

Abstract

The present study investigated the impact of Psychological Capital (PsyCap) on workplace behaviors and workplace emotions and also studied the impact of a focused intervention on whether PsyCap can be developed in employees in private sector. The employees included 535 working professionals from four different sectors viz. industrial and commercial service sector, manufacturing goods sector, healthcare sector and pharmaceutical research sector from western India. There were 344 men and 191 women surveyed in the study with age ranging from 19 years to 72 years with a mean of 34.61 years and SD 9.10 years. The study was conducted in three phases with a survey of PsyCap and outcome variables in Phase I. In Phase II employees who were below or equal to the median PsyCap score were invited for an intervention. The experimental intervention was a focused PsyCap development intervention developing all the four dimensions of PsyCap efficacy, hope, resilience and optimism and the matched control group was given the soft skills intervention training employees on communication skills, team building skills, conflict management skills and problem solving skills. In Phase III the employees were again tested on the same tools after a period of three months. The findings show that PsyCap significantly explains organizational citizenship behavior (OCB) especially sportsmanship. It also explains counterproductive workplace behavior (CWB) showing that PsyCap does have a role to play in managing OCB and CWB. PsyCap significantly also explains the variance in work engagement (WE) and emotional Labor (EL). The study also showed that PsyCap is malleable to development and can be developed in field setting but the impact of the intervention wanes after a period of time. The organization needs to work on providing support post intervention to sustain the impact. This will lead to flourishing of employees. If there are any systemic issues which led to reduction of PsyCap in the first place, they have to be worked upon.

DEVELOPMENT OF MODULE ON PSYCHOLOGICAL CAPITAL

Some important and striking findings include relations between PsyCap and Organizational Citizenship Behavior. Though PsyCap and OCB are correlated positively, high PsyCap employees may not be very helpful but may display civic virtues and sportsmanship behaviors. The results show that all the dimensions of OCB underwent a significant increase immediately after the intervention. Thus, the increased PsyCap efficacy and optimism led to higher levels of helping, sportsmanship and civic virtue behaviour.

Counterproductive workplace behaviors are reduced by the presence of high PsyCap in employees. This leads to lesser behaviors which hurt colleagues and the organization as a whole.

It is possible to reduce CWB I as well as CWB O using PsyCap development.

PsyCap and its dimensions and WE and its components have been shown to be strongly correlated. Increasing PsyCap can lead to increase in WE.

PsyCap and its dimensions have been shown to negatively affecting all components of EL except surface acting and PsyCap resilience has been shown to play a significant role in reducing EL.

One can conclude that outcomes of positivity are difficult to achieve and even more difficult to maintain. Hence to make up for this negative bias, one can intensify the frequency of positive experiences and interactions.

This study has implications for development and growth of employees in different sectors.

The intervention cannot be one size fits all. It has to be customized according to the age group of the employees, their gender, the kind of industry that they belong to and the kind of work experience that they have. High performance organizations need to work on their human resources consistently and over a period of time if they have to achieve their potential.