CHAPTER III

NEED AND OBJECTIVES OF THE STUDY

3.1 OVERVIEW AND RELEVANCE OF THE STUDY

Competitive challenges and attrition rate are on the rise in Indian banks along with burnout, which is an ordeal, increasingly being associated with the workplace (Lavigne, Forest, & Crevier-Braud, 2012). Surveys by the India Brand Equity Foundation (2013) and top consulting firms such as the Boston Consulting Group (2011) suggest that growth in the Public Sector, in particular, may still be optimized by increasing productivity, providing improved services to retain old customers and attract new ones, adjusting compensation structure, and efficient human resources and talent management. The onus is indirectly on middle level managers, who play several important roles which when executed well, can contribute to the success of the organization. However, these roles can also create inherent conflict for middle level managers who have to address expectations from the frontline as well as the top management; co-ordinating, synchronizing, and cooperating with those above them, with those they supervise, and with their peers (Kamal & Sengupta, 2009; Madden, 2013). Despite these overwhelming conditions, managers are expected to not only be innovative in problem solving but to also execute appropriate solutions within a time frame while utilizing available resources efficiently. Consequently, evidence from existing literature states that the rapidly changing work scenario, conflicting roles, and inflated expectations have adversely affected the social and psychological domains of managers resulting in a relatively higher risk of burnout and diminished levels of satisfaction with one’s work. There is, therefore, a dire need to understand what could help Public Sector Bank managers in dealing with the complexities of modern day banking and this understanding may then be utilized by human resource (HR) personnel, psychologists, and trainers in staff colleges, branches, and offices.

The recent wave of negativity desperately calls for a re-emphasis on increased positivity in the workplace which could potentially expand people’s interest in new opportunities, change the notion of what is possible, and facilitate faster creative solutions (Fredrickson, 2009; Lopes, 2013; Weitz, 2011). Focusing on the value of micro-oriented positivity in individuals, macro-oriented positivity in organizations,
and the integration of the two could enable optimal functioning in the workplace (Dirzyte, 2013; Lopes, 2013). Furthermore, researchers over the last few decades have also found that many change efforts in organizations fail as a result of underestimating the importance of individual differences during organizational change (Saruhan, 2013). In accordance with this trail of thought, the present investigation attempts to bring to light the significance of individual differences in the form of passion for work, psychological capital, and emotional intelligence in the rapidly changing Public Banking Sector. For the purpose of providing requisite balance between the multifaceted positive and negative aspects of work-related outcomes, one positive (job satisfaction) and one negative (burnout) outcome was included in the study.

Passion for work has been receiving increased attention among researchers and the concept has recently evolved in the Indian context along the lines of Vallerand et al.’s (2003) dualistic model of passion (Gaan & Mohanty, 2014), which views passion as a two-dimensional construct (Birkeland, 2014). Little research has examined the applicability of the dualistic model of passion for work (Burke, Astakhova, & Hang, 2014) and astonishingly even recent conceptualizations of passion continue to employ a single factor passion model when referring to work passion, and are, thereby, incapable of providing a complete representation of the phenomenon (Ho, Wong, & Lee, 2011). Light on the ongoing debate about whether work passion is a virtue or hazard for organizations can be shed only if the two dimensions of passion – harmonious and obsessive, are examined separately. Empirical evidence suggests that harmonious passion leads to a number of adaptive outcomes such as enhanced subjective well-being, vitality, flow, high work satisfaction, and low burnout (Burke et al., 2014; Burke, Jeng, Koyuncu, & Fiksenbau, 2011; Carbonneau et al., 2008; Rousseau & Vallerand, 2008; Vallerand et al., 2006, 2007, 2010). Conversely, obsessive passion has been associated with maladaptive outcomes like lack of control, distress, hostility, and burnout (Carbonneau et al., 2008; Vallerand et al., 2003, Study 1; Vallerand et al, 2010). However, the link between obsessive passion and work satisfaction is less clearly defined, as approximately fifty percent studies have found these concepts to be positively correlated, around forty percent have found them to be negatively related, whereas less than one percentage of studies have found them to be unrelated.
Therefore, there is a need to further explore how obsessive passion might affect satisfaction in an organizational setting. Studies that have focused on passion for work as a construct have been primarily conducted in the Western culture. With work becoming the most important activity in any individuals’ life, irrespective of gender, across the globe, it is essential to examine the phenomenon of passion for work in the Indian culture as well. The present study, therefore, strives to explore the applicability of the recent theoretical framework of dualistic model of passion in the Indian setting.

Psychological capital – a relatively new multidimensional construct, emerged as a consequence of the irrefutable significance of personal resources or psychological capacities (Avey, Reichard, Luthans, & Mhatre, 2011; Luthans, Youssef, & Avolio, 2007). An expanding body of research, especially in the West and China, demonstrates that psychological capital is positively related to desirable outcomes such as performance, job satisfaction, loyalty, commitment (Appollis, 2010; Cetin, 2011; Dirzyte et al., 2013; Hmieleski & Carr, 2007; Laschinger & Fida, 2014; Luthans et al., 2008) and negatively related to undesirable outcomes such as turnover intentions, organizational cynicism, absenteeism, work stress, burnout, work-family conflict (Gillert, 2014; Herbert, 2010; Lin, 2013; Luthans, Avolio, Avey, & Norman, 2007; Peng et al., 2013; Wang, Chang et al., 2012; Wang, Liu et al., 2012) in the workplace. According to a recent meta-analysis by Avey, Reichard, Luthans and Mhatre (2011) the impact of psychological capital was observed to be slightly larger in organizations based in the service industry. While exploration along similar lines, in the service industry has recently begun in the collectivistic South Asian culture (Abbass & Raja, 2015; Hooja, 2012; Kappagoda, Othman, & De Alwis, 2014; Shabir & Abrar, 2014; Shahnawaz & Jafri, 2009; Shukla & Singh, 2013), evidence relating psychological capital to work-related outcomes is scanty, especially in the banking sector, which has until now mostly remained limited to comparative studies between the public and private sectors (Choubisa, 2009; Singh & Khan, 2013). Out of the four components – self-efficacy, hope, resiliency, and optimism – that make up psychological capital, research considers self-efficacy and hope to be the most significant in predicting various work-related outcomes (Abbas, Raja, Darr, & Boukenooghe, 2012; Luthans, Avolio, Avey, & Norman, 2007). To gain a clearer insight into psychological capital, it is particularly necessary to clarify the contribution of each component state in the Indian context, especially because the
expression and development of self-efficacy, resiliency, and optimism vary according to culture – individualistic versus collectivistic (Rowe, 2013). Therefore, to begin to fill this void, the present study would examine the psychological capacities of self-efficacy, hope, resiliency, optimism and empirically determine whether they are related to work-related outcomes in Indian Public Sector Banks with the hope that they can be understood better and then as recommended by Luthans, Youssef et.al. (2007) “developed, leveraged, and managed for competitive advantage”.

The emerging ‘affective revolution’ in positive psychology has put forth emotional intelligence as an important predictor of key organizational outcomes including intention to quit, job satisfaction, burnout, and job performance (Dette, 2008; Kafetsios et al., 2008; Lee & Ok, 2012; Sy, Tram, & O’ Hara, 2006; Trivellas, Gerogiannis, & Svarna, 2013; Vigoda-Gadot & Meisler, 2010). Despite the rapid growth of interest in emotional intelligence, very little research has examined the impact of emotional intelligence among employees in the banking sector, which has been drastically affected by the new globalization and privatization led policy regime (Christiana & Mahalakshmi, 2012). Furthermore, with service delivery structured to become competitive in the banking sector, emotional intelligence, which is composed of the service providers’ competencies and skills, could be construed to be undeniably beneficial (Hashem, 2010; Kenbach & Nicola, 2005; Manisha, 2012). Maximum growth in the banking sector can be ensured if banks are able to leverage on emotional intelligence in improving or sustaining desired customer patronage (Manisha, 2012; Pahuja & Sahi, 2012). In countries such as India, where one is working in a culturally diverse environment (multi-ethnic and multi-linguistic), it is extremely important to be culturally intelligent. While one need not be an expert in every culture; observing, empathizing, and judging the situation correctly – fall under emotional intelligence and can go a long way in facilitating interactions (Chandran, 2014). Emotionally intelligent managers, in addition, tend to display low levels of turnover intentions (Mandell & Pherwani, 2003; Slaski & Cartwright, 2002) and therefore a high emotional intelligence can specifically help keep the attrition rate under check. Though growing evidence indicates that emotional intelligence has the potential to improve performance on both personal and organizational levels, Public Sector Banks in India still lack comprehension of the extent to which employees with high emotional intelligence could prove to be immensely valuable assets for the
organization and how emotional intelligence can be capitalized upon through various intervention strategies and psycho-educational programmes. The present investigation therefore attempts to study the impact of emotional intelligence on job satisfaction and burnout of Public Sector Bank managers.

The present research is an effort at examining the effect of passion for work, psychological capital, and emotional intelligence on work-related outcomes of job satisfaction and burnout among Public Sector Bank managers. The present study will establish the significant correlates of work-related outcomes and further will also investigate the predictive value of passion for work, psychological capital, and emotional intelligence for work-related outcomes over time. Hopefully, this research endeavour would contribute in making the world more aware of the positive effects of positive psychology and the significance of focusing on individual strengths to facilitate flourishing in the workplace.

3.2 OBJECTIVES OF THE STUDY

The aim of the present research is to study the effect of passion for work, psychological capital, and emotional intelligence on two work-related outcomes i.e. job satisfaction and burnout among middle level Public Sector Bank managers.

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.

3.3 HYPOTHESES

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).