CHAPTER-II

REVIEW OF LITERATURE
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In today’s challenging economic times, many businesses reform, merge and downsize to survive. It results in stress for employees and they are forced to adapt to changes in order to earn a living and cope up with stress. Globalisation and technological innovations are bringing about new challenges to the study of workplace wellness and positivity of employees. History has demonstrated that with each new technological alteration there have been profound changes in the quality of life of human beings. The present study is concerned with how positivity of employees can be developed and affect workplace wellness indicators like job satisfaction, subjective happiness and feeling of being gainfully employed. Wellness has been defined as subjective feeling of being in a positive state of existence. In organizations managers and employees are constantly bombarded with overwhelming amounts of information which compete for decision-makers’ attention and input into decisions, that are likely to influence the effectiveness or even the survival of the organisation. The technology changes have resulted in a loss of control over working shifts, in an increasing sense of job insecurity. Rothmann (2003) found that 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.

Occupational health psychology, industrial psychology and human resource management concerns the application of psychology to improving the quality of work life and to protecting and promoting the safety, health, well-being, and job satisfaction of workers. Contrary to what its name suggests, Occupational health psychology has almost exclusively dealt with ill health and poor wellbeing. For instance, a simple count reveals that about 95% of all articles that have been published so far in the leading Journal of Occupational Health Psychology have dealt with negative aspects of workers’ health and well-being, such as cardiovascular disease, repetitive strain injury, and burnout. In contrast, only about 5% of the articles have dealt with positive aspects such as job satisfaction, commitment, and motivation. However, times appear
to be changing. Since the beginning of this century, more attention has been paid to what has been coined positive psychology: the scientific study of human strength and optimal functioning. This approach is considered to supplement the traditional focus of psychology on psychopathology, disease, illness, disturbance, and malfunctioning. The emergence of positive (organizational) psychology has naturally led to the increasing popularity of positive aspects such as psychological capital and wellness in Occupational Health Psychology. One of these positive aspects is wellness, which is considered to be the antithesis of unhealthy.

Employees’ wellness is the centre of these lifestyle choices and forms the basis of new work style where employees expect their employers to assist them with options and to provide a service in terms of their increasing wellbeing, satisfaction with job, information and training, varieties in duty, promotion and also gainful employment. A number of researches have been conducted to study the relationship between positive psychological capital and different organizational outcomes like lower employees absenteeism, less employees’ cynicism and intention to quit, higher job satisfaction, commitment, subjective wellbeing, organizational citizenship behaviour and gainful employment.

A large number of research studies have been carried out in context of psychological capital and wellness. In the following pages, pertinent investigations have been reviewed in two parts; one is related to studies of wellness including three indicators such as job satisfaction, subjective wellbeing and gainful employment and other part is related to studies of positive psychological capitals.

**WELLNESS**

The wellness of the workforce depends on the support, resource and knowledge in their work and family environment assisting them to maintain a positive attitude towards work. The mechanisms of interest to positive psychology may be defined as those extra-psychological factors that facilitate the pursuit of employees’ wellbeing, job satisfaction etc.. For example, these mechanisms may be personal and social relationships, working environments, organisations and institutions, communities, and the broader social, cultural, political, and economic systems in which the lives are embedded. 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.

Psychological capital, when applied correctly can provide employees with a greater opportunity to use skills and vary work duties efficiently and lead to better performance resulting in healthy work environment. Though, it is important to remember that changing work conditions and roles can lead to stress amongst employees if they are not properly supported by organisations in their venture.

According to Fredrickson (1998) the long-established focus on the negative marginalises emotion and affective states, particularly those such as joy, hope, interest, and love. A number of notable researchers support the positive research trend, arguing that psychologists have little knowledge of the valued subjective experiences that contribute to desired outcomes and psychological health (Seligman & Csikszentmihalyi, 2000). Luthans (2002) viewed that the value of positive psychology to organisations and organisational research is most evident. Wright (2003) agrees that the emphasis on negative aspects of human nature is one reason why much applied psychological research is seen to have little relevance to organisational research. Thomas & Tasker (2010) showed that less worker autonomy, fewer opportunities for development, less-enriched work roles, and lower levels of supervisor support reflected the relationship between industry growth and job satisfaction. Wellness is a very broad term and it is used contextually such as in the present study three indicators were used to study wellness. The review of related literature is under three indicators headings. Out of which first is job satisfaction as described in the next section.

Job Satisfaction

Employee brings intellectual and physical abilities and time to their jobs. Many individuals try to make a difference in their lives and in the lives of others through working. A salary cheque is not the only motive for wanting a job. Jobs can be used to attain special goals. “When a job meets or exceeds an individual’s expectation, the individual often experiences positive emotions. These positive emotions represent job
satisfaction. Job satisfaction in turn is also a major contributor to life satisfaction (Smith, 1992).

Curry, Wakefield, Price & Mueller (1986) stated that “job satisfaction has been treated as both a global concept referring to overall satisfaction and as a facet specific concept referring to various aspects of work, such as pay, supervision, or workload”. Therefore, job satisfaction can be measured using single-item, general, or facet-specific measures. The choice for which measure will be used depends on the purpose of the evaluation of job satisfaction. Kalleberg (1974) criticized single-items measures based on the measures “assumption that job satisfaction is unidimensional, when in fact it appears to be multidimensional. Support toward an overestimation of job satisfaction when the construct is measured using a single-item measure” (Green, 2000). The measure of overall satisfaction can be useful if a researcher want to know an overall rate of the job satisfaction. But now the question arise that what to improve to increase job satisfaction if an employee only measured with a single item of overall job satisfaction? In contrast, there is a need of facet-specific job satisfaction measurement to identify areas of dissatisfaction to improve upon them.

Numerous standardized reliable and valid instruments are available for this type of approach (Green, 2000). This kind of information can be more valuable than only one overall rate of global satisfaction, because it can provide useful navigation information. Therefore, this study will include the facet approach of job satisfaction, since it gives more focused insights in the construct Psychological Capital and therefore more valuable measures for employees’ wellness.

Shore and Martin (1989) investigated the differential associations among job satisfaction, organisational commitment, job performance and turnover intentions. They used two samples in which first sample (professional) consisted 94 professional staff of a hospital and second sample (Clerical) consisted of 85 tellers in bank. They found that organisational commitment was strongly related than job satisfaction with turnover intentions for the tellers, but not for the professionals. They also found that job satisfaction was more strongly related with supervisory ratings of performance for both the samples. It can be concluded that uncertainty of job expectations, volume of work, incompatibility of expectations, and work-family conflict increase emotional exhaustion, and uncertainty of expectations decreases job satisfaction.
In a study conducted by Dormann and Kaiser (2002) investigated the job conditions and customer satisfaction. The sample consisted of 40 female teachers. The mean age of the employees was 37.35 years (SD = 8.08); 7.5% held their current position for less than 3 months, 10% between 1 and 2 years, 35% 2–5 years, 22.5% 5–10 years, 5% 10–15 years, 12.5% 15–20 years, 5% 30–40 years, and 2.5% more than 30 years. A regression analysis of the five facets of customer satisfaction revealed that job dissatisfaction reduces customer satisfaction. In the same line research findings was supported (Bernhardt, Dountu & Kennett, 2000; Reynierse & Harker, 1992; Schmit & Allscheid, 1995; Tornow & Wiley, 1991; Wiley, 1991). Job satisfaction can be influenced by a diversity of job dimensions, the sense of control, the quality of the employee's relationship with their customer, the status of the physical environment in which the individual works, degree of fulfillment in work.

In the same line, Johnson (2004) examined the process of emotional labor as performed by customer service employees. This research investigates some of the consequences of performing emotional labor such as emotional exhaustion, affective well-being, and job satisfaction, and attempts to determine which individual and organisational variables play moderating roles in these relationships. One hundred and seventy-six participants from 10 customer service organisations, ranging from retail stores to call centers, completed a 126-item survey. Correlation and regression analyses were conducted to test the proposed hypotheses. Results indicate that gender, emotional intelligence, and autonomy are key moderator variables in the relationship between emotional labor and emotional exhaustion, affective well-being, and job satisfaction.

From these studies it can be concluded that employees experiencing high satisfaction levels contribute to organisational commitment, job involvement, improved physical and mental health, and improved quality of life both on and off the job. Job dissatisfaction on the other hand, culminates in higher absenteeism, turnover, labour problems, labour grievances, attempts to organise labour unions and a negative organizational climate.

Some studies are conducted which were based upon the emotional dissonance model which predicts that the suppression of unpleasant emotions decreases job satisfaction and increase the intention to quit. Job satisfaction as an individual's
cognitive, affective and evaluative reactions toward their jobs. Cote and Morgan (2002) conducted a longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. Data from 111 workers were gathered at two time points separated by four weeks. Advantages of the design included the use of longitudinal data and the statistical control for several personality, job, and demographic factors. Longitudinal regression analyses and tests of mediation revealed that, as predicted, (a) the suppression of unpleasant emotions decreases job satisfaction, which in turn increases intentions to quit, and (b) the amplification of pleasant emotions increases job satisfaction.

The vast majority of studies conducted in the self employed individuals over the past years have mainly focused on job satisfaction, depression, and self efficacy. Bradley & Roberts (2003) studied the role of self efficacy, depression and seniority in self employment and job satisfaction. They used the National Survey of Families and Households: Wave I, 1987–1988, and Wave II 1992–1994 several expectations are evaluated in this article. First, self-employed persons should enjoy higher job satisfaction than others. Second, a portion of the association between job satisfaction and self-employment should be explained by higher levels of self-efficacy and by lower levels of depression among the self-employed compared to others. Third, self-employment veterans are a select group and should be different systematically from self-employment newcomers with respect to reported job satisfaction. Findings offer support for the first and second arguments above but not the third. Post-hoc analysis suggests that among the newly self-employed, the association between job satisfaction and self-employment depends on both the quantity and quality of time invested in the business.

Lewis and Dollard (2003) examined emotional dissonance, emotional exhaustion and job satisfaction in call centre workers. The survey respondents were predominantly female (M=27, F=71) and ranged in age from 18 to 63 years (M=32 years, SD=10.6 years). Fifty-three per cent were employed on a permanent basis and 47% were employed on a temporary or casual basis. Emotional exhaustion and job satisfaction were regressed onto all of the emotional demand scales in two separate regression analyses. Qualitatively the research confirmed the central role of emotional labour variables in the experience of stress and satisfaction at work. Quantitatively the
research confirmed the importance of emotional dissonance compared to a range of emotional demand variables in its potency to account for variance in emotional exhaustion and job satisfaction. In a similar study by Diamond (2005) found that job satisfaction acted as a mediator between emotional dissonance and intention to quit as well as emotional dissonance and performance. In addition, gender differences were explored, and it was found that the relations between emotional dissonance and job satisfaction were weaker for females than for males.

Johnson, Cooper, Cartwright, Taylor and Millet (2005) compared the experience of occupational stress across a large and diverse set of occupations. Three stress related variables (psychological well-being, physical health and job satisfaction) are discussed and comparisons are made between 26 different occupations on each of these measures. The relationship among physical and psychological stress and job satisfaction at an occupational level is also explored. The measurement tool used is a short stress evaluation tool which provides information on a number of work related stressors and stress outcomes. Out of the full ASSET database 26 occupations were selected for inclusion in this study. Six occupations are reporting worse than average scores on each of the factors – physical health, psychological well-being and job satisfaction (ambulance workers, teachers, social services, customer services – call centres, prison officers and police). Differences across and within occupational groups, for example, teaching and policing, are detailed. The high emotional labour associated with the high stress jobs is found to be a potential causal factor.

In the last two decades the concept of virtual organization is growing and takes place in today’s competitive environment. Employees working in these type of private firms are managed and instructed remotely and they develop some anxiety related to their performance which negatively affects their job satisfaction. Staples, Hulland & Higgins (2006) for the first time investigating how virtual organisations can manage remote employees effectively. The research used self-efficacy theory to build a model that predicts relationships between antecedents to employees' remote work self-efficacy assessments and their behavioural and attitudinal consequences. The model was tested using responses from 376 remotely-managed employees in 18 diverse organisations. Forty seven percent of these respondents worked in private sector high technology firms, 22% worked in private sector financial service firms,
and the remaining 31% worked in the public sector. Overall, the results indicated that remote employees' self-efficacy assessments play a critical role in influencing their remote work effectiveness, perceived productivity, job satisfaction and ability to cope. Furthermore, strong relationships were observed between employees' remote work self-efficacy judgments and several antecedents, including remote work experience and training, best practices modeling by management, computer anxiety, and IT capabilities. Because many of these antecedents can be controlled managerially, these findings suggest important ways in which a remote employee's work performance can be enhanced, through the intermediary effect of improved remote work self-efficacy.

Dormann, Fay, Zaip & Frese (2006) using a longitudinal measurement model in a secondary analysis of four waves of a longitudinal study tested whether core self-evaluations are sufficiently stable over time. Results indicate a high stability of core self-evaluations (.87 across 2 years). They performed a state-trait decomposition of job satisfaction in order to separate trait variance of job satisfaction from changing variance. The stable job satisfaction factor was regressed on core self-evaluations variables, using different models of core self-evaluations (a collective set, a latent factor, or an aggregate concept). Results were in favour of treating the core self-evaluations variables as a collective set, and this set explained almost all stable variance of job satisfaction (84%). Moreover, only negative affectivity and internal locus of control had a significant impact, whereas self-esteem and self-efficacy had not. It is concluded that current conceptualisations of core self-evaluations as a superordinate concept underlying its four dimensions is possible but overly broad in job satisfaction research. The core self evaluation is positively associated with the level of job satisfaction.

Humphrey, Nahrgang and Morgeson (2007) developed and meta-analytically examined hypotheses designed to test and extend work design theory by integrating motivational, social, and work context characteristics. Results from a summary of 259 studies and 219,625 participants showed that 14 work characteristics explained, on average, 43% of the variance in the 19 worker attitudes and behaviours examined. For example, motivational characteristics explained 25% of the variance in subjective performance, 2% in turnover perceptions, 34% in job satisfaction, 24% in organisational commitment, and 26% in role perception outcomes. Beyond
motivational characteristics, social characteristics explained incremental variances of 9% of the variance in subjective performance, 24% in turnover intentions, 17% in job satisfaction, 40% in organisational commitment, and 18% in role perception outcomes. Finally, beyond both motivational and social characteristics, work context characteristics explained incremental variances of 4% in job satisfaction and 16% in stress. It means motivational and social characteristics can predict job satisfaction, commitment and role perception etc.

The relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organisational commitment of industrial workers were investigated by Salami (2008). Participants were 320 employees (male = 170, female = 150) randomly selected from 5 service and 5 manufacturing organisations in Oyo State, Nigeria. Measures of biographical data, emotional intelligence, work-role salience, achievement motivation, job satisfaction and organisational commitment were administered on the sample. Hierarchical multiple regression analysis was used to analyse the data collected. Results showed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organisational commitment of the workers. It depicts that job satisfaction is a good predictor and positively associated with the organisational commitment.

Optimistic employees are more satisfied with their job. Klumpper, Little & DeGroot (2009) examined the effect of state optimism on job related outcomes. In their study State optimism was hypothesized to be significantly related to six organisationally relevant outcomes above and beyond the effect of trait optimism. Moreover, state optimism was hypothesized to have effects on these six outcomes beyond the effects of positive and negative affect. Conversely, trait optimism was expected to be unrelated to the six outcome variables when controlling for state optimism as well as when controlling for affect. These hypotheses were tested with two samples. First, 772 undergraduate students were assessed to determine the impact of state versus trait optimism on task performance in the form of course grade. From this sample, the 261 students working at least 20 hours per week were similarly assessed with regard to work related distress, burnout, affective commitment, and job
satisfaction. Then, a field sample of 106 employees assessed distress, burnout, affective commitment, job satisfaction, and supervisor rated task and contextual job performance. Results indicate state optimism (but not trait optimism) is a potentially powerful indicator of important organisational outcomes, even after controlling for the effects of positive and negative affect.

Performance is affected by the satisfaction of employee with the work and stress. Kashefi (2009) investigated the job satisfaction and job stress of working in high performance work organisations. The data used in this research were taken from the 2002 General Social Survey conducted by the National Opinion Research Center. The representative sample of 2765 respondents between 18 and 89 years of age (average 46 years) from the US was used. The sample covers workers from manufacturing (14.5 percent), construction (5.9 percent), transportation (8.4 percent), services (51 percent) and sales (18.4 percent) industries. The findings reveal that the implementation of an internalization strategy has raised job satisfaction both directly and indirectly, through affecting job characteristics - while indirectly increasing job stress as well. The latter occurred because an internalization strategy speeds up work pace, develops conflicting demands and intensifies conflicts between work and family.

Healthcare providers have described their hope as an important part of their work and a form of work motivation. Hope may be an important factor in preventing burnout and improving job satisfaction. Duggleby, Cooper & Penz (2009) conducted a study to see the relationship of spiritual well-being, global job satisfaction, and general self-efficacy to hope in Continuing Care Assistants. A concurrent triangulation mixed method design was used. Sixty-four Continuing Care Assistants (personal care aides) who registered for a ‘Living with Hope’ Conference completed a demographic form, Herth Hope Index, Global Job Satisfaction Questionnaire, Spiritual Well-Being Scale, General Self-Efficacy Scale, and a hope questionnaire. Using linear regression, 29.9% of the variance in Herth Hope Index score was accounted for by scores from the General Self-Efficacy Scale and Spiritual Well-Being Scale. General Self-efficacy scores (positive relationship) and Spiritual Well-Being scores (negative relationship) accounted for a significant part of the variance. Qualitative data supported all findings, with the exception of the negative relationship
between hope and spiritual well-being; found that faith, relationships, helping others and positive thinking helped participants to have hope. They also found that hope had a positive influence on job satisfaction and performance.

Yousaf & Sanders (2012) examined the potential role of job satisfaction and self-efficacy as mediators in the expected relationship between employability and affective organisational commitment. Data were collected from 230 academic staff at a public university in Pakistan. Findings supported their hypotheses as (1) employability was positively related to affective organisational commitment, (2) job satisfaction, and (3) self-efficacy mediated the employability–affective organisational commitment relationship. Moreover, the results indicated that job satisfaction had more power compared to self-efficacy as a mediator in the expected affective organisational commitment relationship.

From the above literature review it can be summarized that there are some work characteristics make jobs more satisfying for workers: autonomy (i.e., the freedom an individual has in carrying out work), skill variety (i.e., the extent to which an individual must use different skills to perform his or her job), task identity (i.e., the extent to which an individual can complete a whole piece of work), task significance (i.e., the extent to which a job impacts others' lives), and feedback from the job (i.e., the extent to which a job imparts information about an individual’s performance). These work characteristics were expected to increase positive behavioral (e.g., job performance) and attitudinal (e.g., job satisfaction) outcomes and decrease negative behavioral outcomes (e.g., absenteeism).

**Subjective Wellbeing**

Over the last few decades, positive psychology has hugely increased the attention paid by psychologists and other scientists to the notion of 'happiness'. Such happiness is usually understood in terms of contentment or 'life-satisfaction', and if it is measured by means such as self-reports or daily questionnaires or in simple words self described happiness is subjective wellbeing. Wilson (1967) review the area of subjective wellbeing concluded regarding those who report high levels of “happiness.” Wilson concluded that the happy person is a “young, healthy, well educated, well-paid, extroverted, optimistic, worry free , religious, married person with high esteem, job morale, modest aspirations, of either sex and of a wide range of
intelligence.” According to Briner (1999) that it is interesting to note that traditional approaches to employee well-being in terms of stress and satisfaction rarely consider the role of events but rather tend to focus on the role of job characteristics as causes of stress and satisfaction. This approach usually includes characteristics such as workload, autonomy, opportunities for skill use, job scope, and so on. When employees list the main characteristics of a good life, they are likely to include happiness, health, and longevity. The notion here is that jobs contain or are perceived by employees to contain a certain quantity of each of these characteristics and it is the quantity of these characteristics and the relationships between them that determines employee well-being (Briner 1999). The investigations on the concept of well-being are given as under.

The happy–productive worker has most often been examined in organisational research by correlating job satisfaction to performance. Wright, Thomas, Cropanzano & Russell (2000) investigated the psychological well-being and job satisfaction as predictors of job performance. The authors report two field studies that, taken together, provide an opportunity to simultaneously examine the relative contribution of well-being and job satisfaction to job performance. In Study one, well-being, but not job satisfaction, was predictive of job performance for 47 human services workers. These findings were replicated in second study for 37 juvenile probation officers. The findings of the study supported the happy–productive worker hypothesis. It means a good level of subjective well-being lead to job satisfaction in the employee.

A person with optimistic personality and high wellbeing during treatment of life threatening disease can live longer. Carver, Smith, Antoni, Petronis, Weiss & Derhagopian (2005) examined the optimistic personality and psychosocial well-being during treatment predicts psychosocial well-being among long-term survivors of breast cancer. In considering well-being among survivors of life-threatening illnesses such as breast cancer, two important questions are whether there is continuity between initial adjustment and longer term adjustment and what role personality plays in long-term adjustment. In this research, a sample of 163 early stage breast cancer patients whose psychosocial adjustment was first assessed during the year after surgery completed the same measures 5–13 years after surgery. Initial reports of well-being were relatively strong predictors of follow-up well-being on the same measures.
Initial optimism and marital status also predicted follow-up adjustment, even controlling for earlier adjustment, which exerted a substantial unique effect in multivariate analyses. In contrast, initial medical variables played virtually no predictive role. There is substantial continuity of subjective well-being across many years among survivors of breast cancer, rooted partly in personality and social connection.

The results on survival are mixed, with some studies showing that high subjective wellbeing increases the likelihood of survival from certain illnesses, and other studies showing no effect. In a similar study, Cohen and Pressman (2006) suggested that positive states might be detrimental to the health of people with advanced diseases with a poor short-term prognosis, while being beneficial to those with diseases that have a better prospect of long-term survival. In addition, in a few cases such as asthma, highly aroused positive states might be detrimental, triggering attacks.

A meta-analysis conducted by Chida and Steptoe (2008) examining the association between positive well-being and mortality in both healthy and diseased populations. Positive psychological well-being was related to lower mortality in both healthy and diseased populations, independently of negative affect. Positive moods such as joy, happiness, and energy, as well as characteristics such as life satisfaction, hopefulness, optimism, and sense of humor were associated with reduced risk of mortality in healthy populations, and predicted longevity, controlling for negative states. Positive affect (PA) was associated with reduced death rates in patients with HIV and renal failure. In the healthy population studies, higher quality studies yielded evidence of greater protective effects. In the diseased population studies the protective effects were greater when baseline disease and treatment were controlled.

Positive psychological capital states can predict wellbeing as investigated by Vacek, Coyle, Vera & Elizabeth (2010). They studied the stress, self-esteem, hope, optimism, and well-being in urban, ethnic minority adolescents. This study examined hope, optimism, self-esteem, social support, stress, and indices of subjective well-being (SWB) in 137 low-income, urban, ethnic minority adolescents. Hope, optimism, and self-esteem were significant predictors of SWB indices, but stress predicted only one SWB index: negative affect. No moderators of stress and negative affect were
identified. It shows that efficacious, optimist and hopeful adolescents are having more positive affect, transcendence, confidence in coping, family concern etc.

In a similar study in line with the investigating optimism as a predictor of subjective wellbeing, Ferguson & Goodwin (2010) studied how psychosocial resources may improve well-being for older adults. This study explored the relationship among questionnaire measures of optimism, social support and perceptions of control in predicting subjective well-being and psychological well-being among older adults. The potential mediating roles of perceived social support and perception of control were also explored. Participants were 225 adults aged from 65 to 94 years. Optimism was found to be a predictor of both subjective and psychological well-being, and perceived social support was found to mediate the relationship between optimism and subjective well-being, but not psychological well-being. In contrast, perception of control was found to mediate the relationship between optimism and psychological well-being, but not subjective wellbeing.

Zhai, Willis, O'Shea, Zhai & Yang (2012) examined the effect of the Big Five personality traits on job satisfaction and subjective wellbeing. The paper also examines the mediating role of job satisfaction on the Big Five-subjective wellbeing relationship. Data were collected from a sample of 818 urban employees from five Chinese cities: Harbin, Changchun, Shenyang, Dalian, and Fushun. All the study variables were measured with well-established multi-item scales that have been validated both in English-speaking populations and in China. The study found only extraversion to have an effect on job satisfaction, suggesting that there could be cultural difference in the relationships between the Big Five and job satisfaction in China and in the West. The study found that three factors in the Big Five-extraversion, conscientiousness, and neuroticism-have an effect on subjective wellbeing. This finding is similar to findings in the West, suggesting convergence in the relationship between the Big Five and subjective wellbeing in different cultural contexts. The research found that only the relationship between extraversion and subjective wellbeing is partially mediated by job satisfaction, implying that the effect of the Big Five on subjective wellbeing is mainly direct, rather than indirect via job satisfaction. The study also found that extraversion was the strongest predictor of both job satisfaction and subjective wellbeing. This finding
implies that extraversion could be more important than other factors in the Big Five in predicting job satisfaction and subjective wellbeing in a "high collectivism" and "high power distance" country such as China.

As a whole, it can be summaries that subjective wellbeing is affected by so many factors and studied over four decades. These factors are job satisfaction, personality, optimism, hope, stress, efficacy, self esteem, performance etc. Psychological capital states are found to be good predictors of wellbeing. Now move on the next wellness indicator that is related to profitable employment feeling.

**Gainful Employment**

Basic needs in the workplace start with clarity of expectations and basic material. The satisfaction of these needs reflect the credibility of the organisation to the employee and if these needs of an employee are not fulfilled, negative states such as boredom, pessimism are likely to appear. Employees spend a large portion of their lives at work. Accordingly, friendships between/among employees are often formed at work. Workplace friendship has a variety of positive functions for both individuals and organisations. Workplace friendship facilitates increased communication, respect, securities, and trust among employees. These rewarding benefits have meaningful implications for the employees' job-related outcomes in any organisation.

Gainful employment program is start with the aim to fit a graduate students in the job where they are comfortable and satisfied with the work conditions also. Harter, Schmidt & Hayes (2002) considered that job fit and work environment appear to be key components of gainful employment. In an analysis of over 300,000 people, the phrase "I have the opportunity to do what I do best" was highly correlated with work productivity and success (Harter et al., 2002). This suggests that workers' job fit and ability to perform well in an organisation leads to increased positive states.

In the same way, Amick, McDonough, Chang, Rogers, Duncan & Pieper (2002) indicated that working in low-control jobs, or jobs where workers do not have the ability to meet the job demands, is correlated with a 43% increased chance of death. Increased mortality was due to workers' lack of job control to meet the demands of the job, which led to continuous job strain and stress. These findings
argue in favour of gainful employment and provide evidence for the importance of job fit to the good life and overall wellness.

Major empirical findings indicate that if people have overall positive experiences at work, their overall job satisfaction will be higher even if their overall life satisfaction may not be high (Hart, 1999). It is also found by Moons, Budts & Geest (2006). They obtained data from 479 police officers to test the spillover effects of non-work experiences and non-work satisfaction on work experiences and work satisfaction. The findings note that satisfaction with work is the fourth major category leading to overall life satisfaction. The results also indicate that non-work satisfaction does not replace or compensate for a lack of job satisfaction. Additionally, quality of life is in part defined by social utility, of which a large consideration is an individual’s ability to make meaningful contributions to society through gainful employment.

Work engagement is very important factor of gainful employment in which an employee is positively involve in the job. In a study on engagement, Sweetman and Luthans (2010) proposed that Psychological Capital would be positively related to work engagement. Their argument was based on Job Demands- Resource model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) that suggests that job & personal resources interact with job demands to predict work engagement, which in turn predicts performance. As they had proposed Hodges (2010) in the same year, found that Psychological Capital correlated directly and significantly with employee engagement. This finding is important as a direct positive relationship between Psychological Capital and engagement had not been established before.

Mortazavi, Yazdi & Amini (2012) examined the relationship among quality of work life, organisation performance and psychological capital. They studied that healthy organisations such as hospital have found out the importance of quality of work life of their personnel. A test based upon a sample of 207 nurses of four hospitals reveals that Psychological Capital has positive impacts on quality of work life. The quality of work life directs to enhancement of job satisfaction and improvement the quality of services to patient hospital and high performance. Psychological Capital is one of construct contributes to the formation and increasing quality of work life. Thus, this study investigates the effect of Psychological Capital
on quality of work life. In this regards, it has been paid to how Psychological Capital
factors such as self-efficacy, optimism, hope, and resiliency impact on quality of work
life.

Gainful employment may be heavily based on an individual's outlook. A study
assessed outlook based on participants' initial happiness, perspective on employment,
and ability to make meaning out of their work. The findings indicate that employees
who were already happy and had a positive outlook were more likely to find greater
job satisfaction and success, which suggests that happiness and job satisfaction are
bidirectional.

Employees work in order to fulfill their needs in life. A job or gainful
employment is the single most reliable means of obtaining the fundamental benefits,
privileges and satisfactions in the society. These benefits include economic, security,
social status, family and social prerogatives, medical benefits, recreational and
educational opportunities.

POSITIVE PSYCHOLOGICAL CAPITAL

Psychological Capital refers to individual's positive psychological state of
development characterized by hope, optimism, resiliency and self-efficacy (Luthans,
Youssef, & Avolio, 2007). Bill Gates is known for his comment that the most
valuable asset of his company walks out of it every night. As stated by him, people
are becoming the key competitive advantage of today's organisation. Building
people's strengths rather than focusing on their dysfunctions and problems is the need
of the hour. Positive Organisational Behaviour is the recent emerging field focus on
individual's positivity measuring by Psychological Capital.

First time, when Seligman in his book, Authentic happiness (2002) declared
that “when we are engaged (absorbed in flow), perhaps we are investing, building
psychological capital for our future.” Stajkovic & Luthans (2003) also used four
construct of Psychological Capacities in core confidence factor for work motivation.
Psychological Capital represents how hopeful, resilient, confident and optimistic
employees are. These psychological capacities are very relevant in today's global
business context which is characterized by intense competition and uncertainty. Every
day creates a new challenge that an employee has to face with courage. Examples
include losing a significant assignment to a competitor even after making an effective presentation, putting up with hostile manager, bearing the brunt of a pay cut, meeting unrealistic deadlines etc. Those employees, who are more positive than their peers, cope better with these situations and hence perform better and exhibit favourable work outlooks and behaviour. It is these employees that help organisations withstand turbulent times. Hence psychological capacities of employees are very important in the present scenario. The following section briefs about research done in this aspect:

There is a notion that positive thinking leads to achievement or in other terms called performance satisfaction. There may be some relationship among them as hopeful, confident and optimistic persons’ performance is high than pessimist, hopeless and low confident people. Luthans, Avolio, Avey & Norman (2007) investigated measurement of Positive Psychological Capital and its relationship with performance and satisfaction. They have conducted two studies to analyse how hope, resilience, optimism, and efficacy individually and as a composite higher-order factor predicted work performance and satisfaction. They provided psychometric support through first study for a new survey measure designed to assess each of these facets, as well as a composite factor Positive Psychological Capital. The results of second study indicated a significant positive relationship regarding the composite of these four facets i.e. Psychological Capital with performance and satisfaction. They also found that composite is better predictor of performance and satisfaction than the individual four facets (Hope, Optimism, Resilience and Efficacy).

The implication of positivity or psychological capital at workplace is a concern of many investigators. Avey, Luthans & Youssef (2008) Conventional wisdom over the years and recent research findings have supported the importance of positivity in the workplace. However, to date, empirical analysis has not demonstrated potential added value of recently emerging positive state-like constructs such as psychological capital over the more established positive traits in predicting work attitudes and behaviours. This study of a sample of employees (N=336) from a broad cross section of organisations and jobs found that their state-like psychological capital is positively related to desired extra-role organisational citizenship behaviours and negatively with undesired organisational cynicism, intentions to quit and counterproductive workplace behaviours. Except for individual organisational
citizenship behaviours, their psychological capital also predicted unique variance in the same attitudinal and behavioural outcomes beyond their demographics, core self-evaluation, and personality traits, and person-organisation fit and person-job fit.

Luthans, Norman, Avolio & Avey (2008) investigated the mediating role of psychological capital in the supportive organisational climate and employee performance. They investigate whether the recently emerging core construct of positive psychological capital (consisting of hope, resilience, optimism, and efficacy) plays a role in mediating the effects of a supportive organisational climate with employee outcomes. Utilizing a sample (N=404) that were all the students from designated management classes at two Midwestern universities. The results show that employees’ psychological capital is positively related to their performance, satisfaction, and commitment and a supportive climate is related to employees’ satisfaction and commitment. The study’s major hypothesis that employees’ psychological capital mediates the relationship between supportive climate and their performance was also supported.

Singh & Talwar (2009) examined the relationship between psychological capital and subjective well-being in science & technology organisations. The main objective is to highlight the relevance of this perspective for management practices. Data was collected from 293 females from various university departments executives with psychological resources that and institutes of science and technology in the empower them which in turn enable them to cope Northern Capital Region (Delhi), India with the stresses and strains in life and have a participated in the study. The results show that there is significant positive correlation among all the dimensions of psychological capital and subjective wellbeing. These results suggest that management should attempt to develop psychological strengths among women employees having positive strengths facilitates women with psychological resources that empower them which in turn enable them to cope with the stresses and strains in life and have a positive subjective well-being.

In a similar study to see the relationship between psycap and wellbeing, Cole, Daly & Mak (2009) examined the relationship between work, wellbeing and psychological capital. Research shows that unemployment negatively affects a person's wellbeing, which in turn can impair their ability to regain employment.
Studies also suggest a person's 'psychological capital' (personality traits that influence the productivity of labour) influences the impact of unemployment on wellbeing and facilitates re-employment. This paper combines various economic and psychological theories of unemployment, and using 2004 cross-sectional data from Australia, tests the hypothesis of a simultaneous relationship between employment status and wellbeing and the mediating role of Psychological Capital. Results support a simultaneous relationship and the partial mediating effect of Psychological Capital. Individuals with poor Psychological Capital are at greater risk of being unemployed.

Choubisa (2009) conducted a comparative analysis of positive psychological capital amongst public and private sector employees. The sample for this study consists mainly of government and corporate sector employees from National capital territory of Delhi. The data had been collected conveniently from both Governmental (Age range: 29-47 years; Mean=37.13; SD=4.3) and Corporate employees (Age Range: 26-37 years; Mean=30.90; SD=3.23) following a snowballing referral technique. In this way a data of total N=60 (30 Government + 30 Corporate employees) was collected. The result shows that private employees have merged supreme in the comparative profiling of the PsyCap dimensions and overall psychological capital.

Avey, Luthans, Smith & Palmer (2010) examined the impact of positive psychological capital on employee well-being over time. The recently recognized core construct of psychological capital (consisting of the positive psychological resources of efficacy, hope, optimism, and resilience) has been demonstrated to be related to various employee attitudinal, behavioural, and performance outcomes. However, to date, the impact of this positive core construct over time and on important employee well-being outcomes has not been tested. This study meets this need by analyzing the relationship between a broad cross-section of employees' (N=280) level of Psychological Capital and two measures of psychological well-being over time. The results indicated that employees' Psychological Capital was related to both measures of well-being and, importantly, that PsyCap explained additional variance in these well-being measures over time.

The relationships among leader and follower psychological capital, service climate, and job performance were examined by Walumbwa, Peterson, Avolio &
Hartnell (2010). This study included a sample of 79 police leaders and their direct reports (264 police followers). Hierarchical linear modeling results revealed that leader psychological capital was positively related to follower performance, with this relationship mediated by follower psychological capital. They also found that the follower psychological capital-performance relationship was moderated by service climate such that the relationship was stronger when service climate was perceived to be high versus low. Finally, exploratory Hierarchical linear modeling analyses indicated that leader and follower psychological capital interacted to positively predict rated performance.

Sweetman, Luthans, Avey & Luthans (2010) investigated Positive Psychological Capital and its components (i.e., efficacy, hope, optimism, and resilience) as predictors of creative performance. Studies on creativity have identified critical individual and contextual variables that contribute to individuals' creative performance. However, the psychological mechanisms through which these factors influence creative performance have not yet been systematically investigated. Despite considerable attention to the creative process and its relationship with personal characteristics, there is no published study focused directly on the relationship between the recently recognized core construct of psychological capital and creative performance. They used a heterogeneous sample (N=899) of working adults. They found that overall Psychological Capital predicted creative performance over and above each of the four Psychological Capital components.

Sun, Zhao, Yang & Fan (2011) provided empirical evidence on the relationships between psychological capital, job embeddedness and performance. Psychological capital was recently identified as a core construct in the literature of positive psychology. On the other hand, there is considerably less evidence on its positive effects on job embeddedness and performance among nursing personnel. Sample consisted of 1000 nurses employed in five university hospitals in Heilongjiang province in China. This research outlined a strong relationship between the self-reported psychological capital, job embeddedness and performance of the nurses. The study findings suggest that improving the individual-accumulated psychological state of nurses will have a positive impact on their retention intention.
and job performance. These findings suggest that higher psychological capital increases the self-reported job embeddedness and performance of these nurses.

Peterson, Luthans, Avolio, Walumbwa & Zhang (2011) provided a latent growth modeling approach to study Psychological Capital and employee’s performance. It has relied on cross-sectional designs to examine these relationships. This study utilizes longitudinal data from a large financial service organisation (N=179 financial advisory-type employees) to examine within-individual change in psychological capital over time and if this change relates to their change in performance. Latent growth modeling analyses revealed statistically significant within-individual change in psychological capital over time, and that this change in psychological capital was related to change in two types of performance outcomes (supervisor-rated performance and financial performance, i.e., individual sales revenue). Moreover, results of an exploratory cross-lagged panel analysis suggested a causal relationship such that prior psychological capital leads to subsequent performance rather than vice versa. Taken together, these results highlight the impact employees’ psychological capital may have on their subjectively and objectively measured performance over time and offer evidence-based practical guidelines for human resource selection, development, and performance management.

Avcy, Reichard, Luthans & Mhatre (2011) has conducted meta analysis of the impact of positive Psychological Capital on employee attitudes, behaviours, and performance. The research stream on Psychological Capital has now grown to the point that a quantitative summary analysis of its impact on employee attitudes, behaviours, and especially performance is needed. The meta-analysis included 51 independent samples (representing a total of N = 12,567 employees) that met the inclusion criteria. The results indicated the expected significant positive relationships between Psychological Capital and desirable employee attitudes (job satisfaction, organisational commitment, and psychological well-being), desirable employee behaviours (citizenship), and multiple measures of performance (self, supervisor evaluations, and objective). There was also a significant negative relationship between Psychological Capital and undesirable employee attitudes (cynicism, turnover intentions, job stress, and anxiety) and undesirable employee behaviours (deviance). A sub-analysis found no major differences between the types of performance
measures used (i.e., between self, subjective, and objective). Finally, the analysis of moderators revealed the relationship between Psychological Capital and employee outcomes were strongest in studies conducted in the United States and in the service sector.

Tjakraatmadja and Hendarman (2012) studied the relationship of psychological capital with the student achievement index in the academic context. The respondents (N=110) of this research are School of Business Management students 2009 and 2010 intakes. The research found that Psychological Capital factors are positive-significant influence to the student of School of Business and Management achievement index. Furthermore, the research indicates that not all of the learning environment factors give significant influence to the student’s Psychological Capital. In the academic context, learning environment design should be depend on the curriculum and learning system design. The research findings are all of the learning system and learning environment variables indicates gap (existing conditions minus expected conditions). Based on the maximum gaps, several variables are selected to be the priorities of the improvement in learning system design and learning environment design.

Eid, Mearns, Larsson, Laberg & Johnsen (2012) examined through review of literature how leadership and emerging research in positive organisational behaviour may inform the understanding of human mechanisms that affect safety outcomes. According to authentic leadership theory, leader, self-awareness and self-regulation processes are vital mechanisms in the leader–follower exchange. From emerging research on authentic leadership, they proposed that production management values, attitudes, and behaviour are linked to safety climate and safety outcomes in safety critical organisations. According to recent developments in management theory, “psychological capital” is comprised of four distinct aspects that can be linked to desirable organisational outcomes and sustained high quality performance in individual workers. From this they offer a research model and five research propositions implicating that authentic leadership directly affects safety outcomes via promoting positive safety climate perceptions. Furthermore, they propose a second path where psychological capital mediates the relationship between authentic leadership, safety climate and safety outcomes in safety critical organisations.
A study is conducted by Gohel (2012) to examine psychological capital as a determinant of employee satisfaction. Positive Psychology is concerned with enhancing subjective well-being and happiness, rather than remediating deficits. Positive psychology in work setting has proved to be effective in promoting employee satisfaction thereby increasing productivity and customer satisfaction. Organisational positive psychology focuses on situational characteristics that can be developed and improved through intervention in workplace and proactive management techniques. It focuses on measurable and improvable characteristics. These characteristics are referred to as Psychological Capital. Its components are hope, self-efficacy, self-esteem, optimism, resiliency and Locus of control. The present study was conducted on a sample of 30 individuals from various organisations. The role of high self esteem and internal Locus of control, key aspects of psychological capital, as the important determinants of employee satisfaction. Having a positive self concept, positive self image, betterself worth, positive self perception is meaningfully linked with the satisfaction one derives from his/her work settings.

Gupta & Singh (2012) studied psychological capital as a mediator of the relationship between leadership and creative performance behaviours. A survey-based study was conducted in 11 government-owned R&D laboratories across India and 496 usable responses were collected. Data analysis, performed using Structural Equation Modeling technique, revealed that psychological capital fully mediates the relationship between leadership and creative behaviours. The study provides an insight into the underlying process through which leadership impacts employee creativity. The findings show that the psychological capital fully mediates the relationship between leadership and creativity in the R&D context, suggesting that employees’ psychological capacities play a vital role in influencing their creativity at work.

Effectiveness of Psychological Capital Interventions: The state like developmental nature of Psychological Capital makes it unique from other positivity constructs studied in the field of Positive Organisational Behaviour Research. No doubt, the developable nature of Psychological Capital makes it more essential part of workplace researches context. The concept of Psychological Capital Intervention is put forth by Luthans, avey, Avolio, Norman & Combs (2006). They successfully used
Psychological Capital Intervention on management students and practicing managers showed that Psychological Capital Intervention significantly increased participant’s Psychological Capital. This research not only provided preliminary support for Psychological Capital Intervention but also showed the financial impact and high return on investment of Psychological Capital Intervention. Research has also shown that Psychological Capital of employees can be developed through short web based training interventions (Luthans, Avey, & Patera, 2008). It is clear that psychological capital is developable and measurable. Here some studies were reviewed to see the effectiveness of intervention.

Luthans, Avey, Norman, & Combs (2006) explore the impact of micro-intervention on Psychological Capital development. They have used a cross-sectional sample of managers from all types of organisations who volunteered to participate in a two hour PCI (Psychological Capital Intervention). Their pre to post measured Psychological Capital significantly increased. Luthans et al. (2006) drawn from hope, optimism, efficacy, and resiliency development that psychological capital can be increased through Intervention having - financial impact and high return on investment. They found that the Hackman and Oldham job characteristics model or the Luthans and Kreitner Model Interventions over the years showing they have a positive impact on performance. Although, still preliminary, results so far indicate that a very brief and focused intervention (PCI) may be able to increase participant’s Psychological Capital. The percentage increase in Psychological Capital found in these studies to date may not seem very large, but utility analysis demonstrates this could result in competitive.

Avey, Luthans and Jensen (2009) examined the Psychological Capital as positive resources for combating employee stress and turnover. Workplace stress is a growing concern for human resource managers. Although, considerable scholarly and practical attention has been devoted to stress management over the years Avey et al. (2009) used a new perspectives and research. Drawing from the emerging field of positive organisational behaviour, this study offers research findings with implications for combating occupational stress. They have taken data from a large sample of working adults across a variety of industries. The results suggested that psychological capital (the positive resources of efficacy, hope, optimism, and resilience) may be key
to better understanding the variation in perceived symptoms of stress, as well as intentions to quit and job search behaviours. They explore some practical strategies aimed at leveraging and developing employees' psychological capital to help them better cope with workplace stress.

Luthans, Avey, Avolio & Peterson (2010) studied the development and resulting performance impact of Positive Psychological Capital. Limited researches have been conducted on the development of Positive Psychological Capital through training interventions and its impact on performance. To fill these gaps Luthans et al. (2010) conducted a pilot test of the Psychological Capital Intervention (PCI) model with a randomized control group design. After that they also conducted a follow-up study with a cross section of practicing managers to determine if following the training guidelines of the PCI caused the participants' performance to improve. Results provide beginning empirical evidence that short training interventions such as PCI not only may be used to develop participants' psychological capital, but can also lead to an improvement in their job performance.

The next step in research was to demonstrate that Psychological Capital Intervention is effective in bringing about improvement in performance. That was what Luthans, Avey, Avolio, and Peterson (2010) did. Their study provided preliminary evidence that Psychological Capital Intervention was not only effective in Psychological Capital development, but also in performance improvement.

Hodges (2010) went a step ahead and examined the potential contagion effect of the Psychological Capital development program attended by the manager, on their subordinate's Psychological Capital, engagement and performance. Results showed that subordinate's Psychological Capital had significantly increased, after their manager's in the treatment group underwent the Psychological Capital development program confirming the contagion effect. However, results did not support a contagion effect of improvement in subordinate's engagement and performance. Thus, organisations that want their employees to perform better and exhibit more of positive outcomes can make use of the Psychological Capital Intervention.

However, there are some intervention techniques which help to increase Psychological Capital of employees at workplace. Here, in the present study
Mindfulness is used as an intervention program of Psychological Capital enhancement for those having low score on Psychological Capital.

**Mindfulness as Psychological Capital Intervention**

Mindfulness is a form of self-awareness in which attention is focused on the present moment and the individual actively engages in present experiences. This attentive awareness applies to the entire experience at a given moment, including the perception of internal and external stimuli and of one's own words and actions. Mindful employees have greater opportunity to become aware of thinking patterns that challenge their ability to be hopeful, efficacious, optimistic, and resilient at work, especially during times of organisational change. Such awareness may lead employees to intentionally choose more hopeful, efficacious, optimistic, and resilient ways of dealing with stress and resistance to change.

Mindfulness as a type of heightened concentration, awareness and attentiveness seems likely to be related to resilience, optimism, efficacy and hope. Here, there is very tremendous effects mindfulness on various factors such as, reducing stress, increase awareness, hope, optimism, creativity, knowledge, memory, other side reduce pain, unhappiness and illbeing, anger, worthless feeling etc. Some of the studies based upon the effectiveness of mindfulness in deferent context on different type of participants, comparison with the other methods are present in the following part.

Meditation is helpful in reducing pain in the patients if practices daily. Kabat-Zinn, Lipworth, & Burney, (1985) examined 90 chronic pain patients underwent a 10-week mindfulness based stress reduction program and 21 chronic pain patients were treated with pain-medication without any form of self-regulation. The findings revealed significant improvement, compared to the comparison group, in present-moment pain, negative body-image, degree of inhibition of everyday activities by pain, medical symptoms, and psychological symptomatology including somatization, anxiety, depression, and self-esteem. Furthermore, pain related drug utilization decreased and activity levels increased. Improvements seemed to be independent of gender, source of referral, and type of pain. At follow-up, the recovery observed during the meditation training was maintained up to 15 months after the 10-week
meditation training for all measures except present-moment pain. 51 chronic pain patients engaged in a 10-week mindfulness-based relaxation program. Subjects showed a reduction of 33% in the mean total of a pain rating index. Large and significant reductions in mood disturbance and psychiatric symptomatology accompanied these changes and were relatively stable up to 1.5 yrs later.

One of the most systematic evaluations of a mindfulness-based intervention as an adjunct to psychotherapy was done by Kutz (1985). Twenty patients, who had been in individual psychodynamic explorative therapy for an average of about 4 years, participated in adjunctive treatment largely modeled after the MBSR program. Participants improved significantly on most subscales of the Symptom Checklist 90 (SCL-90) and on the Profile of Mood States (POMS). Ratings by the primary therapists identified substantial change in most patients on anxiety and anxiety tolerance, optimism about the future, and overall enjoyment of life. Of participants, 80% indicated that the daily meditation experience was the most valuable part of the intervention; in particular, they noted using meditation practice to cultivate a sense of relaxation that generalized to other aspects of their lives.

A study conducted by Flinton (1998) on 42 adolescent boys residing in a camp for juvenile delinquents were separated into two groups that participated in (reverse order) an eight-week meditation program condition that taught progressive relaxation, concentration techniques, and mindfulness meditation and an eight-week video/discussion group condition. There was a significant reduction in anxiety and an increase in internal locus of control (as measured by the Brief Symptom Inventory and Pugh's Prison Locus of Control Scale) after participation in the meditation program, with no changes in the video/discussion control condition.

There are so many studies based upon the comparison of the mindfulness with other therapy and techniques and it was found that mindfulness is effective than other techniques or intervention programs. Bruckstein (1999) investigated in which 64 participants were assigned to one of the 3 groups (a cognitive-behavioural intervention (Philips & Rachman, 1996), a mindfulness-based stress reduction intervention (Kabat-Zinn, 1990), and an attention-placebo control for chronic pain management) for 8 weekly sessions. Out of 64 individuals with chronic pain who
participated in this study, 39 completed the intervention program. When comparing the efficacy of mindfulness meditation with cognitive behavioural therapy, only participants in the mindfulness meditation condition significantly improved on the Somatization dimension and Positive Symptom Distress Index of the SCL-90, as well as on the Interference and Affective Distress scales of the Multidimensional Pain Inventory. Thus, the mindfulness meditation group improved on more dependent measures (McGill Pain Questionnaire, the Roland and Morris Disability Questionnaire, the Global Severity Index, the Positive Symptom Distress Index, as well as the Somatization and Anxiety dimensions of the SCL-90) than the cognitive behavioural and attention-placebo groups.

Some studies have shown increase in optimism as a result of practicing Vipassana meditation. A recent study by Marlatt et al., (2004) examined the effectiveness of a 10-day traditional Vipassana retreat, as created by Goenka (Hart, 1987), on drug relapse and recidivism in men and women incarcerated at the North Rehabilitation Facility (NRF), a short-term minimum-security jail in the Seattle area. Individuals who volunteered for the Vipassana retreat and who were available at 3-month follow-up (N =57) were compared with those who chose not to participate (N =116). The Vipassana course participants were significantly more likely to have decreased their reported marijuana, crack cocaine, and alcohol use, and few reported any worsening of problems, unlike the comparison group. The participants also showed improvement on impulse control, psychiatric symptoms, optimism, and locus of control relative to the comparison group.

Pal (2011) conducted a study based on the data collected from experimental and control groups (30 students in each group, aged 19-21 years) of the School of Nursing. Preliminary findings suggest that the practice of meditation leads to remarkable improvement in the subjective wellbeing of students and can therefore make an appreciable contribution to lead a happy and healthy life in students as well as in the general population. Similarly, Sharma (2008) also observed that practice of yoga significantly improved the mental health and quality of life in treatment of various psychiatric disorders and a short life style modification and stress management programme.
As mindfulness is a very good technique to enhance positive attitude towards life and have practical implications at workplace to enhance organisational effectiveness, employees' performance, strengthen positive psychological capital. From review of literature it is indicated that mindfulness can be prove as a very robust intervention to enhance the employees' psychological capital states. A new emerging field involve in the study of positive states of employees which is called positive organizational behavior is based on traditional theory-building processes and research methodologies. Luthans et al. (2010) supported the view that positive capacities are developable. In the present scenario there is an attempt to study new, or at least relatively unique to the workplace, positive psychological resource capacities development through mindfulness. A wellness strategy includes providing support in the workplace to encourage healthy behaviours among employees.

From the above review it is clear that adoption and maintenance of a healthy lifestyle requires a workplace environment that encourages positive psychological Capital. Employees are more likely to make healthy choices if they are easily accessible and supported by the culture of the workplace. A skill building and learning strategy with positive thinking involves providing employees with prospects to perform and accept wellness behaviours. These strategies may involve hands-on learning, which is proven to be more effective than education in leading to changes in employee behaviour. Positive engagement and supportive work environment, including group values that promote employee wellbeing, a healthy physical environment, and an emphasis on wellness from senior, mid-level, and even frontline management. Positivity can be increase through intervention programmes like mindfulness at workplace.

With this much background investigator may pass on to third chapter dealing with problem and hypotheses of the study.