CHAPTER VII
SUMMARY

7.1 SUMMARY

The purpose of the present research was to study the effect of the two types of passion for work (harmonious and obsessive), four dimensions of psychological capital (self-efficacy, hope, resiliency, and optimism) and four dimensions of emotional intelligence (self emotion appraisal, others emotion appraisal, use of emotion, and regulation of emotion), firstly on a global score of job satisfaction and secondly on the three components of burnout (exhaustion, cynicism, and professional efficacy).

Based on the above given focus of the study, the following objectives were formulated:

1. To examine how the two types of passion for work relate to the two work-related outcomes – job satisfaction and burnout.

2. To examine how the four dimensions of psychological capital (self-efficacy, hope, resiliency, and optimism) relate to the two work-related outcomes – job satisfaction and burnout.

3. To examine how the four dimensions of emotional intelligence (self emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion) relate to the two work-related outcomes – job satisfaction and burnout.

4. To evaluate the predictive efficiency of harmonious and obsessive (passion for work), self-efficacy, hope, resiliency, and optimism (psychological capital), self emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion (emotional intelligence) for job satisfaction.

5. To evaluate the predictive efficiency of harmonious and obsessive (passion for work), self-efficacy, hope, resiliency, and optimism (psychological capital), self emotion appraisal, others’ emotion appraisal, utilization of emotion, and regulation of emotion (emotional intelligence) for burnout.
In consonance with the conceptual and theoretical orientations and the review of literature, the following hypotheses have been formulated:

**Job Satisfaction among middle level Public Sector Bank managers**

It is expected that:

**H1:** Harmonious passion for work will positively relate to job satisfaction.

**H2:** Obsessive passion for work will negatively relate to job satisfaction.

**H3:** All four measures of psychological capital (self-efficacy, hope, resiliency, and optimism) will positively relate to job satisfaction.

**H4:** All four measures of emotional intelligence (self emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion) will positively relate to job satisfaction.

**Burnout among middle level Public Sector Bank managers**

It is expected that:

**H5:** Harmonious passion for work will negatively relate to two components of burnout (exhaustion and cynicism) and positively relate to one component of burnout (professional efficacy).

**H6:** Obsessive passion for work will positively relate to two components of burnout (exhaustion and cynicism) and negatively relate to one component of burnout (professional efficacy).

**H7:** All four measures of psychological capital (self-efficacy, hope, resiliency, and optimism) will negatively relate to two components of burnout (exhaustion and cynicism) and positively relate to a component of burnout (professional efficacy).

**H8:** All four measures of emotional intelligence (self emotion appraisal, others’ emotion appraisal, use of emotion, and regulation of emotion) will negatively relate to two components of burnout (exhaustion and cynicism) and positively relate to a component of burnout (professional efficacy).
Sample for the present study

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

Tools used in the present study

The following standardized tests were used in the investigation – Passion Scale (Vallerand et al., 2003), Psychological Capital Questionnaire (PCQ-24; Luthans, Youssef et al., 2007), Wong and Law Emotional Intelligence Scale (WLEIS; Wong & Law, 2002), Generic Job Satisfaction Scale (GJSS; MacDonald & MacIntyre, 1997), and Maslach Burnout Inventory – General Survey (MBI-GS: Schaufeli, Leiter, Maslach & Jackson, 1996).

Statistical Analyses

In accordance with the objectives of the study the means, standard deviations, and percentages were calculated. Pearson Product Moment Correlation was performed individually with all the variables to investigate the nature and degree of relationships between all the variables of the study. The Stepwise Multiple Regressions were carried out to identify the predictive efficiency of the independent variables viz. two types of passion for work, four dimensions of psychological capital,
and four dimensions of emotional intelligence for the dependent variables viz. job satisfaction and three components of burnout among the middle level managers in Public Sector Banks.

7.2 CONCLUSIONS

❖ DESCRIPTIVE ANALYSES

The descriptive analyses of the study revealed that middle level managers in Public Sector Banks are high on all four dimensions of emotional intelligence (self emotions appraisal, others emotion appraisal, use of emotion, regulation of emotion), job satisfaction; range from moderate to high on both types of passion for work (harmonious and obsessive), all four dimensions of psychological capital, two components of burnout (cynicism, professional efficacy); and are low on the third component of burnout (exhaustion).

❖ RELATIONSHIP ANALYSES

Passion for Work as a Correlate of Work-Related Outcomes (Job Satisfaction, Burnout)

➢ Both the types of passion for work emerged as significant correlates of job satisfaction among middle level managers in the Indian Public Banking Sector. Harmonious passion was positively related and obsessive passion was negatively related to job satisfaction. While harmonious passion facilitates flexible engagement in work which occupies a significant yet not an overpowering space in the managers’ identity leading to increased levels of satisfaction with work; the compulsive nature of obsessive passion constrains enjoyment at work adversely affecting managers’ satisfaction with their work.

➢ Both types of passion for work also surfaced as significant correlates of all three components of burnout. Harmonious passion negatively correlated with two components of burnout (exhaustion, cynicism) and positively correlated with one component of burnout (professional efficacy). Obsessive passion, on the other hand was positively related to exhaustion and cynicism components of burnout while being negatively related to professional efficacy component of burnout. Harmonious passion for work allows appropriate sharing of personal and cognitive
resources between the various roles in a manager’s life reducing the risk of burnout and helping them thrive at work. Contrarily, obsessive passion creates an imbalance in the time and energy spent in work and family responsibilities and further prevents managers from fully recovering after rigorous and continuous work leading to exhaustion, cynicism, and professional inefficacy.

*Psychological Capital as a Correlate of Work-Related Outcomes (Job Satisfaction, Burnout)*

- All the four dimensions of psychological capital – self-efficacy, hope, resiliency, and optimism were significant positive correlates of job satisfaction. The psychological capacities of self-efficacy, hope, resiliency, and optimism help middle level managers in Public Sector Banks remain confident and optimistic, persevere towards goals, and sustain and bounce back from adversities. This not only motivates them but also instills in them a perpetual state of positivity which leads to satisfaction with work and life on the whole.

- All the four dimensions of psychological capital – self-efficacy, hope, resiliency, and optimism also came forth as significant correlates of the three components of burnout. While all the four dimensions of psychological capital were negatively related to exhaustion and cynicism components of burnout, they were positively related to the third component of burnout – professional efficacy. In spite of difficult and stressful work conditions the psychological capacities of self-efficacy, hope, resiliency, and optimism make managers in Public Sector Banks less susceptible to the burnout symptoms of exhaustion, cynicism, and professional inefficacy.

*Emotional Intelligence as a Correlate of Work-Related Outcomes (Job Satisfaction, Burnout)*

- Emotional intelligence (all four dimensions – self emotion appraisal, others emotion appraisal, use of emotion, regulation of emotion) surfaced as significant positive correlates of job satisfaction. Public Sector Bank managers’ good and comprehensive understanding of their own as well as others’ emotions helps them execute their work roles effectively increasing their trustworthiness, confidence, and comfort under ambiguous work situations facilitating higher levels of job
satisfaction. The ability to harness emotions further facilitates cognitive processes such as thinking, creativity, and problem solving which enhances their feeling of control over work eventually leading to satisfaction with job.

- While two dimensions (self emotion appraisal, use of emotion) and three dimensions (self emotion appraisal, use of emotion, regulation of emotion) of emotional intelligence were significant negative correlates of exhaustion and cynicism components of burnout respectively, all four dimensions of emotional intelligence (self emotion appraisal, others’ emotion appraisal, use of emotion, regulation of emotion) emerged as significant positive correlates of the third component of burnout – professional efficacy. The ability to successfully identify when stress is taking a toll on their emotional and mental health helps Middle level managers in Public Sector Banks develop cognitive strategies, manage and use their emotions to deal with prolonged stress at work instead of being intimidated or frustrated by challenges – protecting them from burnout.

REGRESSION ANALYSES

Predictors of Job Satisfaction

A conjoint variance of 41% ($R^2 = 0.417$, $p<.05$) 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) while the remaining 59% variance in job satisfaction of middle level managers is accounted for by variables other than the present study variables.

Predictors of the Three Components of Burnout (Exhaustion, Cynicism, Professional Efficacy)

- 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) whereas the remaining 82% variance in exhaustion of middle level managers is accounted for by variables other than the present study variables.
A conjoint variance of 23% ($R^2 = 0.228$, $p<.05$) 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) while the remaining 77% variance in cynicism of middle level managers is accounted for by variables other than the present study variables.

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) while the remaining 62% variance in professional efficacy of middle level managers is accounted for by variables other than the present study variables.

7.3 IMPLICATIONS OF THE FINDINGS

The results of the present research endeavour lucidly highlight the effect of passion for work, psychological capital, and emotional intelligence on work-related outcomes of job satisfaction and burnout in organizational settings. In light of the aforementioned findings the following implications have been outlined for further consolidating the recruitment procedure in Indian Public Sector Banks, training managers, and for additionally facilitating desirable work outcomes and avoiding undesirable work outcomes.

- Survival in the ever changing, increasingly competitive, stressful work environment in Public Sector Banks which is under constant technological advancement is apparently equally dependent on organizational and personal factors making the role of industrial/organizational psychologists highly crucial at every stage of a managers’ career – recruitment, training, appraisal, promotion, and day-to-day counselling.

- Passion for work and psychological capital have for long managed to evade the attention of psychologists especially in the Indian work settings. Instead of assessing typical skill sets which might become outdated within five years (Deloitte University, 2013) recruiting managers who bring harmonious passion, psychological capacities of self-efficacy, hope, resiliency, optimism, and the
ability to be aware of their own positive and negative emotions would ensure more desirable and fewer undesirable work outcomes in Indian Public Sector Banks.

- Passion for work, psychological capital, and emotional intelligence are not elusive characteristics in Public Sector Banks, rather managers are moderate to high on the mentioned study variables, as is evident in the results. There is, however, an immediate need to educate managers about the relevance and effect of passion, psychological capital, and emotional intelligence on various work-related outcomes. Such awareness can be spread through lectures, seminars, and workshops in offices and staff colleges.

- Identification of orientations (harmonious versus obsessively passionate), psychological capacities, emotional abilities and corresponding levels of job satisfaction and burnout symptoms can be made available to trainees in staff colleges or managers working in branches/zonal offices through administration of tests and regression equations obtained in the present study. Based on the complete assessment each manager can then be assigned a more suitable work role which has a chance of providing a better person-environment fit and can consequently lead to higher levels of satisfaction with work and fewer instances of dissatisfaction with organization’s concern.

- Managers who are unable to maintain a work-family balance and suffer from burnout symptoms can be helped by designing interventions that help build and further improve their psychological capacities and emotional abilities that would act as a buffer and protect them from fatigue and a cynical attitude even under extreme work pressure. Further, organizations must also be educated about the need for an environment that promotes positive relationships and care for each worker, organizational support, and transformational style of leadership. Light must also be shed on the drawbacks of a contingency based reward system and the ways in which it can adversely affect not only work outcomes but also the overall health and well-being of employees.

- Psychologists can have personal counselling sessions with managers who are dissatisfied with work, incentives, and appraisals and continue to function with an obsessive passion for work in spite of organizational support and good interpersonal interactions at work. The psychologist can then in one-to-one
sessions help such managers understand how personal factors such as values and perfectionism could possibly lead to obsessive passion for work, how obsessive passion affects outcomes, and how to maintain a balance between work and family life if they want to feel satisfied on the whole.

- In a recent study, Forest, Mageau, Crevier-Braud, Bergeron, Dubreuil, and Lavigne (2012) reasoned that using signature strengths facilitates harmonious passion for the activity that, enables them to engage in the activity for long hours and develop an expertise in it, leading to positive outcomes. Psychologists must therefore encourage managers’ to put character strengths to use at work which would facilitate the experience of positive outcomes such as job satisfaction.

### 7.4 SUGGESTIONS FOR FUTURE RESEARCH

- A research with the same study variables can be carried out at other managerial levels (junior, senior) in Public Sector Banks and an assessment can be made if the results vary, to what extent, and what may be the probable cause for the variation.

- A similar research can be replicated with a sample of Public Sector Banks spread across a larger part of India wherein there can be appropriate representation of the female middle level managerial population as well. Further gender differences on passion for work, psychological capital, emotional intelligence, job satisfaction, and burnout can also be analyzed. Such a research endeavour would facilitate more reliable generalization of the obtained results.

- A comparative study between Public and Private Sector Banks can also be undertaken to see how the job satisfaction and burnout trends vary from one sector to another and if the same predictors function as effectively in the Private Sector as well or new ones emerge.

- An investigation on similar lines can also be conducted among educators, hotel managers, engineers, doctors, nurses, social workers, counsellors in India to allow a more comprehensive understanding of the variables, the pattern of relationships, and comparison to ascertain the challenges and pitfalls.

- A wide range of replicated and quantitative and qualitative research studies should be carried out in other sectors to develop, validate, and standardize the
tests/instruments of Passion for Work, Psychological Capital, and Emotional Intelligence on the Indian population. It would help to rule out the factor of cultural bias and will be easily administered and scored in the Indian context.

- Interventions can be designed in line with the current research findings and the effectiveness of such intervention programs can be assessed across various sectors, industries, and populations.