried out by Avey, Reichard, Luthans, & Mhatre (2011) of the impact of positive psychological capital on employee attitudes, behaviours and performance also revealed that psychological capital has a statistically significant and positive relationship with job satisfaction.

Herbert (2011) explored the relationship between psychological capital, occupational stress, burnout, and employee engagement in a sample of permanent employees and support staff of a construction company within the Western Cape, South Africa. The results of the study indicated that as hope, optimism, self-efficacy and resiliency increased, experiences of personal, work and client burnout significantly decreased among employees.

The results of the study carried out by Abbas, Raja, Darr, & Boukenooghe (2012) on employees of private banks, textile manufacturing firms, offices of a government ministry, and customer service offices of a telecommunication company in Faisalabad, Pakistan to examine the combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance showed that psychological capital had a significant positive relationship with job satisfaction.

Hansen (2012) explored the positive aspects of psychological capital and attempted to explain how psychological resources inherent in psychological capital can aid against the negative effects of burnout in a sample of educators in the Umlazi Region, Kwazulu-Natal. Results revealed that psychological capital had a significant positive relationship with job satisfaction and a significant negative relationship with total burnout, exhaustion, and disengagement.

The empirical conclusions drawn by Wang, Liu, Wang, & Wang (2012) in a study to investigate the relationship between work-family conflict and burnout, and the mediating role of psychological capital on a sample of doctors in Liaoning Province, China showed that psychological capital had negative correlations with two components of burnout i.e. emotional exhaustion and cynicism, and a significant positive correlation with one component of burnout viz. professional efficacy.

Yardley (2012) investigated psychological capital as a positive resource to assist with the organizational outcomes of work-family conflict among working women in
New Zealand. Results indicated that psychological capital has a significant negative relationship with burnout.

Chang, Chen, Lin, & Huang (2013) carried out a study to verify the impacts of psychological capital on job satisfaction of university physical education teachers, with job stress and job burnout as mediators. The results showed that psychological capital theory had a direct and positive influence on job satisfaction.

An empirical study was carried out by Dirzyte, Patapas, Smalskys, & Udaviciute (2013) to analyze the relationship between organizational commitment, positive psychological capital, and job satisfaction on a sample of working adults representing a wide cross-section of Lithuanian service and government organizations. Psychological capital was found to have a significant positive correlation with job satisfaction.

Kemp (2013) sought to test if new ways of working could enhance psychological capital (self-efficacy, hope, resiliency, and optimism), which in turn could lead to increased levels of job satisfaction and performance among employees in organizations working according to new ways of working principles across the Netherlands, United Kingdom, and Australia. Results indicated that psychological capital had a significant positive correlation with job satisfaction.

Görgens-Ekermans & Herbert (2013) investigated the reliability, internal and external validity of the Psychological Capital Questionnaire (PCQ-24) on a sample of employees at managerial and non-managerial levels, from a construction company in the Western Cape, South Africa. Results indicated that individuals who report higher levels of psychological capital (total score), self-efficacy, hope, resiliency, and optimism also report experiencing less work-related burnout.

Murthy (2013) examined the relationship between psychological capital and job satisfaction among executives in India. The correlational analysis revealed that psychological capital had a significant positive correlation with job satisfaction.

The conclusions drawn by Gillert (2014) in a study to explore the associations of psychological capital and burnout in a sample of executive directors in Oklahoma, Alabama, and Maryland through a one-time online survey showed that psychological capital had a strong negative correlation with burnout.
Laschinger & Fida (2014) examined the influence of authentic leadership, an organizational resource, and psychological capital, an interpersonal resource, on new graduate burnout, occupational satisfaction, and workplace mental health over the first year of employment of newly graduated nurses in acute care hospitals across Ontario. Results revealed that exhaustion and cynicism had negative correlations and occupational satisfaction had positive correlations with total psychological capital, self-efficacy, hope, resilience, and optimism.

In a recent study Bergheim, Nielsen, Mearns, & Eid (2015) examined whether psychological capital was related to perceptions of safety climate and job satisfaction among crew members working on vessels from two Norwegian shipping companies. Conclusions drawn from the study indicated that there exists a significant positive correlation between psychological capital and job satisfaction.

In a nutshell, middle level managers of Public Sector Banks who are self-efficacious, hopeful, resilient, and optimistic tend to be more satisfied with their jobs. On the other hand, while all four dimensions of psychological capital viz. self-efficacy, hope, resilience, and optimism act as an antidote against two components of burnout (exhaustion, cynicism); these augment the third component of burnout (professional efficacy).

6.2.3 EMOTIONAL INTELLIGENCE AND WORK-RELATED OUTCOMES

The purpose of the present research was to empirically study emotional intelligence in the Indian Public Banking Sector to achieve a better understanding of work-related outcomes associated with it. Specifically, light was shed on the role of the dimensions of emotional intelligence viz. self emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion in job satisfaction and burnout. The results distinctly indicate – firstly, higher the four dimensions of emotional intelligence (self emotion appraisal, others’ emotion appraisal, utilization of emotion, regulation of emotion) higher is the job satisfaction. Secondly, while all the four dimensions of emotional intelligence (self emotion appraisal, others’ emotion appraisal, use of emotion, regulation of emotion) augment one burnout component (professional efficacy); not all dimensions of emotional intelligence act as an antidote against the other two components of burnout – exhaustion (self emotion appraisal,
use of emotion) and cynicism (self emotion appraisal, use of emotion, regulation of emotion).

6.2.3.1 EMOTIONAL INTELLIGENCE AND JOB SATISFACTION

In order to have a clear outlook of the interplay of all the abilities of emotional intelligence and job satisfaction an attempt has been made to elucidate upon the multiple relationships through pictorial presentation as shown in the following figure.

**Figure 30: Pictorial Presentation of the four dimensions of Emotional Intelligence as correlates of Job Satisfaction**

<table>
<thead>
<tr>
<th>EMOTIONAL INTELLIGENCE</th>
<th>WORK-RELATED OUTCOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Emotion Appraisal ( (r = 0.437) )</td>
<td>Job Satisfaction</td>
</tr>
<tr>
<td>Understanding &amp; expressing one's own emotions.</td>
<td>Workplace variables</td>
</tr>
<tr>
<td>Others' Emotion Appraisal ( (r = 0.268) )</td>
<td>Workplace affect</td>
</tr>
<tr>
<td>Perceiving &amp; understanding others emotions.</td>
<td>Variables outside workplace</td>
</tr>
<tr>
<td>Use of Emotion ( (r = 0.309) )</td>
<td></td>
</tr>
<tr>
<td>Using one's own emotions effectively.</td>
<td></td>
</tr>
<tr>
<td>Regulation of Emotion ( (r = 0.319) )</td>
<td></td>
</tr>
<tr>
<td>Regulating one's own emotions.</td>
<td></td>
</tr>
</tbody>
</table>
Self emotion appraisal ($r = 0.437$, $p<.01$), others’ emotion appraisal ($r = 0.268$, $p<.01$), use of emotion ($r = 0.309$, $p<.01$), and regulation of emotion ($r = 0.319$, $p<.01$) surfaced as a significant correlates of job satisfaction. The study hypothesis (H4) indicating significant positive relationships between self emotion appraisal, others’ emotion appraisal, use of emotion, regulation of emotion and job satisfaction has been completely supported.

Plausible explanations for the results of the present study are discussed in the following two sections:

**Self Emotion Appraisal – Job Satisfaction**

The strong correlation between self emotion appraisal and job satisfaction is attributed to the following three processes. Firstly, managers in Public Sector Banks seem to be adequately aware of their own positive and negative feelings and moods (e.g., happiness, satisfaction, sadness, frustration, anger, and disappointment), the corresponding root causes, and how these are related to their day to day work behaviour. This comprehensive understanding helps managers realize the need to process these emotions meaningfully to enable smooth work transactions not only at the managerial level but also with the other bank staff and customers leading to more instances of positive work consequences such as satisfaction with work, increased productivity, and improved performance. Secondly, amidst the emotional chaos that is the by-product of rapid transformation and increasing work pressure in the evolving Public Banking sector, the ability to appraise one’s own emotions may aid apperception and expression of more positive emotions among managers. This in turn allows them to develop more positive attitudes at work and life in general, such as the feeling of control over one’s work, not feeling worried, sleeping well, and feeling healthy which result in increased levels of satisfaction with work. Thirdly, under frustrating work situation emotionally intelligent managers have a tendency not to hold the organization responsible for their feeling of frustration, thus further enforcing a sense of occupational prestige – an aspect of job satisfaction.
Others’ Emotion Appraisal – Job Satisfaction

The strong correlation between others’ emotion appraisal and job satisfaction among middle level managers in Public Sector Banks is attributed to the following four processes. Firstly, managers who are proficient at perceiving the emotions of others may have the potential to lead and manage people better at work, in the process getting recognition – an area of job satisfaction. Secondly, the ability to appraise and influence the emotions of co-workers, in addition boosts the morale all around improving effectiveness at work and eventually leading to higher satisfaction with work. Thirdly, managers also seem to be better equipped at understanding the complexities of emotions in interpersonal interactions and may have the tendency to adjust to the changing emotions in the workplace ensuring overall happiness which is a crucial aspect of job satisfaction. Fourthly, managers who can accurately appraise others’ emotions, speak a language that others understand well, and are accomplished at expressing new ideas in innovative ways are more likely to be better understood by their co-workers and superiors leading to good interpersonal relations and consequently to higher levels of job satisfaction. Fourthly, managers’ tendency to empathize, recognize, express, and manage others’ emotions at the workplace encourages trustworthiness thereby creating an environment that induces collective motivation which in turn combats negative emotions like frustration, anger, worry and facilitates satisfaction with work.

Use of Emotion – Job Satisfaction

Public Sector Bank managers’ ability to harness emotions facilitates cognitive processes such as thinking, creativity, and problem solving that may enhance their feeling of control over work leading to satisfaction with job. Managers high on use of emotion also realize the importance of avoiding dysfunctional emotions and using them in adaptive ways to overcome work-related problems and for growth in career thus leading to less worry, better health, and overall happiness. The focus on use of emotion by managers in Public Sector Banks also aids personal growth and
development which helps them communicate with everybody at work effectively i.e. giving and receiving feedback in a positive manner leading to better interpersonal relationships and a sense of security that together lead to higher levels of job satisfaction. Managers who use their emotions in work tasks - analysis, decision making, and reasoning, are open to new ideas from the group and effectively execute the ideas thus motivating the team which improves overall performance at work boosting the work satisfaction all around.

*Regulation of Emotion – Job Satisfaction*

Managerial work at the middle level includes team-work and team building besides effective communication, and co-ordination among middle, junior, and senior level managers and the ability to regulate one’s own emotions could possibly enable managers to improve interpersonal relationships resulting in increased levels of job satisfaction. Managers may regulate emotions by internally condensing and setting apart negative emotions so that these emotions do not interfere with their day-to-day work not only add to their managerial skills, competencies, and effectiveness but also ensure that they experience continuous good mood and feelings which would over a period of time lead to overall happiness, not feeling worried, sleeping well, and feeling healthy – all indicators of job satisfaction. Managers’ ability to not allow their emotions and feelings to disrupt their managerial role makes them stable, high on trustworthiness, confident, and comfortable in dealing with ambiguity adding to their feeling of control over work, being interested in work, and along the way getting recognition.

**6.2.3.2 EMOTIONAL INTELLIGENCE AND BURNOUT**

In order to have a clear outlook of the interplay of all the abilities of emotional intelligence and the three components of burnout, an attempt has been made to elucidate upon the multiple relationships through pictorial presentation as shown in the following figures.
Figure 31: Pictorial Presentation of the four dimensions of Emotional Intelligence as correlates of Burnout (Exhaustion, Cynicism, Professional Efficacy)

<table>
<thead>
<tr>
<th>EMOTIONAL INTELLIGENCE</th>
<th>WORK-RELATED OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Emotion Appraisal</td>
<td>Exhaustion</td>
</tr>
<tr>
<td>Understanding &amp; expressing one’s own emotions.</td>
<td>Emotional depletion, fatigue, lack of emotional resources to cope with continuing demands.</td>
</tr>
<tr>
<td>Others’ Emotion Appraisal</td>
<td>Cynicism</td>
</tr>
<tr>
<td>Perceiving &amp; understanding others emotions.</td>
<td>Indifferent or distant attitude towards work.</td>
</tr>
<tr>
<td>Use of Emotion</td>
<td>Professional Efficacy</td>
</tr>
<tr>
<td>(r ranges from -0.209 to 0.402)</td>
<td>Satisfaction with past &amp; present accomplishments &amp; expectations of continued effectiveness at work.</td>
</tr>
<tr>
<td>Regulating Emotion</td>
<td></td>
</tr>
<tr>
<td>(r ranges from -0.124 to 0.209)</td>
<td></td>
</tr>
<tr>
<td>Regulating one’s own emotions.</td>
<td></td>
</tr>
</tbody>
</table>

Self emotion appraisal surfaced as a significant correlate of all three components of burnout – exhaustion \((r = -0.170, p<.01)\), cynicism \((r = -0.210, p<.01)\), and professional efficacy \((r = 0.367, p<.01)\) among middle level managers in Public Sector Banks. Full support was found for one part of the study hypothesis (H8) suggesting that self emotion appraisal will have a significant positive relationship with one component of burnout (professional efficacy) and significant negative relationships with the other two components of burnout – exhaustion and cynicism. However, others’ emotion appraisal emerged as a significant correlate of only one component of burnout – professional efficacy \((r = 0.267, p<.01)\). Therefore, partial support was found for the second part of the study hypothesis (H8) suggesting that
others’ emotion appraisal will have a significant positive relationship with one component of burnout (professional efficacy) and significant negative relationships with the other two components of burnout – exhaustion and cynicism.

Use of emotion surfaced as a significant correlate all three components of burnout – exhaustion \( r = -0.197, p<.01 \), cynicism \( r = -0.209, p<.01 \), and professional efficacy \( r = 0.402, p<.01 \). Full support was found for the third part study hypothesis (H8) suggesting that use of emotion will have a significant positive relationship with one component of burnout (professional efficacy) and significant negative relationships with the other two components of burnout – exhaustion and cynicism. Regulation of emotion emerged as a significant correlate of two components of burnout – cynicism \( r = -0.124, p<.05 \), and professional efficacy \( r = 0.209, p<.01 \) among middle level managers in Public Sector Banks. However, partial support was found for the fourth part of the study hypothesis (H8) suggesting that regulation of emotion will have a significant positive relationship with one component of burnout (professional efficacy) and significant negative relationships with the other two components of burnout – exhaustion and cynicism.

Plausible explanations for the results of the present study are discussed in the following two sections:

*Self Emotion Appraisal – Burnout*

Self emotion appraisal seems to protect managers in Public Sector Banks from burnout because of the following four processes. Firstly, managers are able to discretely classify their innermost feelings as either positive or negative along with the intensity that is experienced by them. This provides them with an in depth understanding of their own spectrum of emotions. Secondly, the ability of managers’ to analyze and garner awareness of their various strengths and weaknesses provides them with good control over positive/negative emotions, cognitions, and work behaviour thereby boosting their confidence to take initiative at the workplace, to plan and executive tasks effectively for improved and sustainable productivity resulting in increased levels of professional efficacy. Thirdly, managers in Public Sector Banks seem to be competent at identifying when they begin to feel overwhelmed by stress, frustration, anger, or irritation. They may then disengage from such stress, frustration, anger, or irritation inducing situations and reorganize their thoughts meaningfully in
order to save their energy from being dissipated in a purposeless manner thus keeping 
*exhaustion* (emotional and physical fatigue) at bay. Fourthly, the skill to identify 
negative moods and emotions in the initial stage additionally over a period of time 
empower managers to introspect and build resilience. They are then efficiently able to 
channelize the same negative emotions in meaningful pursuits at work thereby 
endorsing continued enthusiastic and zealous engagement in work-related tasks in the 
process shielding managers from *cynicism* i.e. having an indifferent attitude towards 
work.

*Others’ Emotion Appraisal – Burnout*

Others’ emotion appraisal has a strong correlation with one component of 
burnout – professional efficacy because of the following three processes. Firstly, 
managers may be well acquainted with the feelings, concerns, and needs of others at 
work – subordinates, colleagues, and seniors which enables them to establish and 
maintain cooperative, constructive, and mutually satisfying interpersonal relationships 
at work. This helps them in working effectively with various people at individual 
level and in teams and also has the potential to instil in them the qualities of a good 
leader. Secondly, others’ emotion appraisal has a favourable effect on managers’ 
confidence at being good at work. It helps them in taking pride in work-related 
accomplishments, making an effective contribution to their organization, and solving 
work-related problems dexterously. Thirdly, others’ emotion appraisal further enables 
managers to detect subtle facial expressions of irritability in people around them 
including customers and thus puts managers in a better position to avert a potentially 
conflictual social situation making them more confident about their varied abilities in 
the workplace which eventually sets the pace for increased *professional efficacy*.

*Use of Emotion – Burnout*

Use of emotion acts as an antidote against burnout among middle level 
managers in Public Sector Banks because of the following four processes. Firstly, 
level managers in Public Sector Banks seem to be competent at identifying when they 
begin to feel overwhelmed by stress. This facilitates the development of cognitive 
strategies and ways to manage, and use their emotions to deal with prolonged stress at 
work instead of being intimidated or frustrated by challenges – protecting them from 
burnout. Secondly, the ability to remain positive and using one’s own emotions to
enhance persistence at challenging times may also facilitate creativity among managers to resolve difficulties in an adaptive way rather than experiencing cynicism towards work. Thirdly, the ability to curtail negative emotions and zoom in on positive emotions by using the same positive/negative emotions for constructive activities such as future planning, creativity solutions, and effective decision making not only act as a buffer against exhaustion i.e. fatigue of both kinds (emotional/physical) but also enhance managers’ expectations of continued effectiveness at work. Fourthly, use of emotions and being aware of one’s own emotions also lead to regulating stress and emotions among managers enabling them to not only perform better at work but to also be confident in their ability to do well at work, thus promoting professional efficacy.

**Regulation of Emotion – Burnout**

Regulation of emotion has strong correlations with two components of burnout because of the following three processes. Firstly, the ability of middle level managers to magnify, manipulate, or suppress emotions in a better way not only enables a more rapid recovery from psychological distress but also inflates managers’ professional efficacy by facilitating confidence in present work-related task, past accomplishments, and about future goals. Secondly, the ability to regulate emotions and self-motivate has the potential to improve resilience against stress among managers by influencing their perception of the stressors’/negative emotions magnitude, thus, preventing cynicism or an indifferent attitude towards work from developing. Thirdly, in times of high work pressure managers’ ability to control strong emotions such as frustrations or anxiety regarding work load, work-family conflict, effectively deal with problems, and create a relaxed work environment during public dealing with customers may enhance their quality of interpersonal relationships. Better interpersonal relationships in turn could lead to increased social support which may also act as an antidote against burnout.

**Supporting Theoretical Evidence**

The findings of the present study, regarding the empirical relationships between passion for work and work-related outcomes viz. job satisfaction and burnout, can be understood with the help of the theoretical orientations by Hobfoll (1988), Mayer and
Salovey (1997), Goleman (1998, 2000), Sharma (2005), Joseph and Newman (2010), and Lee and Ok (2012), as follows:

In accordance with the Conservation of Resources Theory (COR; Hobfoll, 1988), the results of the study illustrate that emotionally intelligent middle level managers in Public Sector Banks have sufficient emotional resources that do not allow them to feel emotionally depleted (i.e. exhausted) under challenging or frustrating conditions at work. Consequently, managers with high emotional intelligence are less likely to cut down on emotional involvement with work by developing an indifferent attitude towards work (i.e. cynicism) or to evaluate their past and present accomplishments negatively (i.e. professional inefficacy).

In sync with Mayer and Salovey’s Model of Emotion Intelligence (1997) the results of the study suggest that under stressful work conditions emotionally intelligent managers in Public Sector Banks have a larger reservoir of coping strategies to maintain desirable emotions and to reduce or modify unwanted emotions in both themselves and others which enables them to respond to emotional demands in a more systematic manner. Managers high on emotional intelligence are therefore proficient at upholding goals of the organization and executing tasks at hand. A large number of positive social interactions with colleagues and customers on a regular basis also lead to a higher level of work satisfaction. Further, the efficiency with which managers are able to avoid dysfunctional emotions and use them adaptively to reduce feelings of frustration seems to act as an antidote to burnout.

The results of the study in line with Goleman’s Model of Emotional Competence (1998, 2000) demonstrate emotionally intelligent managers in Public Sector Banks have a realistic understanding of their own abilities and a strong sense of confidence. They can control their own emotions and impulses while adapting to changing environments, can sense, understand, and react to others emotions while comprehending social networks. The positive attributes of emotional intelligence have the propensity to influence not only the way managers process their emotions but also the degree to which emotional involvement affects their work behaviour. Emotional intelligence therefore increases the feelings of emotional well-being, self-esteem,
and positive mood, decreasing negative affective emotions among Public Sector Bank managers contributing to increasing job satisfaction and decreasing burnout.

The Indian Model of Executive Burnout (Sharma, 2005) also supports the results of the present study. Emotionally intelligent managers in Public Sector Banks seem to be satisfied not only at work but also at home. Further, they appraise challenging situations well. This facilitates better coping under stressful work-family situations thus protecting them from distress, maladjustment, and eventually burnout.

The results of the study, in sync with Joseph and Newman’s Cascading Model of Emotional Intelligence (2010) and the Broaden-and-Build Theory (Fredrickson, 1998, 2001) indicate that managers in Public Sector Banks are able to regulate emotions, undo negative emotional experience, and manage stress by using diverse strategies such as self-talk and cognitive reappraisal thereby experiencing continuous positive moods and feeling, eventually leading to job satisfaction. This in turn acts as a buffer against stress (Tugade & Fredrickson, 2004), enabling managers to replenish the necessary intellectual and social resources as a consequence defending them from burnout.

An explanation for the results of the study in accordance with Lee & Ok’s Model (2012) is that emotionally intelligent managers in Public Sector Banks have a tendency to easily express positive genuine emotions congruent with their genuine feelings to customers with little prompting and are therefore more likely to have satisfied customers which leads to a heightened sense of self-efficacy, professionalism, and accomplishment. The accumulation of such positive self-evaluation helps develop job satisfaction and professional efficacy. Moreover, managers do not consume excessive emotional resources and have a lower probability to experience emotional exhaustion. They are also more unlikely to detach themselves from customers, co-workers, and work by treating them like objects, not people and being indifferent.

Supporting Empirical Evidence

The findings of the present research endeavour are congruent with the following empirical studies done in the area concerning the relationship between psychological capital and work-related outcomes – job satisfaction and burnout:
Kafetsios & Zampetakis (2008) conducted a study to determine if and to what extent emotional intelligence is associated with affect at work and job satisfaction on a sample of primary and secondary teachers from various regions in Greece. The results indicated that emotional intelligence was significantly and positively related to job satisfaction.

In a sample of female nurses working at Hacettepe University Hospital in Turkey Guleryuz, Guney, Aydin, & Asan (2008) unravelled significant positive correlations between total emotional intelligence, two of its components viz. utilization of emotion and regulation of emotion, and job satisfaction.

An empirical research was conducted by Vigoda-Gadot & Meisler (2010) to examine the impact of emotional intelligence and organizational politics on a sample of Public Sector employees in Israel. Emotional intelligence was found to have a significant positive relationship with job satisfaction and a significant negative relationship with burnout.

Chen, Chang, Cheng, & Ma (2011) examined the effect of emotional intelligence on employees’ perceptions of work stress, and the subsequent effect on their job satisfaction and organizational commitment on journalists from the electronic and print media in Taiwan. The results of the study indicated that emotional intelligence was significantly and positively related to job satisfaction.

El Khouly, Ghoniem, Ghadami, & Ibrahim (2011) conducted a study to measure the effect of emotional intelligence and gender on job satisfaction in three different governmental organizations in Egypt. Results revealed that emotional intelligence had a significant positive relationship with job satisfaction.

Singh & Kanupriya (2011) investigated the relationship between emotional intelligence and burnout among middle level managers belonging to different private organizations in India. Exhaustion was found to have significant negative correlations with four components of emotional intelligence – managing emotions, motivating oneself, self awareness, and handling relation. Cynicism had significant negative correlations with two dimensions of emotional intelligence (managing emotions,
motivating oneself) and a significant positive correlation with one dimension of emotional intelligence i.e. empathy. Professional efficacy had significant positive correlations with four dimensions of emotional intelligence viz. managing emotions, motivating oneself, self awareness, and handling relation.

Weng, Hung, Liu, Cheng, Yen, Chang, & Huang (2011) examined the associations between emotional intelligence and doctor burnout, job satisfaction, and patient satisfaction among internists and patients. Results revealed that all four dimensions of emotional intelligence had a significant positive relationship with job satisfaction. Further a significant negative correlation also existed between all four dimensions of emotional intelligence and all dimensions of burnout.

The empirical study carried out by Brunetto, Teo, Shacklock, & Fan-Wharton (2012) on the role of emotional intelligence, job satisfaction, well-being, and engagement in explaining organizational commitment and turnover intentions in policing on senior Australian police constables indicated that emotional intelligence was positively correlated with job satisfaction.

Lee & Ok (2012) investigated the direct and indirect effects of employees’ emotional intelligence on emotional labour, burnout, and job satisfaction on a sample of customer-contact hotel employees and managers in the United States. It was found that when employees used their emotional intelligence in satisfying customers, they felt more competent and successful. The accumulation of such positive self-evaluation develops job satisfaction. Further, emotional intelligence also had a direct, positive effect on personal accomplishment and a direct, negative effect on depersonalization.

In a more recent study Trivellas, Gerogiannis, & Svarna (2013) explored the workplace implications of emotional intelligence on job satisfaction and turnover intentions of nurses from five private general hospitals in Greece. Emotional intelligence was found to be positively correlated with job satisfaction.

On the whole, middle level managers of Public Sector Banks who are able to appraise their own and others’ emotions along with efficiently regulating and using them tend to be more satisfied with their jobs. On the other hand, while all four
dimensions of emotional intelligence viz. self emotion appraisal, others’ emotion appraisal, regulation of emotion, and use of emotion act as an antidote against two components of burnout (exhaustion, cynicism); these augment the third component of burnout (professional efficacy).

6.3 REGRESSION ANALYSES

Regression analysis was carried out to gauge the relative strength of all the ten independent variables – two dimensions of passion for work viz. harmonious and obsessive; four dimensions of psychological capital viz. self-efficacy, hope, resiliency, and optimism; and four dimensions of emotional intelligence viz. self emotion appraisal, others emotion appraisal, utilization of emotion, and regulation of emotion in predicting the global score of job satisfaction and three components of burnout viz. exhaustion, cynicism, and professional efficacy. Four stepwise (forward) multiple regressions were carried out using job satisfaction and the three components of burnout – exhaustion, cynicism, and professional efficacy as the dependent variables. This analysis enabled the exploration of the degree of variance in the dependent variables which could be attributed to the independent variables of the study.

6.3.1 PREDICTORS OF JOB SATISFACTION

In order to assess the amount of variance in the criterion variable viz. job satisfaction, stepwise multiple regression analysis was carried out with SPSS (20 version). The results of the regression analysis have been discussed below.

**Harmonious Passion for Work as predictor at step 1 of stepwise regression analysis:**

Model Summary Table for Harmonious Passion for Work

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>1</td>
<td>.504(a)</td>
<td>.254</td>
<td>.251</td>
<td>.254</td>
</tr>
</tbody>
</table>
The independent variable *harmonious passion for work*, a dimension of *passion for work* surfaced as the strongest correlate of job satisfaction and was therefore entered first in the stepwise regression analysis. *Harmonious Passion for Work* also emerged as the most robust predictor of job satisfaction explaining the highest variance i.e., 25% (\(R^2 = 0.254\), \(p<.001\)). The beta coefficient for harmonious passion for work, as seen in Table-23b came out to be (\(\beta = 0.349\)). The positive value indicates that harmonious passion was positively related to job satisfaction. Harmoniously passionate managers in Public Sector Banks engage in work flexibly without any contingencies attached which allows work to occupy a significant but not an overpowering space in their identity (Vallerand et al., 2010) thereby facilitating overall happiness and job satisfaction. Further, the efficiency with which harmoniously passionate managers manage the transition from work to non-work related activities such as casually talking with colleagues; talking on the phone with family members; or by taking a leisurely walk outdoors during breaks not only rejuvenates them but additionally helps develop cognitive abilities, and subsequently facilitates improved levels of work satisfaction from their task engagement (Burke et al., 2014; Thorgren et al., 2013; Zigarmi et al., 2009). Previous empirical conclusions by Carbonneau et al. (2008), Vallerand et al. (2010), Houlfort et al. (2013), and Burke et al. (2014) provide support to the findings of the present study that harmonious passion is a significant predictor of job satisfaction.

**Optimism as the second predictor (at step 2 of regression):**

Model Summary Table for Optimism

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>2</td>
<td>.583(b)</td>
<td>.340</td>
<td>.333</td>
<td>.086</td>
</tr>
</tbody>
</table>

It was observed that the partial correlation of *optimism*, a dimension of *psychological capital* surfaced as highest (0.339) and significant which is why it was entered in the second step of regression analysis (see Appendix III). Adding *optimism* explained a variance of 34% out of which harmonious passion for work shared 25% and the rest 9% (\(R^2 = 0.086\), \(p<.001\)) of the variance in job satisfaction was attributed
to optimism. The beta coefficient for optimism, as seen in Table- 23b came out to be \((\beta = 0.275)\) indicating a positive relationship with the criterion variable – job satisfaction. Public Sector Bank managers with optimistic dispositions transcend negative factors of their work environments and are able to engage and persist despite difficulties (Gallavan & Newman, 2013). This helps them feel more in control of their work environment thus facilitating job satisfaction. The ability of optimistic managers to view interpersonal interaction as a channel to learn from others rather than a physically or emotionally draining activity helps them feel good and enjoy their work – an aspect of job satisfaction. Moreover, the tendency to take credit for positive life events by attributing them to internal, lasting causes, and distancing themselves from the negativity of unfavourable circumstances by attributing them to external, momentary, and situational sources gives managers with optimistic dispositions a sense of security about their work situation and further makes them feel good about themselves, their work, and the bank they work for thereby elevating their level of job satisfaction. The results of the present study are in accordance with the findings by Kluemper, Little, & DeGroot (2009) who found that optimism predicted additional variances of 3% (Study 1) and 12% (Study 2) in job satisfaction.

**Obsessive Passion for Work as the third predictor (at step 3 of regression):**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>.636(c)</td>
<td>.404</td>
<td>.395</td>
<td></td>
</tr>
</tbody>
</table>

The second dimension of *passion for work*, namely *obsessive passion for work* had a significant partial correlation (-0.312) in the next level of the table of excluded variables (see Appendix III) and hence it was entered in the third step. Only 6% of the variance \((R^2 = 0.064, p<.001)\) was attributed to *obsessive passion for work*. The beta coefficient for obsessive passion for work, as seen in Table-23b was \((\beta = -0.243)\) showing a negative relationship with job satisfaction. Though obsessively passionate Public Sector Bank managers love their work, they have a tendency to spend a
disproportionate amount of time at work and have a tough time disengaging from work, persistently and frequently think about work even when they are not at work. This compulsive nature of obsessive passion has the tendency to constrain enjoyment at work (Vallerand & Houlfort, 2003) and is in direct contrast with the need to feel in control at one’s workplace not feeling worried thereby adversely affecting managers’ satisfaction with their work. Further, in a country like India with a collectivistic culture that is low on masculinity (Clearly Cultural, 2015) indulging in work with an obsessive passion seems to be in direct contrast with the values of caring for others and quality of life, therefore, obsessively passionate managers have a tendency to experience reduced satisfaction with work. The results of the present study are in line with the findings by Thorgren, Wincent, & Siren (2013) which revealed that obsessive passion exhibited an indirect effect through on-task thoughts off work with work satisfaction.

**Self Emotion Appraisal as the fourth predictor (at step 4 of regression):**

Model Summary Table for Self Emotion Appraisal

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>4</td>
<td>.646(d)</td>
<td>.417</td>
<td>.405</td>
<td>.013</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Change</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>4.299</td>
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<tr>
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<td></td>
<td></td>
<td>df2</td>
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<td></td>
<td>195</td>
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<td>Sig. F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.041</td>
</tr>
</tbody>
</table>

Finally, a dimension of emotional intelligence, namely, self emotion appraisal came out to have a significant partial correlation (0.146) in the next level of the table of excluded variables (see Appendix III) and hence it was entered in the fourth step of regression analysis. In the present study, although self emotion appraisal surfaced as a significant predictor; however, it did not show a high variance. Only 1% of the variance ($R^2 = 0.013, p<.05$) in the criterion variable (job satisfaction) was explained by self emotion appraisal. The beta coefficient for self emotion appraisal, as seen in Table-23b was ($\beta = 0.137$) showing a positive relationship with job satisfaction. The ability of Public Sector Bank managers to appraise their own emotions aids
apperception and expression of positive emotions and further allows them to develop more positive work-related attitudes (Carmeli, 2003) resulting in increased levels of satisfaction with work. The comprehensive understanding of positive and negative feelings and moods, the corresponding root causes (Cooper & Sawaf, 1997) and how these are related to their day to day work behaviour helps Public Sector Bank managers in realizing the need to process their own emotions meaningfully to enable smooth work transactions at the managerial level and with the other bank staff and customers leading to more instances of positive work consequences such as satisfaction with work. The results of the present study are congruent with the empirical conclusions by Alam (2009), Kafetsios, Nezlek, and Vassiou (2011), Seyal and Afzaal (2013), and Verma (2013) who found that self emotion appraisal was a significant predictor of job satisfaction.

After the above four independent variables, none of the remaining independent variables showed a significant partial correlation (see Appendix III) and thus, the stepwise regression model brought out four variables viz. harmonious passion for work, optimism, obsessive passion for work, and self emotion appraisal as significant predictors explaining a total of 41% variance ($R^2 = 0.417$, $p<.05$) in job satisfaction. It can be said that almost half of the variance was attributed to the conjoint effect of the study variables; however, 59% variance in job satisfaction was not explained by the variables taken up in the present study. Further, multiple correlation of the these variables with job satisfaction was 0.646.

On the whole, a total of 41% variance ($R^2 = 0.417$, $p<.05$) in job satisfaction of Public Sector Bank managers is explained by at least one dimension of all the three study variables viz. harmonious and obsessive passion (passion for work), optimism (psychological capital), and self emotion appraisal (emotional intelligence). Harmonious passion for work and optimism are the highest contributors followed by obsessive passion for work and self emotion appraisal in predicting the work-related outcome of job satisfaction. Together, the two types of passion for work (harmonious and obsessive) have the highest predictive efficiency explaining a major part of the variance (31%) in the criterion variable.
Figure 32: Correlates and Predictors of Job Satisfaction

**Correlates**

**Passion for Work**
- Harmonious
- Obsessive

**PSYCAP**
- Self-Efficacy
- Hope
- Resiliency
- Optimism

**EI**
- SEA
- OEA
- U
- R

**Predictors**

**Passion for Work**
- Harmonious
- Obsessive

**PSYCAP**
- Self-Efficacy
- Hope
- Resiliency
- Optimism

**EI**
- SEA
- OEA
- U
- R

No Predictors
6.3.2 PREDICTORS OF BURNOUT *(EXHAUSTION, CYNICISM, PROFESSIONAL EFFICACY)*

6.3.2.1 Predictors of Exhaustion

In order to assess the amount of variance in the criterion variable viz. the first component of burnout – exhaustion, stepwise multiple regression analysis was carried out with SPSS (20 version). The results of the regression analysis have been discussed below.

*Self-Efficacy as predictor at step 1 of stepwise regression analysis:*

Model Summary Table for Self-Efficacy

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>1</td>
<td>.315(a)</td>
<td>.099</td>
<td>.095</td>
<td>.099</td>
</tr>
</tbody>
</table>

The independent variable *self-efficacy*, a dimension of *psychological capital* surfaced as the strongest correlate of exhaustion and was therefore entered first in the stepwise regression analysis. *Self-efficacy* also emerged as the most robust predictor of exhaustion explaining the highest variance i.e., 10% (R² = 0.099, p<.001). The beta coefficient for self-efficacy, as seen in Table-24b came out to be (β = -0.229). The negative value indicates that self-efficacy was negatively related to exhaustion. Self-efficacious managers in Public Sector Banks cope better with the negative emotions generated by the work (Consiglio et al., 2013), efficiently capitalize on the opportunities of personal growth, and have a tendency to view hurdles at work as intriguing and interesting rather than frustrating. Such managers are also more likely to choose challenging tasks, invest in the effort to accomplish the tasks, and persevere in the midst of adversity (Luthans & Larson, 2006). This highly self-motivated and goal-directed approach tends to prevent them from feeling fatigued or emotionally depleted (*exhaustion*) from work and complex social interactions between subordinates, co-workers, seniors, and the customers. The results of the study are in
accordance with the findings by Mashaddy, Fallah, and Gaskaree (2012) who found that 37% variance in burnout is explained by self-efficacy.

**Obsessive Passion for Work as the second predictor (at step 2 of regression):**

Model Summary Table for Obsessive Passion for Work

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>2</td>
<td>.400(b)</td>
<td>.160</td>
<td>.151</td>
<td>.061</td>
</tr>
</tbody>
</table>

It was observed that the partial correlation of obsessive passion for work, a dimension of passion for work surfaced as highest (0.260) and significant which is why it was entered in the second step of regression analysis (see Appendix IV). Adding obsessive passion for work explained a variance of 16% out of which self-efficacy shared 10% and the rest 6% ($R^2 = 0.061, p<.001$) of the variance in exhaustion was attributed to obsessive passion for work. The beta coefficient for obsessive passion for work, as seen in Table-24b came out to be ($\beta = 0.274$) indicating a positive relationship with the criterion variable – exhaustion. Public Sector Bank managers who experience higher levels of obsessive passion have an uncontrollable urge to indulge in work or work-related thoughts (on-task thoughts off work) after usual work hours and even during weekends. This rigid engagement in work not only creates an imbalance in the time and energy spent in work and family responsibilities but on an individual level also tends to prevent obsessively passionate managers from fully recovering after rigorous and continuous work eventually leads to depletion of their energy levels and lacking coping mechanisms. When this becomes a regular feature managers return to work every morning with lesser energy and consequently symptoms of burnout - exhaustion or fatigue are likely to appear. The results of the present study are in line with the findings by Vallerand, Paquet, Phillipe, and Charest (2010), and Donahue, Forest, Vallerand, Lemyre,
Crevier-Braud, and Bergenon (2012) which revealed that obsessive passion for work directly and positively predicted emotional exhaustion.

**Harmonious Passion for Work as the third predictor (at step 3 of regression):**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>3</td>
<td>.427(c)</td>
<td>.182</td>
<td>.170</td>
<td>.022</td>
</tr>
</tbody>
</table>

Finally, the second dimension of passion for work, namely harmonious passion for work had a significant partial correlation (-0.162) in the next level of the table of excluded variables (see Appendix IV) and hence it was entered in the third step. In the present study, although harmonious passion for work surfaced as a significant predictor; however, it did not show a high variance. Only 2% of the variance \( R^2 = 0.022, p<.05 \) was attributed to harmonious passion for work. The beta coefficient for harmonious passion for work, as seen in Table-24b was \( \beta = -0.162 \) showing a negative relationship with exhaustion. Harmonious passion for work facilitates an integrated approach to work and family while at work and a more segmented approach when not at work (Caudroit et al., 2011; Thorgren et al., 2013). Public Sector Bank managers who experience higher levels of harmonious passion have the propensity to develop a more balanced approach to the work role. Harmonious passion for work also ensures satisfaction with past and present accomplishments. Together, this promotes the willingness to readily accept multiple role identities allowing them to have off-task thoughts while at work and diminishes the extent to which individuals engage in on-task thoughts when they are not at work. Managers can then afford an appropriate share of personal and cognitive resources to the various roles in their life which reduces the risk of exhaustion (fatigue). The results of the present study are congruent with the empirical conclusions by Carbonneau, Vallerand, Fernet, & Guay (2008) who found that increases in harmonious passion for work predicted decreases in burnout (\( \beta = -0.14 \))
After the above three independent variables, none of the remaining independent variables showed a significant partial correlation (see Appendix IV) and thus, the stepwise regression model brought out three variables viz. self-efficacy, obsessive passion for work, and harmonious passion for work as significant predictors explaining a total of 18% variance ($R^2 = 0.182, p<.05$) in exhaustion. However, 82% variance in exhaustion was not explained by the variables taken up in the present study. Further, multiple correlation of the study variables with exhaustion was 0.427.

In a nutshell, a total of 18% variance ($R^2 = 0.182, p<.05$) in exhaustion of Public Sector Bank managers is explained by at least one dimension of two of the study variables viz. harmonious and obsessive passion (passion for work) and self-efficacy (psychological capital). Self-efficacy and obsessive passion for work are the highest contributors followed by harmonious passion for work in predicting one component of burnout – exhaustion. The two types of passion for work (harmonious and obsessive) together explain 8% of the variance in the criterion variable.

### 6.3.2.2 Predictors of Cynicism

In order to assess the amount of variance in the criterion variable viz. the second component of burnout – cynicism, stepwise multiple regression analysis was carried out with SPSS (20 version). The results of the regression analysis have been discussed below.

**Obsessive passion for work as predictor at step 1 of stepwise regression analysis:**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R Square Change</td>
<td>F Change</td>
<td>df1</td>
<td>df2</td>
</tr>
<tr>
<td>1</td>
<td>.340(a)</td>
<td>.115</td>
<td>.111</td>
<td>.115</td>
</tr>
</tbody>
</table>

The independent variable obsessive passion for work, a dimension of passion for work surfaced as the strongest correlate of cynicism and was therefore entered first in the stepwise regression analysis. Obsessive passion for work also emerged as
the most robust predictor of cynicism explaining the highest variance i.e., 11% (R² = 0.115, p<.001). The beta coefficient for obsessive passion for work, as seen in Table-25b came out to be (β = 0.363). The positive value indicates that obsessive passion for work was positively related to cynicism. The rigid engagement in work only creates an imbalance in the time and energy spent in work and family responsibilities but on an individual level also tends to prevent obsessively passionate managers from fully recovering after rigorous and continuous work. Managers then may begin to sense some depletion in their level of energy and find coping mechanisms lacking. When this becomes a regular feature managers return to work every morning with lesser energy and consequently a distant attitude towards work (cynicism) is likely to appear. The lack of any affective rewards from one’s work in the form of work satisfaction and the manager’s inability to disengage from the work commitment due to the rigid engagement towards it has the tendency to further intensify the experience of burnout. The results of the present study are in sync with the findings by Fernet, Lavigne, Vallerand, & Austin (2014) who found that obsessive passion for work positively predicted the cynicism component of burnout.

**Harmonious Passion for Work as the second predictor (at step 2 of regression):**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td>2</td>
<td>.460(a)</td>
<td>.211</td>
<td>.203</td>
<td>.096</td>
</tr>
</tbody>
</table>

It was observed that the partial correlation of harmonious passion for work, a dimension of passion for work surfaced as highest (-0.329) and significant which is why it was entered in the second step of regression analysis (see Appendix V). Adding harmonious passion for work explained a variance of 21% out of which obsessive passion for work shared 11% and the rest 10% (R² = 0.096, p<.001) variance in cynicism was attributed to harmonious passion for work. The beta
coefficient for harmonious passion for work, as seen in Table-25b came out to be 
($\beta = -0.239$) indicating a negative relationship with the criterion variable – cynicism.

Public Sector Bank managers who experience higher levels of harmonious passion have
the propensity to develop a more balanced approach to the work and family roles. This
promotes the willingness to readily accept multiple role identities allowing them to have
off-task thoughts while at work and diminishes the extent to which individuals engage
in on-task thoughts when they are not at work. Managers can then afford an appropriate
share of personal and cognitive resources to the various roles in their life which prevents
a negative attitude towards work (cynicism) from developing. The research finding by
\cite{Fernet2014} that harmonious passion for work negatively predicted cynicism provides
support to the results of the present study.

\textit{Hope as the third predictor (at step 3 of regression):}

Model Summary Table for Hope

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.477(a)</td>
<td>.228</td>
<td>.216</td>
<td>Change Statistics</td>
</tr>
<tr>
<td></td>
<td>R Square</td>
<td>F Change</td>
<td>df1</td>
<td>df2</td>
</tr>
<tr>
<td>3</td>
<td>.017</td>
<td>4.192</td>
<td>1</td>
<td>196</td>
</tr>
</tbody>
</table>

Finally, a dimension of \textit{psychological capital}, namely \textit{hope} had a significant
partial correlation (-0.145) in the next level of the table of excluded variables (see
Appendix V) and hence it was entered in the third step. In the present study, although
\textit{hope} surfaced as a significant predictor; however, it did not show a high variance.
Only 2% of the variance ($R^2 = 0.017$, p<.05) was attributed to \textit{hope}. The beta
coefficient for hope was ($\beta = -0.148$) showing a negative relationship with
cynicism. Hopeful managers in Public Sector Banks are clear about their work
objectives and efficient at formulating primary and secondary action plans (in case the
primary action plans fail) to meet their objectives. In spite of difficult and stressful
work conditions managers are less likely to get frustrated because the forethought put
into planning the pathways and alternate pathways prevents managers from reaching a dead end beyond which goal attainment could possibly become difficult. Hope additionally plays another important role, that of a buffering agent against psychological distress, adversity (Seligman & Csikszentmihalyi, 2000) and further checks the development of cynicism or an indifferent attitude towards work among middle level managers in Public Sector Banks. The results of the present study are congruent with the empirical conclusion by Peng et al. (2013) who found that hope negatively predicted cynicism.

After the above three independent variables, none of the remaining independent variables showed a significant partial correlation (see Appendix V) and thus, the stepwise regression model brought out three variables viz. obsessive passion for work, harmonious passion for work, and hope as significant predictors explaining a total of 23% variance ($R^2 = 0.228, p<.05$) in cynicism. However, 77% variance in cynicism was not explained by the variables taken up in the present study. Further, multiple correlation of the study variables with cynicism was 0.477.

On the whole, a total of 23% variance ($R^2 = 0.228, p<.05$) in cynicism of Public Sector Bank managers is explained by at least one dimension of two of the study variables viz. harmonious and obsessive passion (passion for work) and hope (psychological capital). Harmonious and obsessive passion for work are the highest contributors followed by hope in predicting the second component of burnout – cynicism. Together, the two types of passion for work (harmonious and obsessive) have the highest predictive efficiency explaining a major part of the variance (21%) in the criterion variable.

6.3.2.3 Predictors of Professional Efficacy

In order to assess the amount of variance in the criterion variable viz. the third component of burnout – professional efficacy, stepwise multiple regression analysis was carried out with SPSS (20 version). The results of the regression analysis have been discussed below.
*Self-efficacy as predictor at step 1 of stepwise regression analysis:*

The independent variable *self-efficacy*, a dimension of *psychological capital* surfaced as the strongest correlate of professional efficacy and was therefore entered first in the stepwise regression analysis. *Self-efficacy* also emerged as the most robust predictor of professional efficacy explaining the highest variance i.e., 28% ($R^2 = 0.278$, $p<.001$). The beta coefficient for self-efficacy, as seen in Table-26b came out to be ($\beta = 0.396$). The positive value indicates that self-efficacy was positively related to professional efficacy. Self-efficacious managers in Public Sector Banks efficiently capitalize on the opportunities of personal growth and have a tendency to view hurdles at work as intriguing and interesting rather than frustrating. They are also more likely to choose challenging tasks, invest in the effort to accomplish the tasks, and persevere in the midst of adversity (Luthans & Larson, 2006). Such a perspective energizes them and helps them remain in touch with their past and present accomplishments at work and further reinforces their belief in continued effectiveness (*professional efficacy*) under myriad circumstances. The results of the present study are in line with the findings of Gunduz (2012) who found that self-efficacy was a significant predictor of personal accomplishment.

*Harmonious Passion for Work as the second predictor (at step 2 of regression):*

The independent variable *self-efficacy*, a dimension of *psychological capital* surfaced as the strongest correlate of professional efficacy and was therefore entered first in the stepwise regression analysis. *Self-efficacy* also emerged as the most robust predictor of professional efficacy explaining the highest variance i.e., 28% ($R^2 = 0.278$, $p<.001$). The beta coefficient for self-efficacy, as seen in Table-26b came out to be ($\beta = 0.396$). The positive value indicates that self-efficacy was positively related to professional efficacy. Self-efficacious managers in Public Sector Banks efficiently capitalize on the opportunities of personal growth and have a tendency to view hurdles at work as intriguing and interesting rather than frustrating. They are also more likely to choose challenging tasks, invest in the effort to accomplish the tasks, and persevere in the midst of adversity (Luthans & Larson, 2006). Such a perspective energizes them and helps them remain in touch with their past and present accomplishments at work and further reinforces their belief in continued effectiveness (*professional efficacy*) under myriad circumstances. The results of the present study are in line with the findings of Gunduz (2012) who found that self-efficacy was a significant predictor of personal accomplishment.
It was observed that the partial correlation of *harmonious passion for work*, a dimension of *passion for work* surfaced as highest (0.228) and significant which is why it was entered in the second step of regression analysis (see Appendix VI). Adding *harmonious passion for work* explained a variance of 34% out of which obsessive passion for work shared 28% and the rest 6% ($R^2 = 0.060, p < .001$) variance in professional efficacy was attributed to harmonious passion for work. The beta coefficient for harmonious passion for work, as seen in Table-26b came out to be ($\beta = 0.288$) indicating a positive relationship with the criterion variable – professional efficacy. Public Sector Bank managers who experience higher levels of harmonious passion have the propensity to develop a more balanced approach to the work role. Harmonious passion for work also ensures satisfaction with past and present accomplishments. Together, this promotes the willingness to readily accept multiple role identities allowing them to have off-task thoughts while at work and diminishes the extent to which individuals engage in on-task thoughts when they are not at work. This further amplifies their sense of accomplishment, thus augmenting their professional efficacy. The results of the present study are congruent with the empirical conclusions by *Fernet, Lavigne, Vallerand, and Austin (2014)* who found that harmonious passion for work was a significant predictor of professional efficacy.

**Obsessive Passion for Work as the third predictor (at step 3 of regression):**

Model Summary Table for Obsessive Passion for Work

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>.613(c)</td>
<td>.376</td>
<td>.367</td>
<td>R Square Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.039</td>
</tr>
</tbody>
</table>

Finally, the second dimension of *passion for work*, namely *obsessive passion for work* had a significant partial correlation (-0.242) in the next level of the table of excluded variables (see Appendix VI) and hence it was entered in the third step. 4% of the variance ($R^2 = 0.039, p < .05$) was attributed to *obsessive passion for work*. The
beta coefficient for obsessive passion for work was ($\beta = -0.201$), as seen in Table-26b, showing a negative relationship with professional efficacy. Public Sector Bank managers who experience higher levels of obsessive passion have an uncontrollable urge to indulge in work or work-related thoughts (on-task thoughts off work) after usual work hours and even during weekends. This positive relationship between obsessive passion and on-task thoughts off work is detrimental to work satisfaction (Thorgren et al., 2013). The dissatisfaction at work adversely affects their confidence and expectations of continued effectiveness at work leading to a decline in professional efficacy. Previous empirical conclusions by Fernet, Lavigne, Vallerand, and Austin (2014) provide support to the findings of the present study that obsessive passion for work is a significant predictor of professional efficacy.

After the above three independent variables, none of the remaining independent variables showed a significant partial correlation (see Appendix VI) and thus, the stepwise regression model brought out three variables viz. self-efficacy, harmonious passion for work, and obsessive passion for work as significant predictors explaining a total of 38% variance ($R^2 = 0.376, p<.001$) in professional efficacy. However, 62% variance in professional efficacy was not explained by the variables taken up in the present study. Further, multiple correlation of the study variables with professional efficacy was 0.613.

In a nutshell, a total of 38% variance ($R^2 = 0.376, p<.001$) in professional efficacy of Public Sector Bank managers is explained by at least one dimension of two of the study variables viz. harmonious and obsessive passion (passion for work) and self-efficacy (psychological capital). Self-efficacy and harmonious passion for work are the highest contributors followed by obsessive passion for work in predicting the third component of burnout – professional efficacy. The two types of passion for work (harmonious and obsessive) together explain 10% of the variance in the criterion variable.
Figure 33: Correlates and Predictors of Burnout

**CORRELATES**

PASSION FOR WORK

- Harmonious
- Obsessive

PSYCAP

- Self-Efficacy
- Hope
- Resiliency
- Optimism

EI

- SEA
- U
- OEA
- R

**PREDICTORS**

PASSION FOR WORK

- Exhaustion, Cynicism, Professional Efficacy

PSYCAP

- Self-Efficacy
- Hope
- Resiliency
- Optimism

EI

- SEA
- U
- OEA
- R

No Predictors
Final Word:

Table 27: The Three Independent Variables as Predictors of Job Satisfaction (Global Score) versus Burnout (Three Components)

<table>
<thead>
<tr>
<th>Predictors of Job Satisfaction (Global Score)</th>
<th>Predictors of Burnout (Three Components)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Passion for Work (Harmonious &amp; Obsessive)</td>
<td>1. Psychological Capital (Self-Efficacy)</td>
</tr>
<tr>
<td>2. Psychological Capital (Optimism)</td>
<td>2. Passion for Work (Harmonious &amp; Obsessive)</td>
</tr>
<tr>
<td>3. Emotional Intelligence (Self Emotion Appraisal)</td>
<td>1. Passion for Work (Harmonious &amp; Obsessive)</td>
</tr>
<tr>
<td></td>
<td>2. Psychological Capital (Hope)</td>
</tr>
</tbody>
</table>

- **Passion for Work (Harmonious and Obsessive)** surfaced as a significant predictor for both the work-related outcomes i.e. job satisfaction and burnout (all three components). Passion for work had the highest predictive efficiency (31%) for job satisfaction, followed by a predictive efficiency of 21% for cynicism (a component of burnout). While, the β co-efficients for harmonious passion were positive implying a positive relationship with job satisfaction and one component of burnout (professional efficacy), they were negative signifying a negative relationship with two components of burnout (exhaustion and cynicism). Contrarily, the β co-efficients for obsessive passion were negative indicating a negative relationship with job satisfaction and one component of burnout (professional efficacy), they were positive signifying a positive relationship with two components of burnout (exhaustion and cynicism).

- **Psychological Capital** emerged as a significant predictor of job satisfaction (optimism) and the three components of burnout viz. exhaustion (self-efficacy), cynicism (hope), and professional efficacy (self-efficacy). Psychological capital had the highest predictive efficiency for the professional efficacy.
component (28%) of burnout and a moderate predictive efficiency for job satisfaction (9%). While, the β co-efficients for psychological capital were positive implying a positive relationship with job satisfaction and one component of burnout (professional efficacy), they were negative signifying a negative relationship with two components of burnout (exhaustion and cynicism).

- Only one dimension of emotional intelligence namely self-emotion appraisal came forth as a significant predictor of one work-related outcome – job satisfaction. The β co-efficient for emotional intelligence was positive implying a positive relationship with job satisfaction. However, no dimension of emotional intelligence emerged as a significant predictor of any component of burnout.