

CHAPTER 5: **Discussion**

The objective of this study was to understand the relationship between dimensions of PsyCap and positive and negative workplace behaviors and emotions. An important aspect of this study is that the employees in this study were employees working in organizations. Thus, one can understand whether the theorized relationships work in a field setting. PsyCap is a construct made up of four dimensions PsyCap efficacy, PsyCap hope, PsyCap resilience and PsyCap optimism. These resources can inspire an individual towards optimal functioning. While doing so, which are the work areas that get affected. That is a question being explored in the current study. The impact of PsyCap was studied on behavior of employees at the workplace and the emotions felt by the employees.

5.1 PsyCap and its impact on Workplace Behaviors

PsyCap as a personal resource has been shown to have an impact on workplace attitudes, behaviors and performance (Luthans, Youssef-Morgan, & Avolio, 2015). The workplace behaviors that were focused on in this study were OCB, a desirable extra-role behavior and CWB an undesirable behavior.

5.1.1 PsyCap and Organizational Citizenship Behavior

One of the desirable workplace behaviors in this study is organizational citizenship behavior (OCB). OCBs help in enhancing the psychological and social context which in turn support task performance (Organ, 1997). Therefore, it is important to look at what are the factors which lead to enhancement of citizenship behaviors at the workplace. In a meta-analysis, Podsakoff, MacKenzie, Paine & Bachrach (2000) say that dispositional, attitudinal, and ability/skill-type antecedents have been identified but personal resource variables have not been identified. PsyCap can be that resource which is neither dispositional nor attitudinal nor ability/skill based.

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Hypothesis H1 proposed that PsyCap dimensions explained all the three OCB components viz. helping, civic virtues and sportsmanship significantly. The hypothesis is partially accepted. The results show that PsyCap efficacy affected all the three. Individuals high in self efficacy make greater use of adaptive strategies and have been proven to know which OCB to perform and have better planning skills to perform the OCB (Maddux & Lewis, 1995). Hence individuals high in PsyCap efficacy display more OCBs.

Hope significantly explains helping behaviors but in a negative manner. This is a curious relationship. One may expect a hopeful employee to show behaviors like a new employee being shown the ropes by an experienced employee, sharing of appropriate information in time and other such behaviors. But PsyCap hope is also about having strong agentic feeling. It involves being self-motivated, autonomous and a contingent actor. When an employee perceives these as required, he or she would hesitate to “help” another employee because it may lead to a dependent relationship whenever a novice faces a challenge.

Resilience does not significantly explain the OCBs suggesting that capacity to bounce back from the challenges does not lead to helping others, manage small inconveniences or display civic virtues. Probably, the experienced employee expects the newcomer to learn from their own mistakes and develop himself or herself.

PsyCap optimism significantly explains sportsmanship behaviors and display of civic virtues. PsyCap optimism deals with events or challenges with an optimistic explanatory style. This style attributes positive events to personal, permanent and pervasive causes. It also interprets negative events with the lens of the event being due to external causes, of temporary nature and situation specific factors (Luthans, Youssef, & Avolio, 2007). Sportsmanship in the OCB literature deals with managing work related issues like managing small challenges in a sporting manner. The individual with higher optimism would understate the small inconveniences and would not create a fuss since the individual would attribute it to

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temporary causes which would change over time. During the training intervention in the crossword exercise, some employees ‘accidentally’ got the tough crossword. These employees therefore received a low score or could not complete the crossword in the given time. Those with high PsyCap optimism attributed this low score to not knowing some specific words. Those with lower PsyCap optimism attributed to not studying the English medium or not knowing English language. These are relatively permanent attributions. A few words can be learnt, i.e. it is a specific and temporary phenomenon. Whereas one cannot undo and change the medium of instruction! Therefore an individual can attribute a challenge to specific factors which can be changed or handled. Some employees also attributed the low score to never doing crosswords in their daily life and deciding to do so now that they know the way of solving a crossword. Thus displaying sportsmanship and in the process also increasing their efficacy of solving crosswords.

Civic virtue is explained by PsyCap optimism. When an employee has an optimistic outlook for the future of the organization, he/she participates in the life of the organization quite responsibly. PsyCap optimism helps an employee to take an overall macro view of the organization doing well and how can an individual responsibly contribute to the welfare of the organization as a whole.

5.1.1.1 Differences in OCB of employees across different sectors

Although overall PsyCap dimensions did explain OCB, looking at the different sectors, it was found that PsyCap dimensions failed to explain OCBs in the industrial and commercial services sector, manufacturing goods sector and the pharmaceutical research sector. Interestingly, only in the healthcare sector were PsyCap dimensions able to explain OCBs, that too sportsmanship and civic virtue. Thus, one can conclude that having higher PsyCap does not necessarily lead to greater number of helping behaviors in nurses. The healthcare sector sample consisted on nurses and nursing-in-charges. In their case, it was

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PsyCap efficacy and which explained sportsmanship and civic virtue and PsyCap optimism which explained sportsmanship behaviors amongst others. Thus, when the nurses have high efficacy to perform their tasks, they are able to manage small inconveniences and are able to perform their tasks conscientiously. High PsyCap efficacy may help them keep the hospital area clean and uncluttered. It helps them make positive statements about their work and their supervisors to outsiders displaying civic virtue. PsyCap optimism also helps them in managing small irritants (because of their temporariness and attributable to specific circumstances) and be the 'good soldier'. It is possible that PsyCap efficacy and optimism supports the nurses in accepting orders without a fuss and supports them in tolerating temporary impositions like anger and irritation of the patients without complaint. This helps to promote a work climate that is tolerable. It also reduces the heightened affect created by interpersonal conflict commonly found in hospital setting and protects and conserves organizational resources for delivery of patient care and positive outcomes.

5.1.1.2 Impact of the targeted module

The above results are further supported by changes in intention to display OCBs. When a focused intervention was done to increase the PsyCap of employees, the post intervention scores for all the three components of OCB i.e. helping, sportsmanship and civic virtues registered a significant rise (See **Error! Reference source not found.,Error! Reference source not found.** and **Error! Reference source not found.**). This is a significant finding which also finds support in previous research (Avey, Reichard, Luthans, & Mhatre, 2011). This can also be explained by the Broaden and Build theory (Fredrickson, 2003). When the employees experienced positive emotions due to the intervention, they broadened their thought-action repertoires to not just think of themselves as a unit, but think of the overall organizational goal which in turn increased their intention to helping other employees. The peaks and valleys experience, the strengths envelopes and the tree of life experiences

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were meant to reinforce the efficacy of the employees, which was shown as a strong predictor of all three facets of OCB. Also, the crossword exercise and attributional interpretation of positive and negative experiences may have helped employees reframe the earlier negative experiences, thus increasing their optimism. Thus, the PsyCap development intervention became a resource which probably made the employees conscious about the value which lay in their workmates. This would bring the upward spiral of broaden and build cycle to come in play.

But the impact of the intervention reduced over time and it was not significantly sustained, which implies that organizational leadership in terms of transformational leadership and policies should support to create a conducive atmosphere to support employees' PsyCap which in turn would affect OCB.

5.1.2 PsyCap and Counterproductive Workplace Behavior

The undesirable workplace behaviour studied in the present study is counterproductive workplace behaviour (CWB). CWB is more commonly occurring behaviour in organizations than one may think it is. It can lead to many negative consequences like affecting the culture of the organization, reducing productivity and/or increased costs. Therefore, it is important to understand how different factors can influence it to reduce it. The results show that PsyCap explains both CWB I and CWB O. PsyCap efficacy significantly explains CWB I. PsyCap Efficacy is the belief of an individual that he/she can shape their own life (Bandura, 1997). This belief helps them to have increased control over their self and their reaction to stress. When this belief is not there, the individual experiences frustration and negative affectivity. This lack of agentic feeling can lead to blaming significant others and targeting them by putting them down, acting rudely, making fun of them and other such CWBs. Thus lack of PsyCap Efficacy can lead to indulging in CWBs particularly towards superiors or co-workers whom the employee thinks is acting as

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source of frustration. PsyCap Efficacy can help employees become active producers rather than blamers and passive floaters. Skills can sometimes be overruled by self-doubts. Hence an employee instead of constructively working towards better performance may indulge in CWB–Is so that they do feel a sense of control. Sense of control can be used positively but here they may use it for wrong purposes. Also, when an employee is unable to feel hopeful i.e. an employee is unable to have control over the goals and different pathways towards achievement of goals due to organizational constraints like lack of role clarity, work overload and/or unfair rules.

Since the present study encompassed four different sectors, it was of interest to the researcher, to study how sectors affect CWBs exhibited by employees. Following section throws light on the same.

5.1.2.1 Differences in CWB of employees across different sectors

In case of industrial and commercial services sector, the findings show that PsyCap components do not explain CWB – I, but PsyCap hope and PsyCap resilience significantly explain CWB – O. This suggests that employees in this sector do not withdraw from the social and interpersonal environment of work. Those with low PsyCap hope do indulge in behaviours which hurt the organization. The sketch of the hopeful employee (Luthans, Youssef, & Avolio, 2007, p. 73) explains the CWB O displayed by the low PsyCap hope employee. Employees high on PsyCap hope are agentic and need a high degree of autonomy to express it. In absence of the freedom, if micro managed, they may spend time thinking of pathways of obstructing the leadership and management. In service organizations, the leeway of finding different solutions if obstructed can lead to high incidences of CWB, particularly CWB O.

PsyCap Resilience has been supported by meaning providing beliefs and values (Holaday & McPherson, 1997). In absence of or lowered values of resilience would lead to

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reducing the internal barrier of moral behaviour which in turn would lead to increase in CWB O.

In case of manufacturing sector PsyCap components do not affect CWB. In case of healthcare sector PsyCap efficacy and PsyCap optimism affect CWB – I. This implies that PsyCap efficacy beliefs do impact the nurses in the sample. Their judgment of their personal capability when supported by their expectation that things will work out okay in the long run, stops them from indulging in activities which would harm their co-workers. Also nursing as a profession requires them to work under challenging conditions like shift duties, patient demands where probably the co-workers may be a source of strength. PsyCap components do not explain CWB – O in the healthcare sector.

In case of pharmaceutical and medical research sector, PsyCap components do not explain CWB – I but PsyCap efficacy explains CWB – O. This implies that higher PsyCap efficacy is likely to reduce CWBs targeted against the organization.

The organizational job stressors which affect an employee like role ambiguity, role conflict lead to anger, frustration or anxiety. These are followed by job strains. Job strains are coping mechanisms by which an employee tries to reduce stress felt. These can be psychological, physical or behavioural (Jex & Beehr, 1991). These help an employee manage their reactions to unjust behaviours. CWBs are the behavioural strains which help the employee reduce the stress felt (Penney & Spector, 2005).

5.1.2.2 Effect of the targeted module

The post training results of the intervention show that the intervention group had reduced CWB O as well as CWB I behaviours. This suggests that increased PsyCap particularly efficacy has led to decrease in CWB I and CWB O. The increased personal resources in terms of increased PsyCap efficacy and resilience may have helped employees manage the stressors and related emotions of anger and frustration. Probably these resources

were not able to combat the stressors and negative affectivity and hence the CWBs over a long term have bounced back.

5.2 PsyCap and its impact on workplace emotions

Workplace emotions that were focused on this study were work engagement and emotional labor.

5.2.1 PsyCap and Work Engagement

One of the positive affective states studied in this study was work engagement. Work engagement is defined as ‘a positive work-related state of mind that is characterized by vigor, dedication, and absorption’ (Bakker, Schaufeli, Leiter, & Taris, 2008). In business terms the words ‘harnessing one’s self in work, expressing one’s self physically, cognitively, emotionally...’ have been used (Kahn, 1990). The present study found that PsyCap is significantly correlated to work engagement with all its dimensions having a correlation coefficient in the range of .30’s. Upon subjecting the data to multiple regression analysis, it was found that PsyCap components explain vigor displayed by the employees, dedication experienced by the employees and absorption felt by the employee. Thus, one can say that efficacious and hopeful employees would be vigorous, dedicated to their work and it would be easy for them to immerse themselves in their work. Theory of flow (Csikszentmihalyi, 1990) also corroborates this. Flow is experienced when a person attains a tenuous balance between challenges and skills. Individuals who achieve this report feelings of loss of consciousness of time and self. Probably a highly engaged individual in his / her work would report more such instances of being in flow.

5.2.1.1 *PsyCap and Vigor*

The PsyCap components allow engaged workers to have real impact on their work. Vigor is spending high-levels of energy in tasks related to work. It is important to note that vigor is significantly related to efficacy, hope and resilience. The four antecedents of Efficacy

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i.e. Task mastery, vicarious learning, social persuasion and increased emotional and physical arousal (Bandura, 1997) can impact vigor displayed by the person at work. In case a person is proficient at a task and has practiced it repeatedly, he or she would have more energy available to expend on additional tasks thus task mastery helps in displaying vigor. People do not solely rely on their own mastery experiences, particularly in areas where there are no absolute standards. In performing different work roles too, there are no absolute standards and hence most people look at their role models and decide that if someone who is their role model or who has significant similarities, can do it, they can do it too. While doing so, they do receive positive feedback from their coach, mentor or a respected role model. This social persuasion increases their emotional and physical arousal helping them to work with renewed energy.

5.2.1.2 PsyCap and dedication

Dedication refers to being deeply involved in one's work and experiencing a sense of significance and pride about it. (Bakker, Schaufeli, Leiter, & Taris, 2008) Dedication to one's work leads to a sense of identification with one's profession and one's sense of efficacy will provide a sense of self worth which in turn will reinforce the dedication felt. PsyCap hope will provide keenness and enthusiasm to try alternate paths to achieve one's goal. These options will allow one to remain dedicated to the work. In the path of achieving the work goals there would be self doubt and questioning of the self whether the goal can be achieved. In such a case optimism would support an individual to main his or her dedication to work. Learned optimism theory proposed by Seligman (1998) explains how attributing negative events to temporary, specific and external cause can help in maintaining one's sense of self. An example was provided by a participant in the training intervention where the participant having a slight disability (which was a permanent cause) had explained that as a student, instead of going home for lunch as other children in the village did, he used to be in the

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school. He believed that going home in the recess was counterproductive to learning and instead he used his recess time to read and learn more in the school library. This led to increasing of his knowledge which was a permanent resource.

5.2.1.3 *PsyCap and Absorption*

Absorption is characterized by being fully focused and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Bakker, Schaufeli, Leiter, & Taris, 2008). This experience is akin to flow at work (Csikszentmihalyi, 1990). Flow is characterized by a balance between the abilities of the individual and the level of difficulty of the task. When the task is too easy, it would lead to boredom and when the task is more challenging than the capability of the individual it would lead to frustration. Absorption would occur when the person believes he or she is being challenged and he or she has the capability to rise up to the challenge. PsyCap efficacy would help the person feel confident of doing the task and gain a sense of control over it. The pathways component of PsyCap hope would give different options to solve a challenge at work thereby keeping one's self deeply involved. Another support is Tennen, Affleck and Tennen's (2002) contention that the trust in the goodness of world is an important aspect of concept of hope. This would support an individual to sacrifice immediate distractions and remain engrossed. Absorption also requires persistence and staying power and PsyCap resilience will provide these to display the energy in face of trying circumstances. Thus, work engagement experienced by an employee is influenced by PsyCap and its components.

5.2.1.4 *Differences in WE of employees across different sectors*

Looking at the explanatory power of vigor across different sectors, in case of Industrial and commercial services sector employees PsyCap hope and PsyCap resilience significantly explain vigor. It is possible that these employees need to find different pathways

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to reach the goal of customer satisfaction which is an imperative in this sector. Also, they do require to ‘bounce back’ as every new client is a new challenge.

It is interesting to note that PsyCap components explain 35% of vigor displayed by the employees from Industrial and commercial services sector as compared to only 2% of vigor displayed by employees from healthcare sector. This can be explained through the JD-R model as well as SDT. The healthcare sector sample included nurses and nurse-in-charge. In the hospital hierarchy, the top is occupied by the physician or the doctor who prescribes the treatment for the patient. The nurse is somewhere in the middle with the attendants being at the base of the hierarchy. The nurse has to administer treatment and medicines according to the prescription and treatment directed by the physician. Thus, the nurse’s need for autonomy is not fulfilled. Thus, non-fulfillment of need for autonomy would reduce the vigor component of work engagement. Using the JD- R lens to explain the work engagement experienced by the nurse practitioner, workplace violence, challenging work environments where nurses lack autonomy and shift work all come together to reduce the resources for nurses. Thus, they lack the resources but demands placed on them are pretty high. (Lamont, Brunero, & Perry, 2015). Hence PsyCap components are able to explain the work engagement of healthcare sector only to a very small amount. In case of Industrial and commercial services sector and manufacturing sector employees the individual interactions are not so operant and they have a degree of freedom e.g. job crafting for Industrial and commercial services sector and initiatives like 5 – S and Kaizen for the manufacturing sector.

Dedication is explained by PsyCap components and particularly by PsyCap hope in this sector. This can be explained by the agentic feeling that employees in the Industrial and commercial services sector experience and also immediacy of the feedback due to their nearness to the client. The feedback is slightly less in case of pharmaceutical research as the gap between the research done for new molecules and the product being launched in the

market is quite wide. The feedback is least for healthcare sector as the patient leaves the care of the nurse as they start getting better.

Absorption component is explained by PsyCap components and particularly by PsyCap efficacy, hope and resilience. Looking at the sector wise differences, PsyCap components explain the absorption experienced by the pharmaceutical researchers. The kind of work that they do test their persistence and thus PsyCap resilience explains the variance in this group. PsyCap optimism also explains variance because the main focus of these researchers is to develop molecules which would alleviate the suffering of mankind which in turn would make the world a better place or would make things better in the long term, a basic attitude taken by learned optimism (Seligman, 1998).

5.2.2 Differences in WE in employees of different sectors

In the industrial and commercial services sector PsyCap explains almost one third of the vigor experienced by the employees. Hope and resilience are significant predictors of vigor, implying that in the service sector, which is a growth engine for an emerging economy like India, employees who are able set challenging goals and find alternate pathways will be great assets for the organization. Employees who persevere in face of trials, because they are internally motivated and identify with their work. Such people are able to display behaviours which help them delight the customer. Hopeful employees also are able to see the big picture and therefore are able to dedicate themselves to the cause of the organization. Resilient employees are able to persist and thus remain absorbed in their work for long periods. employees who are able set challenging goals and find alternate pathways will be great assets for the organization. Employees who persevere in face of trials, because they are internally motivated and identify with their work.

In the manufacturing sector too PsyCap explains all the components of WE. More than one-fourth of vigor component is explained by PsyCap hope and resilience. Though the

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explanatory percentages are slightly lesser as compared to service sector, this fact is attributed to employee outcomes being more dependent on the technical or mechanical skills of the individuals rather than people skills. PsyCap hope and resilience significantly explain vigor. Most employees have to reach their Key result areas (KRAs) in face of difficulties. Psycap capacities of hope and resilience should support them in this endeavour as PsyCap hope helps them find different solutions in face of volatile circumstances and resilience helps them in persisting against these challenges. In the expectation that alternative paths will help them in reaching their goals, PsyCap hope explains dedication of employees in the manufacturing sector.

In case of pharmaceutical and medical research sector too, PsyCap explains all the components of WE, especially vigor. Medical and pharmaceutical research typically is a long drawn out process. Usually out of the different chemical compounds discovered by pharmaceutical industry researchers the probability of finding a compound both medically effective and safe enough to become an approved medicine is 1:10000 (Davidson, 2012). Almost fifty percent of all new medicines fail in the late stages of clinical trials. In such cases to pursue this difficult path, PsyCap optimism, supports the vigor component of WE. For dedication to the cause, PsyCap efficacy and hope play a significant role and PsyCap resilience and optimism uphold absorption component of WE.

In case of healthcare sector, PsyCap optimism explains only dedication experienced by nurses. Hence if optimism can be enhanced for nurses, it will increase their work engagement.

5.2.2.1 Effect of the targeted module on WE

The targeted module has made an impact on the absorption component of WE significantly. In case of vigor and dedication both have increased but have failed to reach significance as the control group scores also increased. Thus, though all three components

have increased for all the employees, whether from control group or targeted intervention group. It is possible that the contents of the skill based intervention helped in supporting the vigor as well as dedication.

5.2.3 PsyCap and Emotional Labor

Hypothesis H4 proposed that PsyCap dimensions will affect EL. EL is considered to be an umbrella term in the organizational behavior literature. It is a dynamic and reciprocal process encompassing following three areas:

1. Emotional requirements for a job role i.e. job-based requirements for emotional displays
2. Emotion regulation by employees i.e. modification of emotions by employees
3. Emotional performance i.e. observable expressions matching to requirements

This definition of EL looks at it from a trifocal perspective (Grandey & Gabriel, 2015). In the present study, EL is studied from the perspective of emotional regulation by employees, thus it takes the intrapsychic perspective using the self-report method. The study looks at whether PsyCap can be a strong resource to reduce the felt emotional labor by employees. It is measured in terms of surface acting, deep acting, emotional consonance and emotional suppression. Though EL and PsyCap are correlated, only surface acting showed a negative relationship. To understand whether PsyCap can explain the variance in different components of EL, a regression analysis was performed. It was found that PsyCap components explained deep acting, emotional consonance and emotional suppression.

5.2.3.1 *Surface acting and PsyCap*

Surface acting is a behavioral response only and the employee may not get involved in the interaction except to give an organizationally acceptable response. Thus, none of the psychological resources get involved. In fact, it may drain the psychological resources which is being shown by negative efficacy which predicts surface acting. The employee simply

demonstrated the signs of *unfelt emotions*. This evident by the phrase “An Airhostess Smile” which is lacking authenticity and warmth. Incidentally the first study of EL was also done on air hostesses (Hochschild, 1983).

5.2.3.2 *Deep acting and PsyCap*

Deep acting involves creating internalizing the feelings required by the organization. The employee may need to dig in deeper into their psychological resources to perform deep acting sometimes used by actors as “method acting”. To do this, they will need resilience which significantly explains the variance in deep acting. The resilience also gives the employee an extra edge of insulating self from the effects of emotional dissonance.

5.2.3.3 *Emotional consonance and PsyCap*

Emotional consonance is an internal state where the employee sincerely feel the organizationally required emotion. It is in some case Brothridge (2003) believes that the emotional labor does not necessarily include emotional dissonance by reminding us the situation in which employees who sincerely feel the required for display emotions, do not register emotional dissonance. PsyCap efficacy, resilience and optimism explain emotional consonance felt by the employee. These resources help an employee to buffer against challenging circumstances.

5.2.3.4 *Emotional suppression and PsyCap*

Emotion suppression is an attempt to decrease ongoing emotion-expressive behavior. In the guise of customer being always right, sometimes employee’s rights as an individual get trampled upon. Hence the felt feelings may not be expressed. This lack of equality between felt and expressed emotions might lead to guilt, anger, frustration, or embarrassment. To tolerate this kind of dissonance and work, an employee needs resilience within and optimism to continue. Thus, PsyCap resilience and PsyCap optimism predict emotional suppression in the current study.

5.2.3.5 *Differences in EL of employees across different sectors*

In the industrial and commercial services sector, efficacy and resilience explained emotional consonance significantly. For one to remain balanced in the demonstrative turmoil of emotional labor, particularly in service industry, it is important to develop PsyCap efficacy and PsyCap resilience. In the service sector, separating the product from the delivery of the product is many times impossible. An example of a waiter serving a dish in a restaurant, the dish (product) is important and the way it is served is equally important. Therefore, developing one's assets for coping with stress of a service job, requires an employee to look at self related resources. These could be PsyCap efficacy and PsyCap resilience.

Of the four sectors that employees in the present study belonged to, only for employees in the manufacturing sector did PsyCap explain the variance in for deep acting, emotional consonance and emotional suppression. In this sector product is differentiated from the product provider. Hence PsyCap efficacy, PsyCap hope, and PsyCap resilience – all three can support an employee in display of required emotions.

Healthcare sector is an area where EL is a stark reality but, the present study finds only deep acting being explained by PsyCap resilience. Resilience research can tell us how and why EL happens; how can the nurses compensate or ameliorate the effect of some job related challenges and how can one prevent re-occurrence of such challenges. Healthcare sector needs development of PsyCap resources because the sector does face a high intention to quit and burnout as compared to other sectors (Hämmig, 2018).

In the pharmaceutical and medical research sector, though PsyCap is not explaining the variance significantly for all the components of EL, only PsyCap efficacy explains emotional consonance to some extent. Thus, PsyCap resilience seems to be a key to reducing EL in three of the sectors by increasing deep acting.

5.2.4 Cultivating PsyCap in the workplace

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PsyCap is a malleable psychological resource. It is not an inborn talent, but one learns to be efficacious, hopeful, resilient and optimistic. Hence, an important purpose of the study was to study whether a focused intervention can develop and sustain PsyCap in the working population in India. This intervention was a 16-hour intervention based on the experiential methodology using many exercises. Each of the dimensions of PsyCap i.e. PsyCap efficacy, PsyCap hope, PsyCap optimism and PsyCap resilience were focused on for three and a half hours each. The employees in the control group also underwent an equivalent 16-hour intervention comprising of four soft skills namely, communication skills, team building skills, conflict management skills and problem-solving skills. It was hypothesized that narrowly focused skills training using similar methodology would impact less and should show limited benefit once the participant goes back to functioning in the real world.

Hypothesis H9 states that the post intervention PsyCap scores of the employees undergoing PsyCap development intervention would be different as compared to the control group intervention. The results showed that in case of PsyCap dimensions the intervention was able to influence only PsyCap efficacy of the employees. The intervention began with the icebreaker “Peaks and Valleys experience” (See learning activities for metamorphosis module) This involved sharing of employees’ *peak experiences*. This sharing and also the Tree of Life experience together may have reminded the participant of past successes. These would be the areas in which the participant has been successful. Retrieving mastery experiences from their memory would have helped re-interpret and organize the efficacy judgment generated during the intervention. This may have led to increasing of self efficacy. This finds support in Bandura’s (1997) theory that mastery experiences lead to an increase in the self-efficacy of individuals. Also, since these were group exercises the vicarious learning from other employees would also lead to an increase in PsyCap efficacy. During one such experience, a participant related how as a teenager, he wanted to learn golf but did not have

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the resources for it. When he did muster the resources, he did not have the confidence to approach the club to learn it. Another participant shared that if one can play cricket, then it should not be difficult to learn to play golf and he had also learnt it later in life. This kind of comparison with work associates has been shown to increase efficacy belief (Weinberg et al 1979). The attentional process of salience may have come into play during the strength envelope activity where other group members write down the strengths that they observe in the identified participant. When reading these envelopes, the participant's retention processes and production processes related to modeling in self-efficacy may have been activated. Here one can surmise that increasing PsyCap efficacy is a complex set of interrelated processes. Verbal persuasion also may have increased the PsyCap efficacy through the factor of arousal.

In case of other three dimensions of PsyCap i.e. PsyCap hope, PsyCap resilience and PsyCap optimism, all the dimensions did show an increase but the change was not significantly higher than the control group. This supports the Rosenthal effect. Also Gosselin & Maddux (2003) say that in a self efficacy approach to any intervention the individual seeking it is experiencing a low and an ineffective sense of personal control. The intervention restores this sense of personal control. Hence those employees who underwent the control group intervention, the PsyCap / efficacy increased because any kind of intervention had the potential to restore a sense of control. Hence there is a temporary/ state like increase in PsyCap but it is illusory because the underlying challenges or causes of low sense of personal control have not been worked upon. The dip back to base levels are significant.

5.2.4.1 Effect of the targeted intervention on OCB in employees

Hypothesis H10 stated that the employees participating in the targeted intervention would differ significantly from the employees participating in the control group intervention. This was true for helping, sportsmanship and civic virtues. But this increase immediately after the imparted training did not last for too long. The significant difference in the two

groups reduced mainly because helping behaviors, sportsmanship and civic virtue which had gone down for the control group bounced back to pre-intervention levels. There was no control or booster provided to the employees after the focused intervention. That could be one of the reasons for this challenge.

5.2.4.2 Effect of the targeted intervention on CWB in employees

Hypothesis H11 stated that the employees participating in the targeted intervention would differ significantly from the employees participating in the control group intervention. The interpersonal as well as organizational CWB scores reduced significantly after the administration of the focused intervention. The control group CWB I as well as CWB O remained steady. After a follow up period of three months, the CWB reduction could not be sustained. This can be attributed to human kind's evolutionary bias which leads to people being more alert and vigilant towards negative stimuli. Also, positive events go unnoticed. Negative events are unusual, unexpected – hence they capture attention. Adaptation also has a role to play with positive stimuli telling us everything is fine; negative tell us there is a need for change. Sometimes a single negative component can break the system. But single positive cannot guarantee optimal functioning. Also research has found that negativity has a stronger effect on many things including work relationships (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001).

5.2.4.3 Effect of the targeted intervention on WE in employees

Hypothesis H12 stated that the employees participating in the targeted intervention would differ significantly from the employees participating in the control group intervention. This has been accepted partially as only absorption component of WE has been found to be affected by the intervention significantly. The effect of the intervention waned after a follow up period of three months. Emotion level change requires greater effort to freeze. This

requires organizational as well as peer support too. Hence one can say that contextual support can help in sustenance of WE in employees

5.2.4.4 Effect of the targeted intervention on EL in employees

Hypothesis H13 stated that the employees participating in the targeted intervention would differ significantly from the employees participating in the control group intervention. This hypothesis is rejected because none of the components of EL were significantly different from the pre intervention scores. The follow up scores of EL were also not significantly different.

5.3 Impact of the socio demographic factors on PsyCap and OCB, CWB, WE, EL

Will PsyCap and other variables vary across socio demographic variables or not? This was the research question explored in this section. Impact of Age on PsyCap, OCB, CWB, WE and EL

Maturity is an asset and that is being upheld by the results of the current study. It restores faith in the inbuilt capacities of human beings to aspire for development and progress. Human beings are growth aspiring organisms and that is reflected in the following sections.

5.3.1 Impact of Age on PsyCap, OCB, CWB, WE and EL

5.3.1.1 Impact of age on PsyCap

Age was one of the demographic factors whose impact was studied on PsyCap and all the outcome variables. Hypothesis H14 said that age would not make a difference in PsyCap scores. This has been rejected. It was found that each of the dimensions of PsyCap and overall PsyCap differed significantly across age groups. Efficacy was highest in 36-45 years age group and next was the age group of 46-75 years. Thus, one can observe the maturing impact of age and it also upholds the premise of socio cognitive theory by Bandura (1997) that people are proactive, aspiring organisms. They grow in age and by using greater

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knowledge and means, gain control over their self and also be role models for others as they grow.

In case of hope there is a slight dip in hope in the age group of 26-35 years as compared to young adults and adults above 35 years. This could be due to the stage of marriage and settling down in careers which usually coincides with this age in the Indian context and the additional responsibilities may limit the options available and hence lower hope.

Resilience again follows the maturational trajectory with older adults having higher resilience. It is possible that with work experience in the range of 15-25 years for these adults, the trials and tribulations of work have led to an increase in the coping capacity and it can act as a protective factor. By now a sense of purpose would have been established leading to elevated hope and resilience.

Optimism is not significantly different in different age groups. Thus overall PsyCap is found to be highest in the older age groups of 36-45 years and 46-75 years.

5.3.1.2 Impact of Age on OCB

Hypothesis H14 a said that age would not make a difference in OCB scores. This has been rejected. All the components of OCB differ significantly across various age groups. The older employees in age group of 36-45 years offer much more help as compared to 18-25 years and 26-35 year olds. But, the employees with age group of 46-55 years have lower helping scores as compared to younger employees from all the other age groups. This indicates that they achieve mature and display social responsibility. Probably after attaining the age of 45 years the individual willingness to help goes down if the generativity v/s stagnation identity stage has not been resolved (Erikson & Joan, 1997). This is also corroborated by the peaking of sportsmanship scores peaking at the age of 36- 45 years and then tapering down. Civic virtue scores of employees with ages 18-25, 26- 35 and 36-45

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years were not significantly different but the civic virtues displayed by employees from 46-75 years decreased significantly.

5.3.1.3 *Impact of Age on CWB*

Hypothesis H14b said that age would not make a difference in CWB scores. This has been rejected. The older employees in the age group of 46 – 75 years performed significantly fewer individual counterproductive workplace behaviors than younger employees from age group of 18 – 25 years and employees from the age group 26 – 35 years. This shows that as employees mature in the organization and organizational commitment increases, lesser CWB I are performed. The pattern replicates itself in the CWB O also.

5.3.1.4 *Impact of age on WE*

Hypothesis H14c said that age would not make a difference in WE scores. This has been partially rejected. The study found that dedication is highest in the employees of age group of 36 – 45 years. This implies that older participants are much more dedicated and focused on their work. This could be also because as per developmental psychology lens they would have found meaning in their work and also identified with their work strongly (Erikson & Joan, 1997).

5.3.1.5 *Impact of Age on EL*

Hypothesis H14d said that age would not make a difference in EL scores. This has been partially rejected. EL and its components were not found significantly different in employees experiencing EL except for Deep Acting scores across different age groups of employees. Thus employees across different age groups experience equal amount of emotional labor. Deep acting is used by the employees from the age group of 18 – 25 years as compared to 26 – 35-year-old employees. Thus, in early years the employees feel deeply the emotions that need to be expressed and it is corroborated by nursing area where burnout and intention to leave the profession is at highest level in early years.

5.3.2 Impact of Gender on PsyCap, OCB, CWB, WE and EL

One of the socio demographic variables considered to affect the other variables was Gender. Gender is a subtle yet an important factor which affects organizational life. In an organization, employees occupy different roles. These can be classified as job roles (e.g. engineer, nurse), ascribed roles (e.g. gender, caste, ethnicity) or relational roles (e.g. superior, subordinate, peer). These roles create expectations from the role senders (Katz & Kahn, 1978) which in turn affect the judgements made by the people of the role holders. Because of differential expectations from different roles, there is a high likelihood of dissonance in judgements about self and others. The dissonance may be in the form of

- a) Incongruence among expected behaviors for different roles - wife versus firefighter;
- b) Role conflict - working woman versus mother;
- c) Lack of role fit i.e. assignment of roles by others may not fit with what the role holder is trying to fill - Banker versus daughter.

It is to be noted that the actual behaviors may or may not be required by the job. It is the expectations of the observer (e.g. a supervisor) and these expectations lead to the employee being rewarded (implicitly or explicitly) or punished (implicitly or explicitly).

This interaction between the behavioral expectations from job roles and gender roles may lead to the results that have been obtained in the current study.

5.3.2.1 Gender and PsyCap

It was postulated in **Error! Reference source not found.** that men and women would not differ in PsyCap scores. But it was found that there is a significant difference in PsyCap efficacy with males reporting higher efficacy than females. Usually the stereotypical gender roles can be placed on a single dimension of Instrumentality (masculine) and expressiveness (feminine) (Spence and Hemrich (1980). Instrumental behaviors like independence,

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confidence, are usually self-oriented whereas expressive behaviors like empathy, concern for others are *other* - oriented. The data show here that males rate themselves higher in PsyCap efficacy. This may be due to the fact that self-efficacy or confidence comes under the umbrella of instrumental behavior. Since the tool used in the study PCQ 24 is a self-report tool, it also implies that females rate themselves lower in instrumental behaviors as compared to men maintaining the gender congruence. Since efficacy is a self-oriented behaviour which is not normally associated with the feminine end of the dimension of instrumentality and expressiveness, female employees may have rated themselves lower in this dimension. In case of all the other dimensions, there is no significant difference between males and females. Studies have also shown that females rate themselves lower on different strengths.

5.3.2.2 *Gender and OCB*

It was postulated in **Error! Reference source not found.** that there would not be any difference in males and females in display of OCBs. This hypothesis is rejected because there was a significant difference in men and women in their display of helping behaviors, sportsmanship and civic virtue. Keeping the social role theory (Eagly & Crowley, 1986) in mind, OCB would be more towards the other- oriented dimension of expressiveness in the instrumental expressiveness continuum. Helping behaviors which are an umbrella term for altruism, courtesy, peacekeeping usually consist of behaviors which are related to being considerate of fellow employees. They involve behaviors which affect other people's work such as making sure that one does not create difficulties for other employees or customers or vendors. This kind of concern for others usually fits the feminine stereotype as research has found that females are able to sense others' feelings and needs (Carey et al, 1988; Davis, 1983). Hence though women employees may have displayed helping behaviors, they may not have been perceived as extra-role. It is likely that they may have been perceived as in – role. Research has found that Men and women do not differ on *how much* they help (Eagly &

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Crowley, 1986)'s social role theory, kind of help offered by men and women is different. Men offer more 'heroic' helping where they may risk their well being to help others; or may indulge in 'chivalrous' helping where they may protect individuals weaker than them. Helping behaviors are displayed keeping in mind their congruency with the gender roles. Also, women have been found to have a more modest self image leading to lowering the OCB scores for women employees.

The usage of self-report tool used in the study may have also contributed since gender stereotypes are usually subtle and insidious.

5.3.2.3 Gender and CWB

It was postulated in **Error! Reference source not found.b** that there would not be any difference in males and females in display of CWB. This has been rejected. In case of CWB I females display lesser CWB Is as compared to males. As discussed in the previous section women connect better to the organization and are more committed to the interpersonal relationships in the organization and hence have fewer CWB I scores. In case of CWB O there is no significant difference in males and females.

5.3.2.4 Gender and WE

It was postulated in H16c that there would not be any difference in males and females in display of WE. This has been partially rejected. In case of WE, all the dimensions except vigor do not show a significant difference between men and women. In case of vigor women show a significantly higher degree of vigor as compared to men. The world of work is still not completely open to women and they do face a "glass ceiling". Probably, to prove their worth and rights to be in the workplace they perform their duties more vigorously.

5.3.2.5 Gender and EL

It was postulated in **Error! Reference source not found.d** that there would not be any difference in males and females in display of EL. This has been rejected partially. In case

of EL, there is no significant difference between men and women as far as surface acting goes. In case of deep acting, emotional consonance and emotional suppression, women show a significantly higher level than males. EL is a workplace emotion and the expressiveness dimension of the instrumental expressiveness continuum of the social role theory (Eagly & Crowley, 1986) explains this phenomenon.

5.4 Impact of work related factors on PsyCap, OCB, CWB, WE and EL

The world of work provides us with an identity in life. It is a central concept in one's uniqueness as an individual. It also shapes our personality in adulthood. Hence the impact of having experience in an organization was studied in the present research.

5.4.1.1 *Work experience and PsyCap*

Hypothesis H15 said that work experience would not make a difference in PsyCap scores. This has been rejected. PsyCap and all its dimensions except optimism and PsyCap differ significantly across work experience. The more experienced employees' with work experience of more than 10 years, had higher PsyCap efficacy and hope as compared to employees of 3 to 7 years' work experience. In case of resilience, the employees with less than three years of work experience had significantly lower resilience than those with more than 10 years of work experience. This indicates that higher work experience does impact efficacy, hope and resilience because of their maturity attained with experience.

5.4.1.2 *Work experience and OCB*

Hypothesis H15a said that work experience would not make a difference in OCB scores. This has been rejected. OCB and all the dimensions of OCB differ significantly across work experience. This indicates that 7 to 10 years' experienced employees offer help and perform civic virtues more than 10 years of work experience. Employees with less than three years of work experience showed significantly higher helping behaviors than those with more than 10 years of work experience. This indicates that people who have entered the workforce

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and those who have matured with 7 to 10 years of work experience tend to offer help and display civic virtues but this impact tapers off probably due to long term impact of factors like EL and cynicism creeps in with stagnancy.

5.4.1.3 *Work experience and CWB*

Hypothesis H15b said that work experience would not make a difference in CWB scores. This has been rejected. CWB differs significantly across work experience. Oldest employees work experience of more than 10 years displayed significantly lower CWBs as compared to employees from 3 to 7 years of work experience and 7 to 10 years of work experience. This indicates that greater work experience does impact CWB I. Mean CWB and CWB O scores were significantly lower for employees with more than 10 years of work experience as compared to employees with 7 to 10 years of work experience. This can be explained by the work commitment experienced by the employees of longer work experience in the same organization.

5.4.1.4 *Work experience and WE*

Hypothesis H15c said that work experience would not make a difference in WE scores. This has been partially rejected. All the dimensions of WE except dedication and WE itself, differ significantly across work experience. WE, vigor and dedication of employees with work experience of more than 10 years higher than that of employees with less than 3 and 3 to 7 years of work experience. In case of absorption, the employees with more than ten years of work experience had higher absorption levels than those with lesser work experience. This indicates that higher work experience does impact vigor and absorption experienced.

5.4.1.5 *Work experience and EL*

Hypothesis H15d said that work experience would not make a difference in EL scores. This has been partially rejected. EL and its dimensions do not differ in experience of

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EL across different levels of work experience except emotional suppression. The results show that emotional suppression of employees with work experience of 7 to 10 years is significantly lower from that all the other employees. Again using the Erikson's stages of development (1997) framework, one can say that a sense of generativity and a sense of accomplishment in those years have acted as a buffer against EL which is particularly present in today's workplace.

Thus one can conclude that socio demographic factors and work related factors have affected PsyCap, OCB, CWB, WE and EL.

5.5 Impact of the sector on PsyCap and OCB, CWB, WE, EL

Will PsyCap and other outcome variables vary across different sectors or not? This was the research question explored in this section. The employees belonged to four different sectors i.e. service sector, manufacturing sector, healthcare sector and pharmaceutical sector.

5.5.1 Differences in PsyCap across sectors

It was hypothesized in H17 that there would not be any significant difference in PsyCap scores of employees from different sectors. This has been rejected. All the dimensions of PsyCap differ significantly across sector. It has been found that efficacy, hope and optimism are significantly higher in employees from pharmaceutical research sector as compared to other sectors. Resilience is significantly higher in healthcare sector as compared to other sectors. Efficacy, hope and resilience are significantly lower in the service sector. PsyCap as a whole was highest in employees from the pharmaceutical research sector. The lower PsyCap in service professionals can be explained by the age factor because service sector employees are younger and less seasoned. This can be explained in case of healthcare professionals through the sense of autonomy prevalent in this sector. Particularly interesting is the case of nurses who participated in the current study. The nurses' perception is that the treatment of the patients is controlled by the physician or the doctor, who are at the top of the

hierarchy of the hospital hierarchy, This leads to lowered autonomy and reduction of PsyCap hope. Also, the brunt of the patient's and their relatives' ire is borne by the nurse as they become the buffer between the patient and the doctors leading to learned helplessness.

5.5.2 Differences in OCB across sectors

It was hypothesized in H17a that there would not be any significant difference in OCB scores of employees from different sectors. This has been rejected. All the facets of OCB were found to differ significantly across sector. The results show that helping, sportsmanship and civic virtue are significantly lower in employees from healthcare sector as compared to other sectors. This is a curious phenomenon. All the healthcare employees were either nurses or nursing-in-charges, mainly women. It may be possible that they have interpreted their own behavior in the light of their job role. Their in role behavior of their job profile involves helping patients. The tool measures extra role behavior. So it could be an artifact of the tool. Nursing as a profession has a high burnout rate. This may impact their OCB. The Pharmaceutical research sector is significantly higher in helping, sportsmanship and civic virtue as compared to other sectors. OCB as a whole was highest in employees from the pharmaceutical research sector.

5.5.3 Differences in CWB across sectors

It was hypothesized in H17b that there would not be any significant difference in PsyCap scores of employees from different sectors. This has been rejected. The results show that all the facets of CWB differ significantly across sector. Interpersonal as well as organizational CWB are significantly higher in employees from manufacturing sector as compared to other sectors. CWB as a whole was higher in employees from the service and manufacturing sector. This can probably be explained by the job stressor model. The organizational job stressors which affect an employee from manufacturing sector like performance pressure and increasing targets can lead to anger, frustration or anxiety. These

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are usually followed by job strains. Job strains are coping mechanisms by which an employee tries to reduce stress felt. These can be psychological, physical or behavioural (Jex & Beehr, 1991). In order to manage the felt job strain, an employee may indulge in CWB. It can also be a reaction to unjust behaviours. Studies have shown that CWBs are the behavioural strains which help the employee reduce the stress felt (Penney & Spector, 2005).

5.5.4 Differences in WE across sectors

It was hypothesized in H17c that there would not be any significant difference in WE score of employees from different sectors. This has been rejected. As the results show all the facets of WE differ significantly across sector. Vigor is significantly lower in employees from service sector as compared to other sectors. Dedication is significantly higher in healthcare sector and pharmaceutical research sector as compared to other sectors. Absorption is significantly higher in pharmaceutical research sector as compared to other sectors. All these differences can be attributed to their job role. The service sector involves more of interpersonal interaction; healthcare sector requires totally focused approach because of the criticality of patient care; and research of any kind is a total immersion in the subject. This is supported by the result that WE as a whole is higher in employees from the pharmaceutical research sector.

5.5.5 Differences in EL across sectors

It was hypothesized in H17d that there would not be any significant difference in EL score of employees from different sectors. This has been partially rejected. As the results suggest, all the facets of EL differ significantly across sector, except emotional consonance. It shows that Surface acting, deep acting and emotional suppression are significantly higher in employees from healthcare sector as compared to other sectors. EL as a whole is higher in employees from the healthcare sector. This can find support in the job role of employees.

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Nursing as a profession is an extreme job which involves long hours, emotionally charged atmosphere and being the face of the organization for the patient and patient relatives.

5.5.6 Differences across manufacturing and services sector

Differences in explanatory power of PsyCap in service sector and the healthcare sector can be explained by the fulfilment of need for autonomy. Employees in these two sectors can craft their jobs, have the leniency to approach goals through different methodologies, leading to different pathways. The pathways component of PsyCap hope thus gets fulfilled. This is supported by PsyCap hope being significantly able to explain in case of service professionals and healthcare professionals. Particularly interesting is the case of nurses. Where the nurses' perception is that the treatment of the patients is controlled by the physician or the doctor, who are at the top of the hierarchy of the hospital hierarchy, the PsyCap hope may be reduced. The brunt of the patient's and their relatives' ire is borne by the nurse as they become the buffer between the patient and the doctors. In one of the personal interactions during the data collection one of the nurses had even commented that "we sometimes fear for our lives. One of the relatives of a patient had threatened me that if anything happens to the patient, you will not be spared."

5.6 Relationship between OCB and CWB

OCB in an organization supports its culture and goals. It creates a context for the employees and can be a retention tool. CWB behavior brings the morale of the other employees down and politicizes the culture. Yet the measurement methods and common antecedents have led to the belief that they are two ends of a continuum. But that is not so. A meta-analysis has found modest negative correlation between OCB and CWB. The researcher contends that they are distinct factors in their own right (Dalal, 2005). The weak inverse correlation between the two found in this study between sportsmanship and CWB I finds support in the meta-analysis. This weak correlation helps us in rejecting the hypothesis H18

which said that there is no significant relationship between OCB and CWB. The relationship is weak and that too only with sportsmanship component. This implies that employees which are true sports are least likely to indulge in counterproductive workplace behaviors.

5.7 Relationship between OCB and WE

OCB and WE are desirable workplace behaviors and emotions respectively. Each supports the organizational culture and context and should benefit in the effective performance of the organization. The two may be drawing from the same personal resource bank of the employees and a study shows WE can play a moderating role between PsyCap and OCB (Gupta, Mussarat, & Reddy, 2017) but the relationship has to still be tested empirically and conceptually. In this study we find that there is a weak significant correlation between OCB and WE ($r = .10$, $p = .03$). Thus the hypothesis H19 stating that there is no significant relationship between OCB and WE is rejected. This suggests that personal resources like PsyCap do have a role to play in both.

5.8 Relationship between OCB and EL

OCB is an extra role behavior. Those employees who are satisfied with their jobs, and not experiencing emotional labor, would be able to perform OCBs. This helps us visualize that there would be negative relationship between the two. The mediator can be stress experienced by the employee too. If an employee experiences high emotional labor in a job role, his/her personal resources would be engaged in managing EL rather than helping others or working for the benefit of the organization. The present study shows that negative relation exists between OCB and EL (See **Error! Reference source not found.**) but reaches significance only between sportsmanship and surface acting ($r = .12$, $p = .008$) and civic virtue and emotional suppression ($r = -.11$, $p = .016$). This implies that employees who are sporty, in the interest of the organization are likely perform surface acting. This also implies that those who are suppressing their true emotions are not likely to perform civic virtues like

staying back in the interest of the organization. Thus hypothesis H20 that there is no significant relationship between OCB and EL is partially rejected. More research is required to conclude regarding this.

5.9 Relationship between CWB and EL

One of the antecedents of CWB is job stress (Salami, 2010) and EL can be one of the causes for job stress. Thus EL leading to job stress which in turn can lead to CWB can be hypothesized and tested. The present study supports this empirically. Modest correlations are present between surface acting and CWB ($r = .22, p < .001$) CWB I ($r = .19, p < .001$) and CWB O ($r = .21, p < .001$). This suggests that employees who are doing surface acting are more likely to engage in CWB, CWB I and CWB O. Weak negative correlations are also present between emotional suppression and CWB ($r = -.09, p = .036$) and CWB I ($r = -.13, p = .004$). This implies that those employees who suppress their emotions are likely to perform CWB against their colleagues, superiors. Thus we reject the hypothesis H21 that there is no significant relationship between CWB and EL.

5.10 Relationship between CWB and WE

When an employee is immersed in his/her work deeply, he/she derives great satisfaction from the work itself. For some time, the outside reality ceases to exist. This high energy and emotional state probably will not allow for petty behaviours against co-workers like indulging in malicious gossip. The present study supports this logic. WE has significant negative correlations with CWB, CWB I and CWB O. Vigor has significant negative correlations with CWB I, CWB I and CWB O. Dedication also has significant negative correlations with CWB, CWB I and CWB O. Absorption also has significant negative correlations with CWB, CWB I and CWB O. Hence we reject the hypothesis H22 that there is no significant relationship between CWB and WE. Thus we can say that employees who

are highly engaged in their work, vigorous, dedicated to their work and deeply absorbed in their work are less likely to indulge in CWB I or CWB O.

5.11 Relationship between WE and EL

WE and EL are both factors which are related to the employee's emotions. Today delivering the 'service with a smile' and being 'engaged with your work' have become buzzwords. In fact, it has led to burgeoning of popular literature on emotional intelligence (Cooper & Sawaf, 1997; Goleman, 2004) and being present. But this has led to commoditization of emotions too leading to EL for employees performing the service. Thus, the study finds there is an inverse relationship between surface acting and WE, though the relationship fails to reach significance. Curiously in case of deep acting, emotional consonance and emotional suppression there is a positive correlation with respectively. Thus one can say that in depth immersion can sometimes lead to deep acting, emotional consonance and emotional suppression too. In case of extreme cases of WE, one can be pushed towards workaholism if it suppresses authentic emotions, though the researchers who have worked on WE earlier, feel that employees who have high WE also have other interests. But in Indian context, it may not be true and here staying back after office hours is considered as a sign of dedication, a WE component. Thus we reject the hypothesis H23 that there is no significant relationship between WE and EL but it requires more research from Indian workplace and culture perspective.