SUMMARY
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The technology changes have resulted in a loss of control over working shifts, in an increasing sense of job insecurity. Many organisations have implemented practices that attempt to reduce costs and increase productivity lead to a mentality that favours profitability over the welfare of people. There is a prominence role of, healthy living, wellbeing, gainful employment and job satisfaction to strike a balance between life at workplace and personal life. Consider that impact of wellness will have on the workforce cannot be denied and there should be no change to the mind sets of employees and the way in which organisations deal with these issues.

There are factors such as happiness, well-being, satisfaction, and health, positive communities and institutions that foster good lives and gainful employment, economic, and environmental policies that promote harmony and sustainability. Practical applications of positive psychological capital include helping employees and organisations identify their strengths and use them to increase and sustain their respective levels of wellness.

As India is one of the populated places on earth, human capital plays very important role in fuelling the Indian economy. Therefore, the newly emerging concept of positive psychological capital would be particularly relevant when Indian organisations are preparing to compete in the global economy. However, most of the research attention to date has been given to testing the relationship of positively-oriented self-evaluation traits such as self-esteem, generalized self-efficacy, internal locus of control, and emotional stability as well as to personality (Mount, Barrick, and Stewart, 1998) to performance. Researches on the positive psychological capital states (Hope, Optimism, Resiliency, and Efficacy) and employees’ wellness have been almost ignored by the field of organisational psychology. Further extension in the positive organisational behaviour for organisations, Luthans et al. (2004) provides a combined construct i.e. Psychological Capital as a main contributor to the competitive advantage of organisations. Luthans et al.(2004) refer to the positive psychological resources consisted of confidence, hope, optimism, and resilience. Psychological Capital is consisted of positive psychological capabilities that are assessable, open to enlarge, and manageable. As positive psychological capital is developable there are so many interventions of build up the psychological capital states in employees.
Mindfulness is one of them proposed but not studied by empirical research. Mindfulness is currently defined in psychological terms characterised by paying total attention to the present moment with a non-judgmental awareness of the inner and outer experience (Marlatt, 1999). The present study investigated the relationship between employees’ wellness and positive psychological states. This study also examines the effect of meditation on a target group having low score on positive psychological capital.

Keeping in view the importance of positive psychological capital of employees in order to get better wellness in an organisation present study was planned with following research problem:

‘To study the relationship between Positive Psychological Capital and Employee’s Wellness indicators.’

Regarding the above stated research problem, following objectives were identified by the investigator:

**Objectives:**

1. To study the relationship between psychological capital and wellness indicators (job satisfaction, subjective wellbeing and gainful employment) of respondents across their gender.

2. To study the relationship between wellness and psychological capital states (efficacy, hope, resilience and optimism) of respondents across their gender.

3. To study the relationship between wellness and psychological capital of respondents across their gender.

4. To study and compare the direction of relationship between wellness and psychological capital of employees in total (male + female), male and female group respondents respectively.

5. To identify and compare the significant predictors of wellness of employees in total (male+female), male and female sample separately.

6. To identify and compare the significant predictors of wellness indicators (job satisfaction, subjective wellbeing and gainful employment) of employees in total (male+female), male and female sample separately.
7. To study the gender differences on psychological capital and its states (efficacy, hope, resilience and optimism), among employees.

8. To study the gender differences on wellness and its indicators (job satisfaction, subjective wellbeing and gainful employment), among employees.

9. To explore the impact of mindfulness intervention program on psychological capital and its states (efficacy, hope, resilience and optimism) of the employees with low psychological capital.

Keeping in view the supportive review of literature presented in the second chapter, following corresponding hypotheses were formulated:

Hypotheses:

1. There would be significant positive relationship between psychological capital and wellness indicators (job satisfaction, subjective wellbeing and gainful employment) of respondents across their gender.

2. There would be a significant positive relationship between wellness and psychological capital states (efficacy, hope, resilience and optimism) of respondents across their gender.

3. There would be a significant positive relationship between wellness and psychological capital of respondents across their gender.

4. There would be a linear relationship between wellness and psychological capital of employees in total (male + female), male and female group respondents.

5. Psychological capital states (efficacy, hope, resilience and optimism) would significantly predict wellness of employees in total (male + female), male and female sample separately.

6. Psychological capital states (efficacy, hope, resilience and optimism) would significantly predict wellness indicators (job satisfaction, subjective wellbeing and gainful employment) of employees in total (male + female), male and female sample separately.

7. There would be no gender differences on psychological capital and its states (efficacy, hope, resilience and optimism) among employees.
8. There would be no significant gender differences on wellness and its indicators (job satisfaction, subjective wellbeing and gainful employment) among employees.

9. There would be significant impact of mindfulness intervention program on psychological capital and its states (efficacy, hope, resilience and optimism) of the employees with low psychological capital.

As stated above this investigation was planned to assess and manage employees’ wellness. For this purpose a correlational and experimental design was used to find out whether mindfulness meditation is helpful to increase the positive psychological capital.

**Design:**

The main aim of the study is to investigate relationship between positive psychological capital and indicators of employees’ wellness. For this purpose a correlational design was used. A correlational research can, however establish whether two variables tend to be related to each other or not. This approach makes it possible to look at a number of positive psychological variables related to employee’s wellness and this is the crucial factor as far as the purpose of the study is concerned. The study was conducted in two phases. In the first phase psychological capital along with employee wellness indicators (subjective wellbeing, job satisfaction and gainful employment) were measured.

In the second phase Ex-post facto research design was used and mindfulness was used on a targeted sample (Where N=40) to see its effectiveness for the purpose of positive psychological capital enhancement. Repeated Measure design was used.

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<th>CONDITION I</th>
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<td>N=40</td>
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<tr>
<td>Baseline PsyCap Score</td>
<td>Mindfulness</td>
<td>After 10 days of Mindfulness Intervention PsyCap Score</td>
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<td>Pre Intervention Score</td>
<td>10 Days daily mindfulness Practice 30 minutes</td>
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<td>(Targeted Group having low score on PsyCap)</td>
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Sample:

The study was finally conducted on a sample of 300 employees working in different organisations from National Capital Regions (Gurgaon, Faridabad, Noida, Delhi). They were selected on the basis of disproportionate stratified random sampling procedure. Data of eight subjects was dropped due to incompleteness. However, total sample was intact by adding the fresh ones. The age range of the selected sample was 25 to 60 years with an average age of 43 years. All the subjects were literate and able to understand English (read and write). All the subjects belonged to the same class i.e. middle socio-economic.

The sample comprised of males and females, permanent employees working in private, government, self-employed and semi-government organisations, extending across the following occupational classes: HR Manager, Engineer, Programmer, Therapist, Scientist, Technical Assistant, Auxiliary Service Officer, Administrative Clerk, Director, Personnel Officer, Administrative Officer, State Accountant, counselor Personnel Practitioner etc. All the subjects were from urban area and different marital status. Among these a targeted group around 40 employees was selected from those having low positive psychological capital score and the same were given individually intervention mindfulness meditation to see the effect on positive psychological capital.

Measuring Tools:

Following tests/instruments were used for the purpose of data collection.

1. Psychological Capital (PsyCap) Questionnaire

PsyCap was measured with the use of the 24-item psychological capital questionnaire (PCQ) by Luthans, Youssef, and Avolio (2007) and empirically validated by Luthans, Avolio et al. (2007). Permission to use the PCQ is available to researchers free of charge at www.mindgarden.com. The 24 items that make up the survey were adapted from previously published scales that have been analysed and supported in the positive psychology literature across multiple studies and have been used in previous workplace studies by themselves and in combination (Avey, Luthans & Youssef, in press; Luthans, Avolio et al., 2007; Luthans et al., 2005; Luthans, Norman et al., 2008; Youssef & Luthans, 2007). The internal consistency
(Cronbach Alpha) reliability for this scale is .92. Specifically, the instrument consists of six items adapted from each of the following scales: Hope (Snyder et al., 1996), Resilience (Wagnild & Young, 1993), Optimism (Scheier & Carver, 1985) and Efficacy (Parker, 1998).

2. Job Satisfaction Survey (JSS)

The Job Satisfaction Survey developed by Paul E. Spector (1985), JSS is a 36 item, nine subscales to assess employee attitudes about the job and aspects of the job. Each facet or subscale is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". Items are written in both directions, so about half must be reverse scored. The nine subscales are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Operating Procedures (required rules and procedures), Coworkers, Nature of Work and Communication. Although the JSS was originally developed for use in human service organisations, it is applicable to all organisations. The internal consistency (Cronbach Alpha) reliability for this scale is .89. Cronbach alpha coefficient for each dimension of the scale ranged from .63 to .88 on the JSS (Yelboga, 2009).

3. Subjective Well-Being Inventory (SUBI)

To measure the subjective well-being of employees, SUBI by H. Sell and R. Nagpal (1992) was used. This is very comprehensive and robust instrument for assessing positive indicators of health developed by stepwise ethnographic exploration, process, and this inventory initially consisted of items that were supposed to be measuring various areas of concern possibly related to or parts of well-being and ill-being. This item pool was subjected to statistical treatment and factor analysis. The result was a 40-item version that assesses the subjective well-being of the subjects on 11 factorial dimensions. The internal consistency (Cronbach Alpha) reliability for this scale is .87.

The factor analyses over the different samples, with varying numbers and sequence of items, in different languages, and from different parts of India show an extraordinary degree of stability in content of factors, but also stability over time, in a sub-sample which was re-tested in Delhi after 18 months.
4. Gainful Employment

This measure can be used to help to see what an employee value most in the workplace and how well their current job fits their value system. If there is a good fit between their workplace values and the reality of their workplace, they are likely to be gainfully employed. Gainful employment scale is developed by Snyder and Lopez (2007). It consisted of nine items response is to be given in importance. Importance is given in terms of 0=none, 1=very little, 2=some, 3=very, 4=extreme. The term characterized nine benefits of work i.e. variety in duties performed, safe working environment, income for the family and self, deriving purpose in providing a product or service, happiness and satisfaction, engagement and involvement, sense of performing well and meeting goals, companionship and loyalty to co-workers and company and an environment that respects for diversity.

5. Mindful Meditation

Mindfulness meditation as is an exercise in which one can just go and sit somewhere comfortable with and become focused. While practicing this beingness, this awareness, thoughts will arise. All one need to do with these thoughts is nothing. Do not do anything with them, do not try to watch them, do not try to manipulate them, do not judge them, and just do not try anything. Let them be and remain the witness to all that happens. Open up one’s focus but remain alert. If one notice one is getting involved with thought-forms, go back to the focused state of alertness, of witnessing and retain this state of focused awareness as thoughts pass by in the mind. The longer one retain this state, the greater the decrease in thought-forms will become and the greater the clarity and bliss.

Procedure

For the data collection, all the participants were individually contacted on their respective places. A cordial rapport was established with all the participants by talking with them generally about their hobbies, likes-dislikes etc. After establishment of healthy rapport, they were provided with scales and response sheet of all measuring tools in mixed order. They were well provided with all needed information regarding filling the response sheets. They were asked to read the instructions carefully and requested to attempt all the items. They start responding by
giving general information about them on demographic information sheet and consent form of volunteer participation in the research. Then they moved to other measuring tools such as PsyCap Questionnaire, Subjective Wellbeing Inventory, Job Satisfaction Survey and Gainful Employment Scale proposed to measure their wellness. Sufficient time was given to the participants for each tool to read and fill. A rest of five minutes was given to the participants after each test to prevent them from fatigue. Participants took half to one hour time to complete all the tools including resting time. After completion of all the measuring tools, response sheets of all tools were taken back from the participants and they were thanked for their valuable time and cooperation.

After the collection of data, the scoring was done with the help of the manuals against different tools. The targeted group (N=40) of those employees having low score on Positive Psychological Capital was given intervention program of Mindful Meditation to see the impact on positive psychological capital. It is a 10 days (15 minutes daily practice) intervention program which would be administered individually on the persons having low scores on positive psychological capital questionnaire. After the ten days of Mindfulness Meditation used as intervention programme PsyCap of employees was measured again.

Analysis Plan

Data was analysed with the help of Pearson correlation, multiple regression, descriptive statistics, t-test with independent sample and paired sample. First of all Product moment correlations were computed for checking of associations among the study variables. After that multiple regression, descriptive and t-test was computed. The statistical analysis was done with the help of SPSS 16.0 version.

Results and Conclusions

Results have been discussed in the light of correlational and experimental analysis based on t-test and multiple regression. Results and discussion part of the thesis has explained the outcomes as per the identified objectives. In sum, it may be said that understanding, assessment and management of positive psychological capital is very important. The overall picture of the findings indicates towards the significant associations between positive psychological capital and employees' wellness indicators. Results and discussion part of the thesis has explained the outcome as per
the identified objectives. In sum, it may be said that understanding, assessment and management of employees' wellness is very important for an organisation.

The overall picture of the findings indicated towards the significant associations between positive psychological capital and wellness of employees. Positive psychological capital was found to be positively and significantly correlated with overall wellness in total and both gender (male, female) groups. It means employees who are having more positivity tend to possess high wellness. Findings reveal that wellness is positively and significantly correlated with four states of positive psychological capital (efficacy, hope, optimism and resilience) of employees in total and both gender (male, female) groups. Efficacy was significantly contributing overall wellness, subjective wellbeing and gainful employment. It means employees with high level of efficacy possess wellness in terms of high subjective wellbeing and find themselves gainfully employed. Findings are also showing that hope is a significant contributor on overall wellness, job satisfaction, subjective wellbeing and gainful employment. It means hopeful employees have more wellness feeling possess by high level of job satisfaction, subjective wellbeing and gainful employment. Optimism significantly contributed overall wellness, level of job satisfaction, subjective wellbeing and gainful employment. It means optimistic employees have more wellness feeling possess by high level of job satisfaction, subjective wellbeing and gainful employment.

It was also clearly demonstrated that mindfulness build up employees' positivity in terms of improvement in hope, optimism, efficacy and resilience. The overall picture of results and discussion conducted on the basis of correlational, regression and t-test empowered the investigator to attain all the nine objectives and the simultaneous verification of correspondence hypothesis. Positive psychological capital was found to be positively and significantly correlated with wellness indicators (job satisfaction, subjective wellbeing and gainful employment) in total and both gender (male, female) groups. It means high level of positive psychological capital possesses increment in job satisfaction, subjective wellbeing and feeling of gainfully employed. Resilience is found to be a significant contributor on subjective wellbeing. It means those employees who are sturdy or having power of resilience had the tendency of high subjective wellbeing. The t-test explains that there are significant
gender differences in positive psychological capital and its two states i.e. efficacy and hope state. It means male and female possess differences on these variables. Female employees are more hopeful and confident at workplace.

Results also indicating that there are significant gender differences on gainful employment and overall wellness of employees. It means male and female displays differences on wellness and gainful employment. Female employees tend to display more wellness and profitable employment as compare to male employees. It is revealed by the findings that there are significant gender differences in nature of work dimension of job satisfaction, inadequate mental mastery and perceived ill health of subjective wellbeing. Female employees are more satisfied with their nature of work as compare to male employees. They are also low on inadequate mental mastery and perceived ill health. Significant gender differences are found on gainful employment. Male tend to show effective supervision as compare to female employees. On the other hand, female are good at other dimensions of gainful employment such as variety, safety, income, purpose, happiness, engagement, performance, loyalty and diversity.

Results consolidated the view that mindfulness meditation was effective positive psychological capital intervention which increases the positive psychological capital of employees. Findings further demonstrated that the effectiveness of the intervention programme was maintainable up to a longer period. Positive psychological capital states i.e. efficacy, hope, resilience and optimism of employees also affected by the intervention programme. As far as the efficacy of this intervention is concerned, the findings of present investigation have favoured the significant positive effect of intervention on positive psychological capital. The implication of present study may be seen mainly in organisational psychology, human resource management, workplace intervention programmes, therapist and trainers, organisations and positive psychology.

In conclusion, this study could serve as a starting point for research regarding the measurement of perceived wellness in India. Results consolidated the view that mindfulness meditation was effective positive psychological capital intervention which increases the positive psychological capital of employees. Findings further demonstrated that the effectiveness of the intervention programme was maintainable
up to a longer period. Positive psychological capital states i.e. efficacy, hope, resilience and optimism of employees also affected by the intervention programme. As far as the efficacy of this intervention is concerned, the findings of present investigation have favoured the significant positive effect of intervention on positive psychological capital. The implication of present study may be seen mainly in organisational psychology, human resource management, workplace intervention programmes, therapist and trainers, organisations and positive psychology.