

PSYCHOLOGICAL CAPITAL AS A PREDICTOR OF SUBJECTIVE WELL-BEING AND CAREER COMMITMENT

Ph.D. THESIS

by

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**DEPARTMENT OF HUMANITIES AND SOCIAL SCIENCES
INDIAN INSTITUTE OF TECHNOLOGY ROORKEE
ROORKEE – 247 667 (INDIA)
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A THESIS

*Submitted in partial fulfilment of the
requirements for the award of the degree*

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CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled **“PSYCHOLOGICAL CAPITAL AS A PREDICTOR OF SUBJECTIVE WELL-BEING AND CAREER COMMITMENT”** in partial fulfilment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Humanities and Social Sciences of the Indian Institute of Technology Roorkee, Roorkee is an authentic record of my own work carried out during a period from July, 2014 to October, 2018 under the supervision of Dr. Renu Rastogi, Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institution.

(HANSIKA SINGHAL)

This is to certify that the above statement made by the candidate is correct to the best of my knowledge.

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ABSTRACT

The field of psychology has seen a shift of focus from studying dysfunctional behavior to focusing on the positive capabilities of the employees and strengthening them. Positive organizational behavior has been given importance by researchers and professionals alike to give a boost to the researches in this area. By concentrating on the human capacities, it will directly impact the organizational productivity and employees' well-being. Keeping in mind the role of positive emotions in the key organizational domains this research attempted to study the relationship between three positive psychological constructs i.e., psychological capital, subjective well-being and career commitment. Each construct's dimensions were also studied for their relationships with other dimensions. The research was carried out with the view of serving two purposes. Firstly, the aim was to explore psychological capital as a predictor of subjective well-being and career commitment in the employees working in Indian manufacturing sector. Secondly, the intention was to probe the role of subjective well-being as a mediator in the relationship between psychological capital and career commitment. It was hypothesized that people high on psychological capital will experience higher levels of career commitment in part because they also tend to experience higher feelings of subjective well-being than do people low on psychological capital. Statistically, subjective well-being was expected to eliminate or significantly reduce the relationship between psychological capital and career commitment.

A quantitative survey-based research design employing data from 314 employees in the National Capital Region (NCR) was used in the present research. To test the same, the respondents filled psychological capital (2007) questionnaire (Luthans, Avolio, Avey, & Norman, 2007a), measure of life satisfaction (Diener, Emmons, Larsen, & Griffin, 1985a), positive and negative affect schedule (PANAS) (Watson, Clark, & Tellegen, 1988) and a career commitment measure (Carson & Bedeian, 1994). The analysis was performed with the help of SPSS[®]21, AMOS[®]24 and PROCESS. Firstly, the data was checked for: missing values, normality through skewness and kurtosis, assessment of non-multicollinearity through variance inflation factors (VIF) and common method bias with the help of Harman's single factor. Secondly, reliability using internal consistency coefficients, convergent and discriminant validity using Confirmatory Factor Analysis (CFA) were calculated. Thereafter, descriptive analysis was undertaken. Lastly, testing of the hypotheses was performed using correlational analysis, multiple hierarchical regression and conditional process analysis

The results demonstrated that psychological capital acted as a predictor of subjective well-being and career commitment. Further, mediation analysis stated that the relationship between psychological capital and career commitment was significantly reduced when subjective well-being was controlled statistically. Hence, subjective well-being acted as a partial mediator.

This study suggests that in order for organizations to have a workforce committed to their career and hence, their profession, the supervisors will need to train the employees having a higher incidence of psychological capital with a view to further increase their subjective well-being. Consequently, the supervisors will in turn need to recruit employees already having the four dimensions of psychological capital i.e. hope, efficacy, resilience and optimism at the workplace in order for them to have a higher life satisfaction, positive affect, reduced negative affect (three components of subjective well-being) and increased career identity, career resilience and career planning (three components of career commitment). The present study advances the existing work on positive organizational behavior by exhibiting the noteworthy role of psychological capital in predicting subjective well-being and career commitment. Further, it helps in demonstrating the inevitable role of subjective well-being in partially mediating the relationship between psychological capital and career commitment.

Key words: Psychological Capital, Subjective Well-Being, Career Commitment, Manufacturing sector, Mediation, PROCESS analysis

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LIST OF ABBREVIATIONS

PsyCap	Psychological Capital
SWB	Subjective Well-Being
CC	Career Commitment
HERO	Hope, Efficacy, Resilience, Optimism
PANAS	Positive And Negative Affect Schedule
HRD	Human Resource Development
EI	Emotional Intelligence
OCB	Organizational Citizenship Behaviour
SDT	Self-Determination Theory
IV	Independent Variable
DV	Dependent Variable
CV	Control Variable
SD	Standard Deviation
CFA	Confirmatory Factor Analysis

Chapter I

Introduction

The contemporary researchers have restored their faith in the area of positive organizational behavior since it puts forward the need for adopting a positive approach while learning about human beings, organizations and their combination (Luthans, Bruce, Avolio, James, Avey & Steven, 2007). While the current forces are catapulting people to negativity, the field of psychology has seen a shift of focus from studying dysfunctional behavior to the development of healthy individuals. The present research was embarked upon with a view to expand the research on positive organizational behavior with the help of self-determination theory (Ryan & Deci, 2000) and its application to the workplace. Self-determination theory's basic premise is that all human beings have an inborn tendency to be productive and construct an enlarged and consolidated sense of self. They seek to form affiliations with themselves, other individuals and groups within their communities. Furthermore, personal well-being and social development is enhanced when the need for autonomy, competence and belongingness is fulfilled.

The present research focuses on increasing career commitment of the employees by strengthening their positive capabilities in terms of psychological capital and subjective well-being. Psychological capital is related to various positive outcomes like employee satisfaction, low turnover intention, favorable organizational climate, OCB and employee productivity. It is a human component of an employee which directly impacts their inherent strengths and leads to an organization level phenomenon in terms of career commitment. This link goes one step further in saying that positive attributes will directly increase the commitment towards career and thus, would manifest itself in the form of organizational productivity. If employees will show commitment towards their career then they can never go wrong in working effectively for their organizations and hence, it indirectly becomes an organization level phenomenon too. The past researches had established a positive relationship between psychological capital and career commitment (Ballout, 2009; Niu, 2010). This relationship becomes stronger with the addition of subjective well-being acting as a mediating variable. This means that if employees will be given training on how to elevate their positive affect, life satisfaction and reduce

negative affect (three dimensions of subjective well-being) then, their positive capabilities in terms of hope, resilience, efficacy and optimism will lead to a greater organizational outcome in terms of increased career commitment.

Keeping in mind the role of positive emotions in the key organizational domains the research was carried out with the view of serving two purposes. Firstly, the aim was to explore psychological capital as a predictor of subjective well-being and career commitment in the employees working in Indian manufacturing sector. Secondly, the intention was to probe the role of subjective well-being as a mediator in the relationship between psychological capital and career commitment. It was hypothesized that people high on psychological capital will experience higher levels of career commitment in part because they also tend to experience higher feelings of subjective well-being than do people low on psychological capital. Statistically, subjective well-being was expected to eliminate or significantly reduce the relationship between psychological capital and career commitment.

1.1 NECESSITY IN THE INDIAN ORGANIZATIONAL CONTEXT AND MANUFACTURING SECTOR

The relevance of the study in the Indian context originates from the serious need to bring about a congruence in the lives of Indian employees through positive psychology as the current India has been born out of two cultures; one that is emotional and rooted in conventional agrarian ideology and the other is cognitive and being pulled towards surfacing technology. Positive psychology's prevailing endeavors comply with the Western notion of self and identity as being free, expressive and autonomous in that failing to be cognizant of Asian cultures that believe the self to be respectful, obedient, dutiful and obliged. The notion of identity in Indian culture is more extended and inclusive in nature (Christopher & Hickinbottom, 2008). There is no dearth of researches claiming that the subjective well-being as a construct has been researched more in a western than eastern context (Stocks, April, & Lynton, 2012) but what makes this study relevant in the Indian context is the fact that subjective well-being is influenced by the disparities between individualism and collectivism (Diener, Diener & Diener, 1995). India being a collectivist society has a diverse cultural and societal background as it has citizens speaking more than fifteen officially identified languages, practicing seven recognized religions and having different castes (Biswas & Varma, 2007). Indians derive their meaning of life from five domains namely family, spiritual, social, recreational and sexual. Consequently, this ethos of the Indian identity has a direct impact on management system and proceedings (Arora & Rangnekar, 2015).

The onset of liberalization brought about a series of changes in the Indian business setting and the managerial processes affecting the cognitive and non-cognitive aspects of employees (Biswas, 2010). Currently, the capital and labor-intensive Indian manufacturing sector is undergoing a difficult phase and a weak improvement; the period of April-September 2014-2015 saw a mere two percent growth. There are various issues plaguing this sector like attrition, indiscipline, labor protest, interruption of floor operations, vandalism of machinery and sometimes casualties of human lives also (Hayat, 2014). The current attrition was recorded at 19 percent posing a threat to the automobile and manufacturing sector (“India Inc may see attrition rates as high as 31% - Times of India,” 2012). Numerous challenges including leadership concerns, allowance decisions and career prospects will inevitably lower the retention, commitment and emotional well-being of the employees (Bhalerao & Kumar, 2016). Additionally, an analysis of the literature displayed a dearth of empirical researches in the field of Indian manufacturing industries (Nair, 2012). Thereby, considering the necessity to instill positive psychological capabilities and affective competencies in the employees it was decided to study the manufacturing sector in order to fill the lacuna in the current literature.

1.2 CONCEPTUALIZATION OF VARIABLES

1.2.1 Psychological Capital (PsyCap)

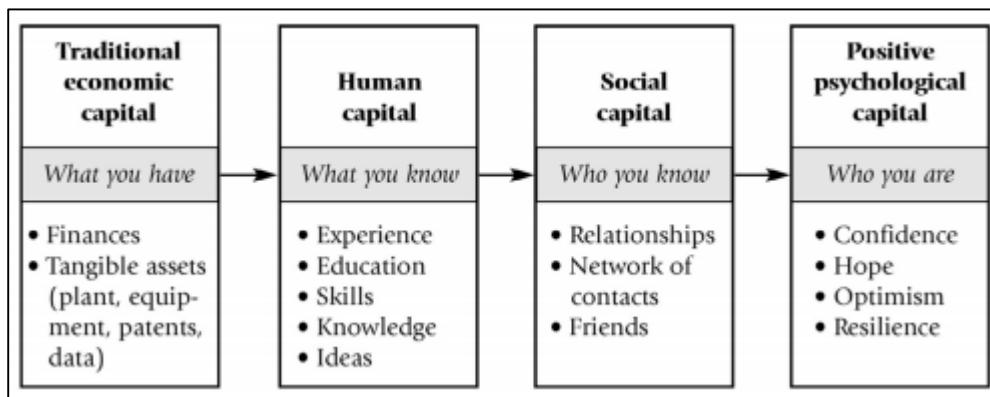
The term PsyCap originated in “postmodern positive psychology” (Wyk, 2013). It consisted of the strengths and positive aspects of human behavior in form of four basic components- Hope, Self-Efficacy, Resilience and Optimism (HERO). These basic components or psychological capacities had existed and been in popular research much before the introduction of Psychological capital that acted to unite them. It can be defined as “an individual’s positive psychological state of development and is characterized by: (a) having confidence to take on, and put in the necessary effort to succeed at, challenging tasks (self-efficacy); (b) making a positive attribution about succeeding now and in the future (optimism); (c) persevering toward goals and, when necessary, redirecting paths to goals in order to succeed (hope); and (d) when beset by problems and adversity, sustaining and bouncing back up and even beyond to attain success (resiliency)” (Luthans, Youssef, & Avolio, 2007).

PsyCap components are largely believed to be measurable, developable, and effectively controllable (Keles, 2011). For instance, in the Indian context, Khan (2013) found out that educational encouragement helped in growth of positive psychological capacities and subjective-well-being in adolescents. Another study showed that Psychological resource training helped in major gains in cross-cultural PsyCap, positive emotions and cultural

intelligence. It also led to decreases in ethnocentrism (Reichard, Dollwet, & Louw-Potgieter, 2014). Luthans, Avey, and Patera (2008) found that a highly focused, 2-hour web-based training intervention effectively developed psychological capital levels. In another study, Luthans and associates presented a micro-intervention to develop psychological capital (Luthans, Avey, Avolio, Norman, & Combs, 2006). Their study showed that PsyCap Intervention (PCI) had financial impact and high return on investment.

It had been shown to have varied implications. A study done on the youth of India found a positive correlation between giving knowledge on environmental danger and development of concern for the environment in the youth. This consciousness towards the environment can be generated because of a positive affect in youth and making a commitment towards the greater use of green products whatsoever be the costs (Yadav & Swaroop, 2016).

Figure 1.1 Expanding Capital for Competitive Advantage (Luthans et al., 2004)



In relation to Figure 1.1, it can be said that while organizations have started investing in human and social capital, it is now time to move beyond that and develop the psychological capital also. Tangible assets of the organization have been tapped on for a long period of time. But there is a need to shift focus from traditional economic capital to psychological capital. It can be managed and modified for more effective performance.

1.2.2 Subjective Well-Being (SWB)

Subjective well-being (SWB) is the person's evaluation of her/his own life which includes firstly, an affective component that caters to the positive affect (experiencing pleasant emotions and mood) and negative affect (experiencing unpleasant emotions and mood) and secondly, a cognitive component that measures life satisfaction (Diener, Suh, & Oishi, 1997). The word 'subjective' denotes innate perspectives of the respondents without enforcing any extraneous frame of reference. It measures a person's stable feelings of well-being and not momentary moods. The basis for the link was grounded in the fact that PsyCap comprised the personal traits that influenced the SWB of the employees by a way of equipping them with personal growth, autonomy, purposeful life and positive relations (Cole, Daly, & Mak, 2009). SWB is a term that envelops the different routes in which individuals assess their lives, including life fulfillment, feelings, fulfillment with spaces, for example, work and well-being, sentiments of satisfaction and importance, and low levels of unpalatable feelings. The possibility of SWB or bliss has interested masterminds for centuries, in spite of the fact that it is just as of late that it has been measured and examined efficiently (Diener et al., 1997).

It's a broad umbrella term inclusive of individual's evaluation of overall positive affect, negative affect and life satisfaction. Since it includes broad appraisals (such as health satisfaction judgments) and specific feelings, it has been recognized as not being a single unitary entity (Diener et al., 2017). SWB has been identified to be significantly associated with coping (Antaramian, Kamble, & Huebner, 2016), cognitive health (Banjare, Dwivedi, & Pradhan, 2015), religiosity (Abdel-Khalek, 2013), social support (Ronen, Hamama, Rosenbaum, & Mishely-Yarlap, 2016), family support (Schnettler et al., 2015), age of child (Qian & Knoester, 2015), body-mass index (Linna et al., 2013), fertility (Raque-Bogdan & Hoffman, 2015), and pro social spending (Aknin et al., 2013) in general context. At the societal level, it has been found to be associated with employment (van der Meer, 2014), education and income (Agrawal et al., 2011), economic wealth (Tay & Kuykendall, 2013), income inequality (Rözer & Kraaykamp, 2013), whether the country is developed or developing (Crum & Chen, 2015) and socio-cultural environment (Meisenberg & Woodley, 2015).

In organizational context in specific, a review of recent studies (Diener, 2012) highlighted success in workplace, job satisfaction and organizational citizenship behavior to be outcomes of SWB. It is found to be related with ethical leadership (Yang, 2014). Life satisfaction, positive affect and negative affect are uniquely associated with vocational exploration and commitment (Demirtaş, 2010).

The SWB score should reflect the experience of a high level of positive affect, a low level of negative affect and a high degree of satisfaction with one's life. Research has provided empirical evidence that these three components are moderately correlated and relatively independent (Albuquerque, de Lima, Figueiredo, & Matos, 2012). For instance, it was proposed that cognitive and affective components aren't completely independent as both depend on evaluations, but are dissimilar in some degree and can offer complementary information if measured independently (Pavot & Diener, 1993). These components are found to sometimes behave differently over time and are linked to other variables (De Haes, Pennink, & Welvaart, 1987). In a study of some of the organizations in the industrial district of Kathmandu, it was found that internal environment like leadership that is able to promote attitudes among the employees like hope and motivation, also creates a positive co-relation to the career identity, career resilience among the employees and to the overall organizational excellence (Ojha, 2015).

Affect is mostly theorized as having specific action tendencies (i.e., discrete behavioral response patterns) which are associated with particular feeling states (Frijda, Kuipers, & ter Schure, 1989). For example, an individual would want to escape a threatening situation due to fear. Researchers have provided empirical evidence in support of distinction between positive and negative affective states as they produce distinct physiological responses in brain regions. Negative affect has potential to serve adaptive functions in terms of specific action tendencies, for instance, the fight or flight response. Stressful situations narrow the person's attention, which allows the individual to respond quickly (and, most probably, more effectively). For instance, fear prompts individuals to escape threatening situations (Frijda et al., 1989). Positive affect is likely to have specific long-term benefits, allowing more flexibility in decision making by broadening one's repertoire of thoughts and behaviors (Fredrickson, 2013).

Structural theories of SWB assume that positive affect and negative affect are independent. Empirical research is broadly consistent with this assumption. Although positive affect and negative affect are sometimes not strictly independent or orthogonal ($r = .00$), negative correlations are often weak to moderate. Furthermore, positive affect and negative affect have distinct causes and can even co-occur at the same moment, although not at full intensity (Schimmack, 2008).

The scientific studies in this area have grown rapidly since the 60s, exploring its structure and measurement, making cross-cultural comparisons and finding predictive variables. While various scales exist that provide measurement for affective well-being, most

studies have given less attention to the life satisfaction component (Diener, Emmons, Larsen, & Griffin, 1985b). Although life satisfaction reflects the impact of life events and mood states, it also extends beyond the transitory nature of such influences. Life satisfaction involves assessment of quality of life on one's own unique criteria and hence is a judgmental process (Shin & Johnson, 1978). It is assumed that one makes comparisons, in terms of the present conditions of life and the standards that one wants to achieve and to the degree that these conditions match, life satisfaction is present (Pavot & Diener, 1993).

1.2.3 Career Commitment

Career commitment is an individual's "motivation to work in a chosen vocation" (Carson & Bedeian, 1994) or in a particular career field. However, some researchers choose to avoid this term because of ambiguity associated with it (Meyer, Allen, & Smith, 1993). Others choose to use occupational commitment (Lee, Carswell, & Allen, 2000) and yet others use these two terms interchangeably. Career commitment is a valuable factor because its character is longitudinal. It's is widely conceptualized as having three dimensions namely career identity, career resilience and career planning. Carson and Bedeian (1994) believed career, vocation, occupation and profession to have the same definition. They too believed career-commitment to be multidimensional, with the following components- (1) Career planning commitment- which includes setting one's career goals and outlining one's career needs, (2) Career identity commitment- identifying with the career and being emotionally involved in it, and (3) career resilience commitment- standing firmly against career disruption in face of adversity.

The terms career commitment and organizational commitment differ widely. Both measure different phenomenon and constitute different sub dimensions. Meyer, Allen, and Smith (1993) outlined organizational commitment's three dimensions as "continuance", "affective" and "normative" commitment. According to these researchers, commitment refers to a psychological state outlining worker's relation with organization and effecting the decision to remain a member of the organization. The nature of commitment varies with its types and individuals can have different degrees of all these types. This also applies to forms of career commitment. Continuance commitment is commitment to career due to the perceived high costs of leaving it as compared to the accumulated investments made in the career. Affective commitment involves emotional attachment to a career, desire to not leave it and positive identification with it (Meyer et al., 1993). Socialization experiences lead to the making of normative commitment which stresses the appropriateness of remaining in a field of work.

According to Meyer and Allen (1991), a better understanding can be achieved by considering all the three forms together.

Career commitment has been empirically shown to be significantly related to job satisfaction (Zhang, Wu, Miao, Yan, & Peng, 2014), career success and career satisfaction (Srikanth & Israel, 2012), professional identity (Wilson, Liddell, Hirschy, & Pasquesi, 2016), burnout (Orkibi, 2016), organizational commitment (Duffy, Dik, & Steger, 2011), autonomy and performance (Carden, 2007), learning transfer (Kasemsap, n.d.), perceived fit (Carless, 2005) and such. It is thus a variable with important implications in organizational setting. In recent years, it has seen a growth in importance as it proves to be an essential source of occupational meaning and continuity in face of difficult organizational circumstances (Aryee, Chay, & Chew, 1994). Higher commitment is positively linked with skill development and negatively linked with low withdrawal intention, from both career and job (Koslowsky, Weisberg, Yaniv, & Zaitman-Speiser, 2012; Aryee & Tan, 1992).

1.3 RESEARCH GAPS

1.3.1 Psychological Capital (PsyCap) and Subjective Well-Being (SWB)

In organizational context in specific, a review of recent studies (Diener, 2012) highlighted success in workplace, job satisfaction and organizational citizenship behavior to be outcomes of SWB. SWB is found to be related with ethical leadership (Yang, 2014). Life satisfaction, positive affect and negative affect are uniquely associated with vocational exploration and commitment (Demirtaş, 2010).

In the organizational context, a lack of direct evidence has been noticed in indicating the relationship between - PsyCap and SWB (Li et al., 2014). Fewer studies are found when the search of this evidence is limited to the Indian context. In Non-Indian context, notable studies in organizational field include research by Li and associates (2014), who found a fairly strong correlation between PsyCap and SWB as well as between each psychological capacity and SWB and indicated that PsyCap actively played the role of a mediating variable between social support and SWB. Cole, Daly, and Mak (2009) recommended that a person's psychological capacities moderate the influence of unemployment on his/her well-being and PsyCap helps in re-employment. Culbertson, Fullagar and Mills (2010) showed that employee's PsyCap and well-being shared a positive relationship. Avey and associates (2010) discovered a temporal reliability bearing on the worker's well-being. Also, many employee-centered policies have been proposed with the long term view of having productive employees and retaining them (Ojha, 2013).

Other studies in Non-Indian context usually take adolescents and undergraduate students as their subjects, exploring a wide range of relationships such as role of perceived stress and self-efficacy in influencing life satisfaction (Burger & Samuel, 2017), link from resilience and psychological vulnerability to SWB through Hope (Satici, 2016) and role of PsyCap in predicting emotions and SWB among adolescents (Afzal, Atta, & Malik, 2016). Most of the times, a single psychological capacity is studied in relation to a single indicator of SWB (Demirli, Türkmen, & Arık, 2015, Altundağ & Bulut, 2014). At other times, relations are studied in specific contexts such as in the case of burn patients, adolescents with divorced parents, mastery of depression and anxiety and social support.

Within Indian context, notable studies exploring the relationship among these variables are handful. Dwivedi and Rastogi (2017) showed that hope and life satisfaction are significantly correlated and life satisfaction is significantly predicted by hope in undergraduate students. Bajaj and Pande (2016) found that the relationship between mindfulness and components of SWB is partially mediated by resilience. Ansari, Sajid, and Khan (2015) found self-efficacy to be a predictor of life satisfaction. Kapila and Kumar (2015) studied the variables in context of divorced women and found significant correlation between life satisfaction and resilience. Khan (2013) examined the association of constructive psychological assets and its components with subjective well-being in engineering students. An important research by Khan and Husain (2010) found the connection among PsyCap and SWB to be moderated by social support.

Thus, it can be concluded that a body of literature, that is steadily growing, exists to reveal significant relationships. However, it is also safe to conclude that this research body is in its primordial stage in India. It can be noted that studies devoted to SWB in India cover dynamic contexts such as castes and comparison between castes (Fontaine & Yamada, 2014), women's autonomy (de Hoop, van Kempen, Linssen, & van Eerdewijk, 2014), life satisfaction among rural elderly (Banjare et al., 2015), SWB in Hindu adolescents (Antaramian et al., 2016) and such. A literature review by James and Suresh (2016) summarizes states of PsyCap researches in India, noting that most studies are done in field of information technology covering basic themes of commitment and OCB, job satisfaction, leadership and well-being. When it comes to researches looking at the association between PsyCap and SWB in the Indian manufacturing sector it is quite clear that not only is there a lack of it but that of those existing, most focus on dimensions of the variables rather than the variable in its entirety. Among these studies, to the knowledge of the researcher, samples for quantitative researches have ranged

from a barely sufficient sample of 60 teenagers (Rani & Midha, 2014) to participation of 568 adults (Gayathri & Karthikeyan, 2016). There is also a curious lack of qualitative studies on this issue in India.

Aforementioned studies have already shown how both SWB and PsyCap impact multiple variables in social and especially in the organizational setting and also how they play important mediating roles. It is thus likely that they affect each other or work together to impact many more outcomes than studied. For example, He et al. (2013) found that resilience partially mediated the relationship between dispositional optimism and SWB. Bajaj and Pande (2016) showed that the relationship between mindfulness and life satisfaction, affective components of SWB was partially mediated by resilience. A study done on a random selection of 162 public servants in Malaysia, relates the stress levels with the workplace deviant behavior and states a positive relationship between the two (Halim et al., 2011). Thus, if stress at the workplace will go up in the absence of positive outlook of the employees then it will create a negative impact on job performance too. Hence, maintaining positivity becomes an imperative task at the workplace.

It is also vital to note that variables do not have uniform effect on PsyCap or SWB or the relationship between them. Prosocial spending has been associated with greater SWB around the world (Aknin et al., 2013) but most other variables have differing associations with change in socio-economic factors. An example is self-employment. Self-employed men were found to be meaningfully happier than males employed for someone else in less developed countries (Crum & Chen, 2015).

Some Western studies have also given a strong correlation between the two and while a few rare studies do study this correlation in the Indian context, it is vital to verify the strength of this association as culture and age can have influence on any of those variables. For example, SWB and PsyCap have a correlation of .35 ($p < 0.01$) in China with a sample of 381 undergraduate students (Li et al., 2014) while in Pakistan, with a sample of 640 adolescents, this correlation is .46 ($p < 0.01$). In India, hope and life satisfaction correlate at .238 ($p < 0.01$) with a sample of 140 undergraduate students (Dwivedi & Rastogi, 2017) while in 1,419 Chinese young adults the correlation between hope and life satisfaction is .65 ($p < 0.001$) (Mak, Ng, & Wong, 2011). In India, a study shows correlation between resilience and life satisfaction to be .29 ($p < 0.01$) in a sample of 327 undergraduate students (Bajaj & Pande, 2016). Another study based in Turkey on a sample of 144 adolescent students whose parents are divorced show the correlation between resilience and life satisfaction to be .64 ($p < 0.01$) (Altundağ & Bulut,

2014). These studies show that it is difficult to generalize the results of one nation or one context on others, necessitating exploration and confirmation over simply accepting previous, mostly Western studies at face value.

At the same time, existing research gives us an idea about how the two variables or their subparts could be related. For instance, Snyder (2002) believed that hope acts as a motivation and plays a deterrent role for individuals with inferior well-being. Those with high hope are likely to work around problems than low-hopers who are likely to remain stuck when faced with obstructions. This has the potential to significantly impact one's perceived life satisfaction. Studies also show that hope is a vital predictor of life satisfaction (Peterson & Seligman, 2004) and has a distinctive variance in forecasting well-being (Vacek, Coyle, & Vera, 2010). Similarly, Tugade and Fredrickson (2004) believed that resilient people bounce back from adversity using positive emotions which may be the factor effectively linking it to positive affect indicator or SWB.

To summarize, the lack of sufficient research on the relation between SWB and PsyCap, (especially if the variables studied in entirety and their components) as well as present studies in the Western and Indian context that indicate possibility of strong relation between the two variables make it imperative to examine this relationship in a wide variety of contexts in India. This will contribute to betterment of society, add on the Indian body of literature and facilitate understanding of variables that have a significant impact on work-related outcomes and can influence foundations on which organizations work.

1.3.2 Psychological Capital (PsyCap) and Career Commitment

Blau defined Career Commitment as 'one's attitude towards one's profession or vocation' (Blau, 1988). Career commitment in general encompasses the growth of goals in a particular career and the involvement and identification with those goals. The career is the term which is broadly known as the consideration of role related experience in the lifelong sequence of an individual (Briscoe & Hall, 2006). It is also known as the motivation of an individual to work in chosen vocation. Even though career commitment is the significant ambition of a person in the organization to gain the occupational meaning, the continuity of the organization is less to provide secured or career related jobs explains (Karavardar, 2014).

The various strategies like technology, quality, leadership, marketing, structure and managing people are related to change levers which in turn form the organization committees and all the strategies can only be maintained by the career commitment of employees. High

career commitment along with self-efficacy will result in both career success and organizational performance.

Employee's commitment plays a major role in the growth, performance and development of an organization if that job is his/her career job. Career committed employees can serve the organization better and the organization can make the employees satisfied and more committed towards the work with increased motivation, resolving the issue of turnover as well as absenteeism. The concept of the career commitment in an organization has occupied greatest attention of researchers as well as scholars in psychology, business administration department and many other practitioners.

The career commitment creates the high level of engagement in an employee through the connection, authentic recognition and engagement to maximize the performance of the company to achieve the required results. Career commitment was conceptualized as having three dimensions namely career identity, career planning and career resilience. In fact, the multi-dimensional conceptualization claims that the career commitment is the main variable for the employees to make and track their performance towards personal goals and skill set. When an employee starts to work in any organization, he/she automatically becomes a member of a larger group serving a greater purpose and possessing similar career goals. Hence, a strong sense of attachment towards the organization will come only if it is based in the employees' commitment towards the career that they are pursuing. Commitment towards work is categorized into three components, they are dedication, absorption and vigor, and all these components are based in the employee's efforts and persistent involvement towards their working organization.

Even so, it is a topic poorly researched in Indian context. To the researchers' knowledge only two noticeable studies have taken place in recent years, including a research by Arora and Rangnekar (2016) that studied interaction of extraversion and openness to experience with career commitment and a research by Srikanth and Israel (2012), that studied the impact of career commitment on career success with career satisfaction playing a mediating role. When these two variables career commitment and PsyCap are considered together, most studies search for link between self-efficacy with career commitment, finding high correlation with strong two-way prediction (Niu, 2010; Salami, 2007). Another related topic taken into consideration is Career decision self-efficacy (CDSE), which includes the individual's perception of one's ability to effectively deal with tasks important for making career decision. Among studies looking at relation between self-efficacy and career commitment, various

additional variables have been studied in relation, such as demographic variables (age, gender, marital status), number of years spent in that career, job satisfaction (Adio & Popoola, 2010), personality (Jin, Watkins, & Yuen, 2009), subjective and objective career success (Ballout, 2009), emotional interest (Salami, 2007). This was in tandem with preceding results that informal and formal organizational policies influence workers' decision-making based on their ethics (Ampofo, Mujtaba, Cavico, & Tindall, 2011).

This relation has been studied in context of police-officers, teachers, underrepresented minority students, librarians, food-service industry, graduate students, bank employees etc. In these studies, between self-efficacy and career commitment, correlation has ranged from $r = 0.80$ in 108 bank employees from Lebanon (Ballout, 2009) to 0.30 in 475 secondary school Nigerian teachers (Salami, 2007). Niu (2010) found a correlation of $.507$ ($p < 0.01$) in a sample of 1025 foodservice employees in Taiwan. These coefficients of correlation serve to prove importance of context and country and the need for verification. Bandura (1986) believed self-efficacy to be an individual's judgment or belief about their potentials to organize and execute a plan of action required to achieve designated type of performance. Because of its effect on thought patterns and emotional reactions and motivation, Bandura considered it essential in deciding whether or not a person would put in efforts for a given task. His theory outlines that people judge their ability to deal with a problem based on how they cognitively processed it. For example, someone with high self-efficacy is more likely to look at the problem as something they can overcome given their belief about their abilities, as compared to someone with low-self-efficacy. He thus highlighted perceived challenge to be an essential part of the theoretical relation between commitment and self-efficacy. On this basis, McKim and Velez (2015) explored relation between self-efficacy and career commitment in early career agricultural teachers using the conceptual model of cognitive processing of challenges, leading to sense of self-efficacy leading to commitment to stay in the career, such that, perceived challenge may lead to a decrease in one's self-efficacy and consequently a decrease in career commitment. Findings also exist which show career commitment and self-efficacy having a direct influence on career success (Kidd & Green, 2006). On the same lines, Ballout (2009) examined the indirect effect of self-efficacy on career outcomes. Scientific confirmation proves the effects of self-efficacy beliefs on career growth and development (Bell & Staw, 1989).

The only study that sheds light on the relation between resilience and PsyCap is almost two decades old, by King (1999), who studied a model of career motivation and commitment, showing stepwise progression from self-identity to self-insight to career resilience. Other than

these few researches, no other study looks at the relation between PsyCap and career commitment. To researchers' understanding, no research exists that looks at relation between hope and optimism dimension of PsyCap and career commitment and its dimensions. However, a theoretical argument can be considered to propose a link between career commitment and hope. According to Snyder (1995) hope consists of pathway and agency. A series of reconceptualizations added attainable goals to the model. The Hope Theory given by Snyder et al. (1991) proposes that pathway thinking allows individuals to generate multiple ways of working around a problem to the goal. Agency thinking provides the motivation to start along a pathway and reach that goal. Thus, those people who are high-hopers are motivated and effective at dealing with the problem by working out multiple possible solutions to it. It can thus be hypothesized that it can be significantly correlated with or predict the career commitment. When the Indian context is considered, no study exists linking PsyCap with career commitment. This serious dearth of research mandates a study consisting of all the components of PsyCap and all the dimensions of career commitment in circumstances generalizable in the Indian context.

1.3.3 Subjective Well-Being (SWB) and Career Commitment

Career commitment has been empirically shown to be significantly related to job satisfaction (Zhang et al., 2014), career success and career satisfaction (Srikanth & Israel, 2012), professional identity (Wilson et al., 2016), burnout (Orkibi, 2016), intentions to leave (Koslowsky et al., 2012), organizational commitment (Duffy et al., 2011), autonomy and performance (Carden, 2007), perceived fit (Carless, 2005) and such.

It is thus a variable with important implications in organizational setting. Even so, it is a topic poorly researched in Indian context. To the researcher's knowledge only two noticeable studies have taken place in recent years, including a research by Arora and Rangnekar (2016) who studied interaction of extraversion and openness to experience with career commitment and a research by Srikanth and Israel (2012), who studied the impact of career commitment on career success with career satisfaction playing a mediating role.

When these two variables, SWB and career commitment are taken together, as far as the researcher knows, only three relevant researches try to directly study the relationship between the two variables in all of literature (Demirtaş, 2010; Demirtas & Tezer, 2012; Wallace, 2013).

What is of relevance is that, to the knowledge of the researcher, no research is devoted to a study of the relationship between these two variables in the Indian manufacturing context. One of the possible reasons for this could be that the variable career commitment and its relationship with SWB has not been given adequate attention in the western context itself, the literature of which has remained a constant source of inspiration to Indian researchers. It could be supposed that perhaps variables assumed to have more powerful effects in organizational setting such as organizational commitment was seen as having a more practical appeal. At the same time, both of these variables have been shown, separately, to be relevant in influencing various behaviors and attitudes in organizational setting, as mentioned above.

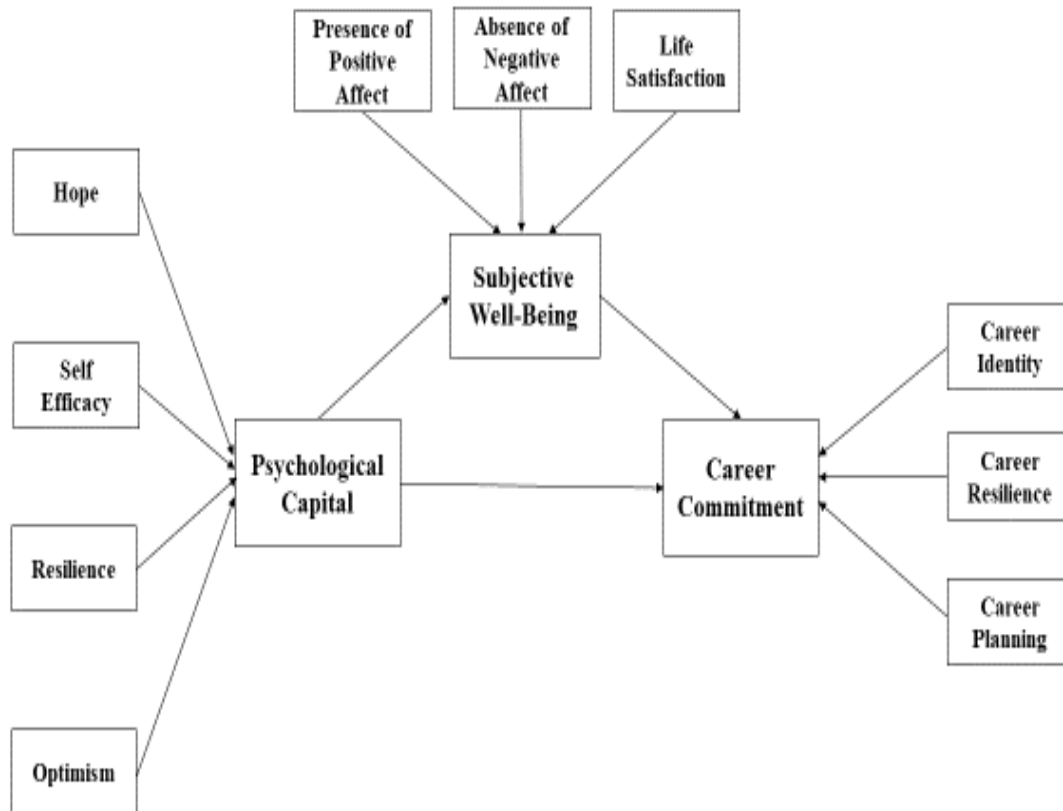
Another variable that has a lot of potential to impact psychological capital among other relevant study variables is culture, specifically the individualistic-collectivistic distinction. In a study on adolescents, it was found that collectivism was more significantly related to life satisfaction than individualism, in both males and females (Singelis, Triandis, Bhawuk, & Gelfand, 1995; Yetim, 2003).

Career commitment has been strongly correlated with self-efficacy (Niu, 2010; Jin, Watkins, & Yuen, 2009; Ballout, 2009; McKim & Velez, 2015). It has also been found that those who are committed to their career not only set higher goals for themselves but also struggle more to reach them in face of difficulties (Colarelli & Bishop, 1990). Ryan and Deci (2001) argued that having valued goals, commitment to them as well as being competent and confident is likely to enhance well-being. This theoretical argument lays ground for strong correlation between career commitment and subjective well-being and their dimensions. In a study done in the sick industries of Kathmandu, there seems to be a link between labor's resilience and optimism with the career identity of the employees. The study finds a positive co-relation between the labor issues present at the governmental platform (due to labor laws) causing unrest in employees (thus affecting their hopes and optimism) and the resulting effect on their life satisfaction and hampering productivity of organization thus affecting the career identity and planning of the employees (Ojha, 2017).

In another study on adolescents a positive correlation existed between parameters of conscientiousness and positivity with life satisfaction (Shahrazad, W.S, Kadir, Omar, & Halim, 2015). To summarize, the relationship between subjective well-being and career commitment is a poorly explored topic with nearly no research linking them in the Indian context. The few existing researches as well as theoretical arguments have shown the potential for a strong relationship with important implications, necessitating exploration in India.

Keeping in view the substantive relationships between the variables and the research gaps to be filled by the current research the following model has been framed to provide clarity in terms of visual representation of the variables. It illustrates all the variables and their dimensions (Figure 1.2).

Figure 1.2 Research Model showing Variables and their Dimensions



Note: Source Author

Chapter II

Literature Review

The constructs of the present research are discussed in detail along with their dimensions in the subsequent segment. This chapter provides a summary of the psychological capital acting as a predictor of subjective well-being and career commitment. Further, it discusses in detail about the relationship between psychological capital, subjective well-being and career commitment. Additionally, the mediating effect of subjective well-being on the relationship between psychological capital and career commitment will be elaborated upon. At last, this review focuses on the hypotheses constructed with respect to the research gaps.

2.1 PSYCHOLOGICAL CAPITAL (PsyCap)

The psychological capital is defined as an inherent disposition that is positive for the development of a person with features like self-efficacy, positive criteria for future success like optimistic thoughts, having determination and accomplishment in spite of any obstacles such as resilience and being hopeful in the face of challenges (Larson & Luthans, 2006). It has been categorized as a positive psychology construct consisting of feedback, criticism, positive attitudes that contribute towards the development as well as functionality of an individual or a group in any organization. The psychological capital operationally can be defined as “the state characterized by the development of self-confidence to put on or take efforts for succeeding in any necessary challenging tasks, making the optimistic attribution about how to succeed in future; goals being preserved whenever necessary, redirecting into path of hope and when hurdled by problems as well as adversity, bouncing back and get sustained in the travelled path to gain success”. Psychological capital can be defined as an optimistic approach which includes achieving the goals and tasks, having the feeling of control over the life and a higher satisfaction level (Carver, Scheier, & Segerstrom, 2010).

Researches have studied PsyCap with respect to the engagement of employees in a defense establishment of India. PsyCap seems to be a developmental state of an individual and it has been characterized by high self-efficacy, optimism, hope and resiliency. It does not merely mean the summation of positive constructs. Further, it has found out to have the noticeable effect on the enviable outcomes when compared to the effect of individual resources. The authors predicted that the PsyCap and its resource are developmental in nature. It acted as

the mediator and moderator variable in relationship between WFC and burnout. Hope has the tendency to alter the perception of a person's capability and to generate paths to attain the specific goals. Self-efficacy specifically instills the self-assurance in one's self to finish the most challenging responsibilities in a successful manner. Resilience has the ability to improve in the face of disruptions to accomplish victory. Moreover, the optimism has shown to be enhanced via training and intervention. In fact, hope, resilience, self-efficacy and optimism are considered as the independent states within the individuals that could be combined to form the core multidimensional construct of psychological capital. Growth of human psychological resources has been based on confidence level to take on to accomplish tasks successfully (self-efficacy), constructing favorable attribution around achievement (optimism), perseverance, as and when required to attain success (hope) and sustaining from issues, adversity (resilience) to achieve the goal. In this effect, the PsyCap has been viewed as the behavioral actor which impacts the individual performance in the context of organization behavior. PsyCap is also referred to as the powerful asset of human capital due to its direct relation with how hopeful an individual feels while performing a task irrespective of the adversities faced. PsyCap has met the criteria of openness to development. There is also enhancing evidence that the PsyCap has been related to desired behaviors of an employee, attitudes and performance. The authors also found out that there is a positive relationship between the satisfaction of job and the PsyCap, commitment to an organization and performance of job.

Four resources of PsyCap have remained stable over a time period. Focused or induced interventions with the help of situational factors can help in building these resources as they are not static. Within organizational domain, the PsyCap construct has become important as firms have sought to preserve a competitive lead by enhancing the employee's psychological repository of resources. individuals who have higher psychological capital have tended to view negative events more positively as they possess psychological attributes, which buffer the events of negative aspects. The PsyCap has offered the greater benefit into role and function of personal resources.

By recognizing the relations, it will be very beneficial to the researchers in the organizations while creating policies about their human resources. The findings have suggested that PsyCap has positive impact on the job performance and organizational behavior. Studies have determined the impact of PsyCap on the OCB (Organizational Citizenship Behavior) and concluded that PsyCap explained the processes leading to Emotional Intelligence among working individuals. This research was carried out in the Eastern part of India. Simultaneously,

the rising interest since many years in the contribution of PsyCap within the administrative literature was sparsely analyzed in the context of India. This research had analyzed employed professionals chosen by convenience sampling technique in the manufacturing and service sector in India. The findings of the research had revealed that PsyCap was positively linked to citizenship behavior towards the organization.

2.1.1 Impact of PsyCap in the Indian Corporate Sector

PsyCap as a construct was related with employee satisfaction and the desired employee behaviors. It was seen as the resource which goes beyond the human capital and the social capital. The four fundamental characteristics associated with it were referred to as the key factors needed to form the structure of psychological capital. Additionally, these four components have managed to experience success in furthering the objectives of the managers and employees alike. Further, the people who showed efficacious behavior chose positive behavior to develop ways towards attaining their goals. In a study done to explore the relations between the organizational structure and the innovation in the manufacturing firms of India, it has positively co-related the greater decentralization in the organization to the innovation thus inferring that more the delegation of powers to the employees thus relying on his self-efficacy, more the outcome in terms of innovation due to a positive affectivity in the employee and more is his/her focus on his/her career (Prakash & Gupta, 2008).

Apart from these, hope of leaders has impacted the job satisfaction, performance and motivation of the employees. On the other hand, the hope has been defined as the energy focused on the personal goals in which it directs the individuals towards the target. Further, the optimism dimension creates the positive influence in the mental and physical health of the people. Several optimists distanced themselves from hopelessness and depression. Resiliency factor was defined as the feature which would bolster the individual to face all kinds of challenges in their life and handle stressful situations effectively. The role of Psychological capital has now been established in revealing and improving employee's strong and positive aspects and thus putting them to use for the betterment of the employees and organization. Self-efficacy, hope, resiliency and optimism are positively related to the job satisfaction of an employee in the corporate sector.

The positive psychology stresses the people strengths more as compared to their weaknesses. There is a negative linkage between PsyCap and stress related outcomes such as burnout and psychological exhaustion. Managers of the organization have helped their

employees nurture their psychological capital through interventions and various training interventions. PsyCap is significantly related to the desirable attitude of an employee and negatively associated to undesirable attitudes. Resilience dimension of PsyCap helps to overcome the minor setbacks. High PsyCap facilitates the positive appraisal of job facets and it results in job satisfaction as one climbs up the career ladder.

Researches had showcased a strong relationship between psychological capital and multiple employees' outcomes. Rated performance of manager, satisfaction of job, trust, engagement of work, commitment and the absenteeism are some of the multiple outcomes related to employees that are significantly related to the psychological capital. Similarity between the employee and leader's degree and level of psychological capital can positively affect the individual's functionality in an organization. The PsyCap components are posited as the essential constructs to enhance the performance of an individual and their personal and organizational effectiveness. Further it can be used to strengthen the professional attitude in the working environment. It can be also argued that the components of PsyCap will positively impact the quality of work life and the organizational performance. In particular, the PsyCap has been shown to share a positive relationship with happiness, well-being, performance and satisfaction of workers.

The concept of PsyCap has been given the requisite attention to enhance the employee's job performance. Moreover, the dimensions of PsyCap are based on situation, open to development and change. Self-efficacy has been correlated with the performance of the job in a positive manner. In this sense, the types of employees with added variable of hope have demonstrated an elevated level of performance on and off the job. In fact, higher positivity level contributes to maintaining an individual's motivation. Satisfaction of job and the organizational commitment are considered as the two work dimensional attitudes that have their reach in the corporate sector. In fact, the four constructs of PsyCap are correlated with the organizational commitment. In this respect, PsyCap is essentially an influential reason in attaining the desired performance of an organization.

It acts as the predictor of organizational commitment and organizational citizenship behavior. Moreover, it significantly influences the commitment of employees towards an organization. It is related to the engagement and positivity of attitudes and organizational behavior. PsyCap is like the higher order need of human capital that aims to address manifold issues of behavior in an organization. It nurtures the progressive change in the working organization and it also aids the employees to see the work to its end in a timed manner.

PsyCap has shown to moderate the relationship between job stress and incivility. It plays a positive role in entrepreneurial success. Psychological states are believed to be the valuable personal resources critical to the success of the small firms. The dimensions of psychological capital play a significant part in influencing creative performance behavior of an organization. In particular, the PsyCap is significantly and positively related to the innovative work behavior of an employee. Further, this has provided the impetus to devise a novel approach in the field of HRD to benefit the employees in building the critical resources. The PsyCap creates the moderating effect on the relationship between creative performance behaviors and leadership.

PsyCap is related to many organizational and personal outcomes. It has been found to be imperative for almost all the organizations to make investment in developing PsyCap to harness the advantage for organization and employees. Specifically, high self-efficacy maintains positive motivation among the employees in finishing the difficult tasks. In this sense, higher self-efficacy seems to be the most important determinant of entrepreneurial behaviors and their success. Therefore, the self-efficacy, optimism, resilience and hope components of PsyCap have been posited to relate positively with the work engagement of entrepreneurs. PsyCap has the capability to lead the demonstration of organization citizenship behavior through the job satisfaction. The PsyCap contributes to the organization by inculcating creative performance behavior in the workers. Finally, the core value of PsyCap seems to be a reliable component with respect to the accomplishments of an employee working in innovative as well as technological organizations.

Table 2.1 Detailed Summary of Psychological Capital Research Studies

SOURCE/STUDY	SAMPLE	CONSEQUENCES	FINDINGS
INDIAN CONTEXT			
1. (Gupta & Shaheen, 2017) Objective: PsyCap as a moderator b/w turnover intentions & engagement Methodology: Hierarchical regression	228 employees working in diverse industries	Low intention to turnover	Work engagement and turnover intention share a negative relationship and psychological capital acts to strengthen this negative relationship.
2. (James & Suresh, 2016) Objective: To find current research status and highlight areas for further study. Methodology: Review	-	Commitment, OCB Satisfaction Leadership Well being	In India, most of the researches on psychological capital are done in the area of IT. All studies on this issue are done quantitatively utilizing the PCQ24 scale.
3. (Gupta & Singh, 2014) Objective: To study, in Indian R&D, the association between leadership, PsyCap and creativity of employees Methodology: survey, structural equation modelling	496 usable responses	Leaders displaying positive behaviour (mediated through employee's PsyCap) can influence- Employee's creative behaviour	The relation between leadership and creative performance is fully mediated by PsyCap. R&D leaders have a higher chance of aiding growth of subordinates' PsyCap abilities if they display positive behaviour.

<p>4. (Aqeel Khan, 2013a)</p> <p>Objective: Study the association of positive psychological capacities (HERO) with SWB, mentoring and educational encouragement.</p> <p>Methodology: Descriptive, correlations and regression analysis.</p>	<p>464 engineering students</p>	<p>Significant positive relationship b/w psychological strengths and-</p>	<p>Lower PsyCap and SWB in non-religious females (single) & poor students</p>
<p>5. (Shukla & Singh, 2013)</p> <p>Objective: To investigate the association of employees' PsyCap with OCB with job satisfaction as a mediator.</p> <p>Methodology: questionnaires, Cronbach's alpha, zero order bivariate correlation.</p>	<p>Mid-level managers</p>	<p>PsyCap positively associated with Job satisfaction OCB PsyCap dimensions significantly correlated with age & tenure</p>	<p>Job satisfaction was most significantly correlated with Self-efficacy and Hope</p>

NON-INDIAN CONTEXT			
6. (Abbas & Raja, 2015) (PAKISTAN) Objective: Explore the effects of PSYCAP on innovative performance Methodology: self-report survey (for PsyCap and stress), supervisory-report for innovative performance.	Pair = self and supervisor-report	Stress in job negatively impacted PsyCap	Had relations with novelty, creativity, implementation of new ideas in work setting
7. (Malik & Masood, 2015) Objective: PsyCap as a mediator in association between EI & resistance to change.	170 workers from Pakistan telecom organizations	PC [+ve] EI [-ve] resistance to change	EI helps in strengthening psychological resources
8. (X. Li et al., 2015) (CHINA) Objective: PsyCap as a mediator b/t stress & burn out Methodology: survey, Pearson's Chi-square (χ^2) tests	1239 respondents	PsyCap mediated b/w stress and burnout	Emotional exhaustion and depersonalisation shared a positive relationship with extrinsic effort and over-commitment.
9. (Jung & Yoon, 2015) (KOREA)	324 deluxe hotel employees	High PsyCap - High Job satisfaction High OCBs	Among employees' PsyCap, their level of Hope and Optimism impacted satisfaction.

<p>Objective: To study the associations b/w workers' PsyCap, OCB and satisfaction</p> <p>Methodology: self-administered questionnaire, factor analysis</p>	<p>(mean age-31.5 years) (66% males)</p>		
<p>10. (Qadeer & Jaffery, 2014) (PAKISTAN)</p> <p>Objective: PsyCap explored as a mediator b/w OCB and organizational climate</p> <p>Methodology: Survey, Mediation analysis</p>	<p>108 employees of a multinational consulting Organization (mean age-28.7)</p>	<p>Positive relation of PsyCap with- OCB towards Organization and people</p>	<p>PsyCap impacted organizational climate as well as OCB (both organization and colleagues). Organizational climate and OCB shared no significant relationship.</p>
<p>11. (Abbas, Raja, Darr, & Bouckenoghe, 2014) (PAKISTAN)</p> <p>Objective: Effect of PsyCap on satisfaction, performance & turnover intentions</p> <p>Methodology: questionnaire, descriptive statistics, bivariate</p>	<p>Pair = self- and supervisor report</p>	<p>PsyCap impacted satisfaction & performance</p>	<p>No significant relation between PsyCap with turnover intentions.</p>

correlations, multiple linear regression analyses			
12. (Choi & Lee, 2014) (SOUTH KOREA) Objective: PsyCap in predicting employee outcomes after holding Big five personality traits constant Methodology: cross-sectional field study design, Hierarchical multiple regression analyses	373 employees in 10 organisations in South Korea	PsyCap influenced Performance, happiness & well-being	PsyCap related to employee outcomes despite Big Five personality traits being constant
13. (Siu, Bakker, & Jiang, 2014) Objective: To study the two-way association between PSYCAP and study Engagement. To explore role of intrinsic motivation as mediator in PsyCap- study engagement relation. Methodology: CFA	Study 1: 184 Study 2 182	Study engagement (mediated by intrinsic [and possible extrinsic] motivation)	There is universal reciprocal association between PsyCap and Study engagement. In the relation between PsyCap and Study Engagement, intrinsic motivation is a partial mediator
14. (Ngo, Foley, Ji, & Loi, 2014) Objective: PsyCap, gender role ideology & career success Methodology: multiple regression	362 Chinese employees	Masculinity and femininity	The impact of masculinity on all components of PsyCap was stronger than effect of femininity.

15. (Laschinger & Fida, 2014) Objective: Effect of PsyCap on burnout, mental health of students Methodology: questionnaire, descriptive statistics, SEM	205 practicing nurses in Ontario.	PsyCap predictor of- Initial levels of burnout Mental health Work Satisfaction	Burnout dimensions (Emotional exhaustion and Cynicism) intercepts are negatively affected by both.
16. (Roche, Haar, & Luthans, 2014) Objective: Impact of leaders' mindfulness; PsyCap as mediator & mental well-being. Methodology: SEM, ANOVA	4 samples of CEOs	PsyCap Negatively correlated to- Anxiety, negative affect & depression	In all samples, mindfulness was negatively related to multiple dysfunctional results like burnout
17. (Mellão & Monico, 2013) Objective: Association between EI & PsyCap Methodology: Pearson Correlation coefficients	301	Emotional intelligence	EI and PsyCap of employees share a positive significant relationship ($r = .599$)
18. (Luthans, Bruce, Avolio, James, Avey, & Steven, 2007) Objective: PsyCap facets on their own as well as together effect work performance and job satisfaction.	2 studies were conducted	PsyCap predictor of- Job performance Job satisfaction	Significant positive relation between the composite four dimensions with job satisfaction & performance.

Methodology: online method to take survey, confirmatory factor analysis.			
RESILIENCE			
19. (Bande, Fernández-Ferrín, Varela, & Jaramillo, 2015) Objective: Study the effect of EI & resilience on salesperson's turnover intention via emotional exhaustion and WFC. Methodology: survey	209 salespeople from 105 enterprises from various Spanish industries	Resilience: [-ve] Emotional exhaustion [-ve] turnover intention	Salespersons' emotional exhaustion and their tendency to leave were negatively affected by their resilience.
HOPE			
20. (Rego, Sousa, Marques, & Pina e Cunha, 2014) Objective: Effect of authentic leadership on employee creativity Methodology: questionnaire, supervisor's rating.	203 employees working in 37 Portuguese retail organization participated	Hope is part of a mediating mechanism which predicts- Creativity	Authentic Leadership predicted workers' positive emotions, which predicted their hope, and hence, creativity.

SELF- EFFICACY			
<p>21. (Ouweneel, Le Blanc, & Schaufeli, 2013)</p> <p>Objective: Impact of psychological intervention on positive affect, work engagement and self-efficacy.</p> <p>Methodology: online self-enhancement intervention program, ANOVA</p>	<p>Intervention group N = 86</p> <p>Control group N = 225</p>	<p>work engagement was impacted by self-efficacy</p>	<p>The positive significant impact of self-enhancement intervention was there only for workers who were initially low in engagement.</p>
CROSS-CULTURAL			
<p>22. (Reichard et al., 2014)</p> <p>Objective: To expand applicability of PsyCap into area of cross-cultural Interactions.</p> <p>Methodology: online survey, Psychological resource training</p>	<p>United States (<i>n</i> = 130) and South Africa (<i>n</i> = 71)</p>	<p>Cross-cultural PsyCap</p> <p>Cultural intelligence</p>	<p>Psychological resource training helped in cross-cultural PsyCap, positive emotions. It also led to decreases in ethnocentrism (in both USA and SA).</p>
<p>23. (Newman, Ucbasaran, Zhu, & Hirst, 2014)</p> <p>Objective: Review of PsyCap, providing guidelines for future research.</p>	<p>-</p>	<p>[+ve] org. commitment, job satisfaction</p>	<p>The outcomes of PsyCap are well-researched than the antecedents.</p> <p>Cross-sectional and self-report research is most common</p>

Methodology: review		[+ve] Empowered, [-ve] turnover intention. [+ve] cynicism	
24. (Avey, Reichard, Luthans, & Mhatre, 2011) Objective: To explore the impact of PsyCap on employee attitudes, behaviours & performance Methodology: meta-analysis	51 independent samples (representing a total of N = 12,567 employees)	Positively impacted JS, OCB, Psychological well-being, commitment. Low Deviance	PsyCap and unwanted employee attitudes and unwelcome employee behaviors (deviance) share a significant negative relationship

2.2 SUBJECTIVE WELL-BEING (SWB)

Many researchers have stated that measurement of the subjective well-being is assumed to restrict often to the measurement of “happiness.” Subjective well-being has traditional elements that center on the quality of life and encompass cognitive determination of individuals’ life, positive emotions like joy and pride; and negative emotions like pain, worry or anger. The subjective well-being may be defined as “Judgement of life positively and have a feeling of goodness” (Diener, 2009). If a person is said to have high subjective well-being, then she or he experiences a satisfaction towards the life and is frequently joyful and only sometimes have experience of unpleasant emotions which includes anger or sadness. And a person with low subjective well-being may feel dissatisfied in life and have little experience of joy and also affection but frequently have the feeling of negative emotions like anxiety and anger (Veenhoven & Hagerty, 2006). The subjective well-being is defined as “a feeling of having connectedness that is accompanied with social integration; and social integration is stated as a conditional aspect for subjective well-being”.

The empirical study of SWB has grown in prominence over the last thirty years. The SWB measure seems to be useful to assess the need for certain policies. It also has the ability to measure the outcomes of policy intervention. Subjective well-being is defined as the experience of positive affect when compared to negative affect over a given time period. The intensity and frequency of positive affect and absence of negative affect along with presence of life satisfaction are referred to as the three distinct components of subjective well-being. The authors have revealed the strong negative correlations between the scales of well-being, neuroticism and self-reported psychological symptoms of distress. The authors pointed out that the subjective well-being acted as a multi-faceted construct. Subjective well-being has shown to be correlated with the behaviors of objective labor market. It was also evident that the well-being at work acted as the strongest determinant of organizational commitment. The construct also had provided the powerful prediction of productive behaviors at the workplace, which can in part be proven because of the fact that satisfaction with life had displayed a negative relationship with the turnover and the deviant activities at the workplace.

The experience of positive affect had allowed happy people to build physical and psychological resources in their repository. Accordingly, the restored happiness has led to variety of beneficial outcomes through an increase in positive behavior which offers individuals the opportunity to attain success in multiple constructs of life and work simultaneously. Further, these are also considered as the benefits of subjective well-being.

Moreover, the happiness has found to benefit one's interpersonal relationships and health. In fact, the subjective well-being has been associated with the outcomes of health in a positive manner. Wealth, spirituality and social relationships are some of the important links which are significantly associated with the subjective well-being.

Research on SWB should be directed at gauging the general concerns at work and resolving them consequently. This is in fact true as the satisfaction and positive emotions in the past have conferred benefits to the individual and society at large level. The decision makers at the managerial level would have the intention and authority to positively affect the average subjective well-being of their subordinates. The research in this field has provided the knowledge about the actual determinants of SWB and thus it helps to represent a tool to assist policy makers to establish the general aims of society. Various authors had revealed that the SWB has varied considerably between nations which differ in the manifestations of their human rights. The approach of bottom-up level of processing in context of SWB has posited that the objective circumstances can have the consequences for SWB in long term.

There is a clear-cut description of antecedent factors and its effects on the parameters of SWB as well as an overall perception of well-being in the workers of the Indian organization. This research has shown how life-style choices and communication with workers are influencing the perception of well-being of NEEPCO (North- Eastern Electric Power Corporation Limited) and the need to bring about the formation of work culture that would facilitate worker's development, responsibility, maintaining consistency in daily functions of life and renewal of organizational development.

Subjective well-being included emotions and moods, together with estimations of individual's satisfaction with the spheres of life and work. Concepts included in the domain of SWB are as follows: life satisfaction, negative and positive affect; the former catering to the satisfaction with life and the latter concerning itself with the kind of affect an individual experiences. Life satisfaction may also be called a 'stable' element in individual's life. Affect balance indicates moods, feelings and emotions a person has.

2.2.1 Impact of Subjective Well-Being (SWB) in Indian Corporate Sector

Due to the ever-increasing diversity in the Indian workforce the supervisors may turn this asset into their advantage by raising the SWB of the employees and thereby reducing the supervisory expenses in terms of a constant requirement for checking upon the subordinates or incurring losses due to their unavailability or poor performance.

Subjective well-being alludes to a mix of an intellectual judgment of fulfillment with life, the continuous experience of both positive states of mind and feelings and in addition the experience of negative feelings. Meaning of subjective well-being consequently concentrated fundamentally on how people assess their own life in terms of what they consider to be a "decent life", including experiences of joy versus hurt because of particular occasions. The term joy is synonymously utilized as a part of subjective well-being and but has been characterized differently as "fulfillment of cravings and objectives". Researchers have showed an association between subjective well – being and identity (Brown, George-Curran, & Smith, 2003). It has been shown to be affected by a host of other factors like income, employment status, health status, social acknowledgment, religious alliance and personality.

In the current global set-up organizations are looking to get modernized and technologically advanced. But just by investing the resources in new advancements or organizational projects is insufficient to modernize an association, open or private. One component that makes an organization stand out is the mix of innovation with human asset improvement. Careful examination of the underlying meaning of subjective well-being presents the idea that it does comprise an intellectual measurement, where there is an evaluative judgment, incorporating the life satisfaction aspect, and an enthusiastic measurement, positive or negative. Tripathi et al. (2011) found that there were no significant gender differences in the adoption of influence strategies (upward or downward strategies), nor was there significant effect of gender on bases of power. The authors explained this in terms of the changes that are taking place in the Indian society. What is also notable is that studies have found no gender difference in terms of subjective well-being (Shmotkin, 1990), but this result has to be interpreted carefully as it was not confuted in the Indian context. In an Indian study, Gender did not moderate the relations between any of the coping behaviors and life satisfaction (Antaramian et al., 2016). In a study on intergenerational relationships in the futuristic times, there was an inference that if there is a focus on developing the psychological capital of the family like developing resilience of handling communicational disconnects between the different generations of a family in a changing consumeristic and nuclear society, there will be a positive relationship on the subjective well-being of the whole family especially the elderly in terms of their life satisfaction (Chadha & Malik, 2004).

In this way, individuals who show a positive wellness further experience a dominance of positive feelings more than the negative emotions and emphatically assess their life. The subjective well-being is organized in a way so as to shape a worldwide component or

interrelated factors. Exploration of the theme of subjective well-being looks for, basically, the influencing factors of well-being and fulfillment. As per scholars, the most ideal approach to do this is by asking individuals how they feel (Meyer et al., 1993). Particularly at the level of significant experts, the subjective well-being positively affects efficiency levels, both individual and hierarchical.

Table 2.2 Detailed Summary of Subjective Well-Being Research Studies

SOURCE/STUDY	SAMPLE	CONSEQUENCES	FINDINGS
INDIAN CONTEXT			
<p>1. (Antaramian et al., 2016)</p> <p>Objective: Study the relationship b/w coping behavior & Satisfaction in Hindu adolescents.</p> <p>Methodology: multiple regression analyses</p>	<p>248 Hindu adolescents</p>	<p>Coping strategies</p>	<p>Females sought more social support, internalized behaviors, indulge in direct problem solving</p> <p>Life satisfaction & externalizing: -.24**</p>
<p>2. (Banjare et al., 2015)</p> <p>Objective: To explore the factors related to elderly's L. Satisfaction</p> <p>Methodology: hierarchal multiple regression</p>	<p>310 respondents of 60 + age</p>	<p>Health related to cognition, status of living, societal support</p>	<p>Determinant of LS was Cognitive health. Psychological distress can increase because of adverse life events</p>
<p>3. (Abdel-Khalek & Singh, 2014)</p> <p>Objective: Relationship of SWB with religiosity & anxiety</p> <p>Methodology: rating scales, questionnaires, t-test, principal components analysis</p>	<p>400 from U.P.</p>	<p>[+ve] Religiosity</p>	<p>women scored higher on religiosity, physical and mental health & L. satisfaction.</p>

<p>4. (de Hoop et al., 2014)</p> <p>Objective: Study impact of women's self-help group (SHG) membership on SWB</p> <p>Methodology: quasi-experimental design</p>	<p>400 households were interviewed.</p>	<p>Autonomy</p>	<p>SHG members feel a loss of identity and this negatively impacts their well-being</p>
<p>5. (Fontaine & Yamada, 2014)</p> <p>Objective: Effect of caste on Indian comparison related to economy</p> <p>Methodology: survey, regression</p>	<p>SPSL is a publicly available longitudinal survey conducted by Osaka (university)</p>	<p>Caste Within and between caste Comparison Expenditure</p>	<p>Comparisons based on castes impacted well-being negatively</p>
<p>6. (Agrawal et al., 2011)</p> <p>Objective: Study of SWB (sample comprising urban India)</p> <p>Methodology: regression analysis</p>	<p>Adults =1099</p>	<p>Age, Marriage, Education, Income, Religion, Work Status</p>	<p>Good income, standard of living, high class experienced elevated well-being & satisfaction.</p>

NON-INDIAN CONTEXT			
<p>7. (González-Carrasco, Casas, Malo, Viñas, & Dinisman, 2017)</p> <p>Objective: To study gender and yearly variations in SWB</p> <p>Methodology: repeated measures ANOVA analysis, Chi squared test</p>	940	<p>Age</p> <p>Gender</p>	<p>Lessening amounts of SWB (which is more prominent in girls) has been identified from years 11–12 and ahead.</p>
<p>8. (Ronen et al., 2016) (Israel)</p> <p>Objective: Impact of coping mechanism on SWB</p> <p>Methodology: t-tests for independent groups, hierarchical regression analyses, bootstrap analysis</p>	380 adolescents	<p>Age</p> <p>Self-control</p> <p>Social support</p> <p>Family crisis</p>	<p>Coping mechanism predicted SWB</p> <p>Older adolescents showed comparatively lower levels of SWB.</p>

<p>9. (Seo, Chae, & Lee, 2015) (Korea)</p> <p>Objective: SWB as moderator and creativity</p> <p>Methodology: structural model and R² values.</p>	<p>706 useable questionnaires from IT companies</p>	<p>High-level SWB group: supports org/team actively uses IT support high correlation with exploration</p>	<p>Individual creativity is influenced by creative self-efficacy, individual knowledge</p>
<p>10. (Soto, 2015) (Australia)</p> <p>Objective: Personality traits (Big Five) & SWB</p> <p>Methodology: Latent growth models and autoregressive models</p>	<p>16,367 Australian residents</p>	<p>Higher levels of SWB were associated with- High Extraversion High Agreeableness Conscientiousness Low Neuroticism</p>	<p>Personality traits predicted change in well-being in coming time</p>
<p>11. (Qian & Knoester, 2015)</p> <p>Objective: Study the association between parental status and SWB among Chinese adults in their first marriages.</p> <p>Methodology: regression</p>	<p>2006 Chinese General Social Survey (N = 2,515)</p>	<p>Parent/Childless Gender of child Age of child Presence of minor child with adult child</p>	<p>Parents and childless individuals did not report statistically significantly different feelings of well-being.</p>

<p>12. (Meisenberg & Woodley, 2015)</p> <p>Objective: Social and cultural conditions impacting happiness</p> <p>Methodology: Regression Models, spatial analysis.</p>	<p>Interviews were conducted between 1981 and 2008 with 355,298 respondents in 96 countries</p>	<p>Socio-cultural environment-</p> <p>Prolonged schooling</p> <p>Political freedom</p> <p>Religion</p>	<p>Circumstances associated with a high female (compared to male) happiness and life satisfaction</p>
<p>13. (Coffey, Warren, & Gottfried, 2015)</p> <p>Objective: Study global Satisfaction</p> <p>Methodology: longitudinal study, SEM</p>	<p>28-year Fullerton Longitudinal Study (N = 129)</p>	<p>SWB during infancy & adolescence</p>	<p>Positive affect during infancy as well as PA during adolescence impacted L. satisfaction.</p>
<p>14. (Siedlecki, Salthouse, Oishi, & Jeswani, 2014)</p> <p>Objective: Social support types & SWB</p> <p>Methodology: SEM, invariance analyses.</p>	<p>1,111 individuals between the ages of 18 and 95</p>	<p>Age (not related)</p> <p>Personality</p> <p>Social support and its types</p>	<p>Family embeddedness and provided support predicted positive affect.</p>

15. (Yang, 2014) (CHINA) Objective: Ethical leadership & SWB, Satisfaction Methodology: multi-group analysis, two-step SEM.	233 valid questionnaires	[-ve] Ethical leadership	Ethical leadership induced pressure hence, reduced wellbeing in employees but elevated life satisfaction
16. (van der Meer, 2014) Objective: Unemployment & SWB Methodology: secondary data	Data was obtained from the second edition of The European Social Survey (ESS)	Marriage Gender Unemployment Age	Married employed men reported the same level of SWB as married employed women, but married unemployed men showed much lower SWB than married unemployed women.
17. (Linna et al., 2013) Objective: Whether a U- shaped trend described the relation between BMI and SWB. Methodology: Regression model.	Sample used from FinnTwin16 study. N = 5240	BMI (but not for healthy women)	Inverse U-shaped relationship was found between all indicators of SWB and BMI in men.
18. (Abdel-Khalek, 2013) (QATAR) Objective: Relationships among SWB, health, and religiosity	113 males 133 females	[+ve] Religiosity [+ve] Physical Health [+ve] Mental Health	Positive rshp b/w religiosity and SWB.

Methodology: Principal components analysis			
19. (Albuquerque, de Lima, Matos, & Figueiredo, 2013) Objective: Efficacy as mediator b/w Big Five and SWB Methodology: path analysis, regression	96 teachers	Personal projects (a type of personality analysis unit)	Efficacy acted as a full mediator
20. (Villardefrancos & Otero-López, 2016) Objective: Compulsive buying and SWB Methodology: multivariate logistic regression analysis	1448 university students	Compulsive buying Materialism Psychological distress symptomatology	Gender impacts compulsive buying
21. (Schnettler et al., 2015) Objective: Resources and subjective happiness Methodology: Factor analysis, cluster analysis	347 students in southern Chile	Support to family in form of tangible and intangible resources	Two dimensions were found: intangible resources and tangible resources.

CROSS CULTURAL			
22. (Diener et al., 2017) Objective: Psychologists working in research and applied areas Methodology: Review	-	SWB Influenced by Genes, Temperament, Personality, Changes in circumstances	The way PA and NA are structured across cultures has many similarities as well as distinctions.
23. (Raque-Bogdan & Hoffman, 2015) Objective: To study the SWB of women who have primary or secondary infertility Methodology: online survey, Hierarchical Regression	Participants were 172 women	Primary and secondary infertility Self-compassion	Both groups of women had similar levels of self-compassion, SWB, and global fertility-related stress.
24. (Crum & Chen, 2015) Objective: Relationship b/w self-employment and SWB Methodology: regression analyses	Data from the World Values Survey- 80 countries	Self-employment Developed/ developing countries	Direct positive rshp b/t the two
25. (Aknin et al., 2013) Objective: Pro social spending & happiness Methodology: ANOVA, experiment	Study 1 utilizes survey data from 136 countries.	Pro social spending	Pro social spending was associated with greater happiness

<p>26. (Brannan, Biswas-Diener, Mohr, Mortazavi, & Stein, 2013)</p> <p>Objective: Perceived social support & SWB</p> <p>Methodology: (EFA), multi-group confirmatory factor analysis, ANOVA, linear regression.</p>	<p>Iran- 151 Jordan- 166 USA- 234</p>	<p>Perceived support from family</p> <p>Perceived support from friends</p>	<p>Each aspect of well-being within each country was significantly predicted by perceived support from family.</p>
<p>27. (Tay & Kuykendall, 2013)</p> <p>Objective: To check for possibility in enhancing the SWB of individuals and societies</p> <p>Methodology: review of the literature on SWB</p>	<p>-</p>	<p>At the societal level:</p> <p>Economic wealth</p> <p>Unemployment</p> <p>Relative levels of income.</p>	<p>While SWB is heritable and stable, it can change considerably over time.</p> <p>Positive or negative life events can affect long-term changes</p>
<p>28. (Rözer & Kraaykamp, 2013)</p> <p>Objective: Nation's income inequality & SWB</p> <p>Methodology: survey, Intra Class Correlation,</p>	<p>195,091 individuals</p>	<p>Income Inequality</p> <p>Trustful people</p> <p>Egalitarian norms</p>	<p>This doesn't apply to:</p> <p>People who preferred equality experienced lower levels of SWB compared to people with less egalitarian norms.</p>
<p>29. (de Neve, Diener, Tay, & Xuereb, 2013)</p> <p>Objective: Effects of SWB.</p>	<p>-</p>	<p>Benefits aspects of:</p>	<p>Good health improved SWB</p>

Methodology: Review		Income, Productivity & Organizational Behavior	
30. (Diener, 2012) Objective: SWB research Methodology: Review	-	Outcomes of SWB Future health Quality of social life Success in workplace	Correlates of high SWB include biological factors (like fertility and survival of healthy offspring).
31. (Fulmer et al., 2010) Objective: Personality impacting self-esteem & SWB Methodology: multilevel random-coefficient analysis	7,000 individuals from 28 societies	Person-culture match	If person-level traits match the cultural entirety, the relation among those traits and positive psychological outcomes at the person level is higher

2.3 CAREER COMMITMENT

In simple terms, commitment means “a sense of getting bound intellectually to someone or portion of actions”. Career commitment can be understood in various ways like “a balancing force that acts in maintaining and motivating the employee’s behavior direction”; “a courteous force that requires the person to honor his own commitment”; “identification of strength of a person and their psychological attachment that is felt by person in organization.” Career commitment is supposedly characterized by the strong identification with the line of career a person feels most passionate to engage with, persuasion as well as developing and getting involved in the goals related to it (Srikanth & Israel, 2012). It may also be defined as “a person’s attitude towards the profession or vocation”.

The antecedents of career commitment with respect to the enhancement of work to family positive spillover are significant. The dimension of identity in career commitment has been influenced by the affect and capital dimension of enrichment and by the positive spillover. The career commitment was highly related to the individual’s future and it acted as the development indicator for the status of an individual. It is also positively correlated with the reluctance to leave that particular career or vocation. The career commitment can be seen in two different ways such as local commitment and cosmopolitan commitment. It further has the tendency to enhance the motivation of learning and impacting the training transfer in a positive manner. This construct firstly deals with the affective commitment of the career of an individual based on strong desire to remain in same job. Secondly, the career commitment has a normative commitment which refers to the obligation to remain in the same chosen job. At last, the continuance commitment concerns itself with the high costs which are associated with leaving the profession. Moreover, the career commitment has been correlated with the work commitment of an individual which can also lead to desirable outcomes. Individuals who are committed to the careers have experienced strong subjective success in their career when compared to those who are less committed. In one of the studies it has been shown that if the youth’s moral attitude and health consciousness is changed towards buying of organic products from the market i.e. the psychological capital of youth in terms of optimism and resilience is tapped in a positive way then the youth can work positively towards the subjective well-being of both himself/herself and for the society (Yadav & Pathak, 2016).

The career commitment has the capability to increase the satisfaction level with the work as one goes up the career ladder. It seems to be an essential component for the development and growth of career. The researchers predicted that there is a close relationship

between the career planning, career management, career development, job satisfaction and the career commitment. It is considered to be an outcome of career development. It has been characterized by the personal career goal development, the attachment and the identification. Personal dispositions and the interventions of an organization have had the power to influence the commitment of its employees related to their work and career. Commitment to the career seems to be an important source of occupational continuity, especially during the times of occupational instability and job insecurity. It can be predicted that the career commitment is important for the ability development and has provided the staying power to cultivate professional and business relationships. In fact, the career commitment seems to be essential for the progression of career and its development.

Studies have showed the influence of career commitment on learning motivation. Career planning acted as the major component of career commitment. Career identity, career planning and career resilience are considered as the three main dimensions of career commitment. The employees with higher career strategies are more willing to learn new competencies due to awareness of the behavior improvement and career mobility relationship. In fact, the individual and situational variables are also pointed as the main predictors of career commitment. Recruitment, selection, design of job, training, promotion and job security are some of the HRM practices significantly related to the employee commitment, affective, normative and continuance commitment. In addition to these, the organizational structure, styles of leadership, employee relationships and support of organization are some of the organizational characteristics which are also related to the career commitment of an employee positively. Apart from these age, gender, level of education, marital status, self-efficacy, job experience and job position are some of the personal characteristics which are significantly related to the career commitment. A research talked about as to how positivity can turn development into a value. Appreciative construction can lead to value formation (Thatchenkery, Avital, & Cooperrider, 2010).

According to the Indian context, trait interfaces were viewed as important interpreters of career resilience. Career commitment has had a positive impact on job satisfaction, career investment, organizational commitment and subjective and objective career success. A research explored the employees' intention to stay or quit a company and found a positive relationship develops between the nature of work and team (thus promoting the hope and optimism of the employees to stay/quit the organization) and the affectivity of the employees to their work and to their life satisfaction (Sahu & Gupta, 1999).

Stressful work atmosphere, need for career improvement opportunities, unpleasant working situations, better job opportunities outside and monotonous work as the significant reasons of attrition in the call center industry of India. These findings have provided an indication that organizational culture has an impact on the employees' commitment and hence, the efforts should be directed at improving and enriching the culture in a way that facilitates the career progression and planning on the part of the employees.

2.3.1 Impact of Career Commitment in Indian Corporate Sector

The commitment is the degree of involvement and identification that the employee has with the mission, goals and values of the organization. The career commitment can enable employees to search for the job in a career where their core interest lies. The organization must retain the employees high on their career commitment as then their involvement in the particular job designation will be intrinsically motivated. Employees' attachment towards the career will be intellectually and physically powerful in helping the company to accomplish their goals over a period of time as it will facilitate creative thinking, self-respect, install pride and inspiration in the employees.

Success in today's corporate sector is dependent not only on the advancements in technology, patents and scale in economies but it is actually derived from the efficiency of human resources and the involvement with their working careers. For any corporate company to be more efficient and effective in performance, an employee with valid skills and innovativeness should be committed in their work. So, in HR practices the company tries to retain their employees at work, who are more involved in work due to their career commitment in a particular profession. Good performers who find the job in their career interest field are most probably supposed to have characteristics like high satisfaction in jobs, high motivational level to serve and work for organization, high commitment in every task provided with willingness and devotedness.

Over years organizations are becoming prominent for the human resource career. The career interest of each and every employee lies in the formation of an appropriate work force in order to improve the performance of the company and an involvement in their assigned job as well. The competent and more committed work forces of the organization are the biggest asset for the company to sustain them in the competitive market which is technologically advanced and globalized. It is true that the work-related commitment is correlated with the

employee's job performance to produce the positive outcome of the career commitment in the life of an employee.

Indian corporate industries are the mark of the globalized markets of technological development with low cost in production, low cost of research and development, renowned innovativeness and scientific manpower. The commitment of the employees plays an inevitable role in achieving all these aspects. The talent strategy of the career committed employees is thoroughly analyzed by the corporate company to retain them for their skills and efforts in enhancing the organization by providing those credits and salary raise. A research explored the relation of organizational climate with the organizational success. A positive co-relation was found between incentive structure to increase psychological capital of the employees like reward and responsibility adding to the optimism of the employee thus positively impacting the overall organizational success apart from the employees' career identity within the organization (Tripathi & Nachiketa, 2002).

The organizational value of commitment among the employees can only be increased if the career commitment of the employees is that particular profession is elevated or else the employees' behavior changes to negative aspects like turnover, lateness and absenteeism. The corporate with career committed employee has the potentiality of increasing its overall performance. Workers who do not have career enriching jobs in turn have less commitment for the organization they are working in. The employees who develop and gain the high level of career commitment are more satisfied in work and fulfill their job speedily.

The organizations' commitment of the employee ultimately creates the successful business outcomes to achieve the transformational goal of the organization. The identified and extraneous interest of the employee due to the reach of the career goal creates an affective commitment towards that company. The employee's mental attachment makes the company enhance incredibly towards the beliefs, involvement and desire to make company achieve the goal (Landau, Everitt, & Crc, 2004).

Table 2.3 Detailed Summary of Career Commitment Research Studies

SOURCE / STUDY	SAMPLE	CONSEQUENCES	FINDINGS
INDIAN CONTEXT			
1. (Arora & Rangnekar, 2016) Objective: Extraversion and openness to experience & Career Commitment Methodology: CFA, Moderated hierarchical regression analyses.	450 managers	Openness to experience	Career resilience dimension of career commitment is significantly (positively) impacted by extraversion and openness interactions
2. (Srikanth & Israel, 2012) Objective: Mediating effect of career satisfaction Methodology: multiple regression	233 respondents	Significant Impact on: Career success Career satisfaction	Impact of Career Commitment on career success is significant.
NON-INDIAN CONTEXT			
2. (Wilson et al., 2016) Objective: Professional identity, career commitment Methodology: Principal axis factor analysis, regression analysis	377 survey responses	Professional identity Career commitment Career entrenchment	Professional identity and commitment have a strong positive relationship.
3. (Orkibi, 2016) (Israel) Objective: Personality types & burnout	505 Israeli students and therapists	[-ve] burnout	Burnout was found to be significantly negatively correlated with career commitment (-.53, p < .001)

<p>Methodology: descriptive statistics, correlation analysis, and analysis of variance</p>			
<p>4. (Ugboro & Obeng, 2015) Objective: Perceptions of threats to valued job features, job insecurity & career commitment Methodology: factor analysis, structural equations modelling</p>	<p>220 faculty members</p>	<p>Relation of overall CC with- [+ve] normative</p>	<p>Positive rshp b/w Faculty rank & affective career commitment</p>
<p>5. (Bowman, Mazerolle, & Goodman, 2015) Objective: Athletes & turnover intention for training Methodology: Qualitative study.</p>	<p>Twelve graduates (8 Women, 4 men)</p>	<p>Decreased recognition in value Work-life imbalance Low salary Long, inconsistent hours worked.</p>	<p>Exit from an athletic training career & partial continuance in athletic training.</p>
<p>6. (Fu & Chen, 2015) (Taiwan) Objective: Understand why some favorable careers end and why some unfavorable careers persist Methodology: partial least squares analysis</p>	<p>255 IT professional (142 men, 113 women)</p>	<p>Determinants of CC - Career satisfaction. Professional self-efficacy Organization-based self-esteem</p>	<p>Career satisfaction is a primary determinant of IT professional's career commitment.</p>

7. (Smith, Conley, & You, 2015) Objective: Impact of retirement perception on CC Methodology: Structural Analyses	California teachers (n = 247)	Age Retirement variables	Direct impact of concern about retirement (losing benefits) on commitment
8. (Wang, Chiang, & Lee, 2014) (Taiwan) Objective: Study the changes in student anxiety to establish the relationships between intern anxiety, internship outcomes, & career commitment. Methodology: SEM	255 (pre-internship) and 245 (post-internship)	Influence CC Intern anxiety Internship outcome	Intern anxiety was found to slightly decreased after internship. Intern anxiety and internship outcomes were found to significantly influence career commitment.
9. (Karavardar, 2014) Objective: Career satisfaction as a mediator Methodology: factor analysis, multiple regression	351 survey responses	CC directly impacts subjective career success and satisfaction	Career satisfaction acted as a mediator
10. (Zhang et al., 2014) (China) Objective: Career commitment as a mediator	312 male soldiers	[+ve] job satisfaction	Core self-evaluations as well as career commitment were found to be significantly correlated with job satisfaction.

Methodology: SEM.			
11. (Xiao et al., 2014) (China) Objective: Factors affecting career commitment Methodology: correlative analysis, path analysis	167 university students from 3 medical universities	Fit of person & vocation; self-evaluations	Fit b/w person & vocation; self-evaluations emerged as the factors
12. (Vandenberghe & Basak, 2013) Objective: Proactive personality as a moderator; rshp of career commitment with org variables Methodology: CFA, inter correlation, multiple regression	N = 186 pairs of responses	[+ve] time 1 turnover intention [+ve] time 2 turnover	Career commitment was found to be positively related to Time 1 turnover intention, with high levels of proactivity leading to a stronger relationship.
13. (Okurame, 2012) Objective: Rshp b/w CC & WFC Methodology: Hierarchical Regression Analyses	286 employees	Work-family conflict Mentoring support	Mentoring weakens negative relationship b/w WFC & CC. CC & Mentoring support: .45*** CC & WFC: -.36*** CC & Family support: .28***
14. (Koslowsky et al., 2012) (Israel) Objective: CC, org commitment & turnover intentions	340 knowledge workers	Intention to leave Organizational commitment	Org commitment related to turnover intentions

<p>15. (Duffy et al., 2011) (USA)</p> <p>Objective: CC as mediator</p> <p>Methodology: path analysis</p>	<p>370 employees</p>	<p>Job satisfaction</p> <p>Calling presence</p> <p>Organization</p> <p>Commitment</p> <p>Withdrawal intentions</p>	<p>Job satisfaction & CC: .71**</p> <p>Calling presence & CC: .48**</p> <p>Organization Commitment & CC: .35**</p> <p>Withdrawal intentions& CC: -.22**</p>
<p>16. (Carden, 2007) (USA)</p> <p>Objective: To verify model studying the association between job satisfaction, autonomy /prestige, career path, training and learning, career commitment, and performance.</p> <p>Methodology: Path analysis</p>	<p>644 project managers</p>	<p>Project manager's perception</p> <p>Autonomy / prestige</p> <p>Job satisfaction</p> <p>Performance</p>	<p>Career commitment was negatively linked with performance. Autonomy / prestige mediated the relationship between career commitment and performance.</p>
<p>17. (Carless, 2005)</p> <p>Objective: Gender as a moderator</p> <p>Methodology: Hierarchical regression analyses</p>	<p>116 Australian police force applicants</p>	<p>Pre entry CC</p> <p>Perceived fit</p> <p>Equal employment opportunity</p>	<p>Intention to remain in profession was also predicted by social support network. Gender was not a moderator variable.</p>
<p>18. (Kidd & Green, 2006)</p> <p>Objective: CC & intention to leave science in biomedical students</p>	<p>220 respondents</p>	<p>Equitable treatment</p> <p>Workplace autonomy</p> <p>Demographic variable</p> <p>Intention to leave</p>	<p>Fixed term contract or permanent contract didn't affect career commitment.</p> <p>Career resilience was predicted by equitable treatment.</p>

Methodology: confirmatory factor analysis, hierarchical regression analysis			
19. (Aryee & Tan, 1992) Objective: Antecedents & consequences of CC Methodology: LISREL VI analysis	N = 510	Outcomes of CC: [+ve] skill development [-ve] career and job withdrawal intentions.	Antecedents to CC: Career satisfaction (direct positive relationship), organizational opportunity (both direct and through organizational commitment), organizational commitment
21. (Kasemsap, n.d.) (Thailand) Objective: Learning motivation, job involvement, CC & learning transfer Methodology: confirmatory factor analysis, path analysis	594 operational employees	Learning transfer	The positive effect on learning transfer was mediated by job involvement
CROSS CULTURAL			
22. (Noordin, Williams, & Zimmer, 2002) Objective: CC based on cultural comparison Methodology: EFA, independent group <i>t</i> -tests, multiple regression	323	Three components of career commitment	Australian and Malaysian managers differed on career resilience commitment only

2.4 RELATIONSHIP BETWEEN PSYCHOLOGICAL CAPITAL AND SUBJECTIVE WELL-BEING

Subjective well-being (SWB) is the person's evaluation of her/his own life which includes firstly, an affective component that caters to the positive affect (experiencing pleasant emotions and mood) and negative affect (experiencing unpleasant emotions and mood) and secondly, a cognitive component that measures life satisfaction (Diener et al., 1997). The word 'subjective' denotes innate perspectives of the respondents without enforcing any extraneous frame of reference. It measures a person's stable feelings of well-being and not momentary moods. The basis for the link was grounded in the fact that PsyCap comprised the personal traits that influenced the SWB of the employees by a way of equipping them with personal growth, autonomy, purposeful life and positive relations (Cole et al., 2009). PsyCap with the virtue of instilling positivity in the employees leads them towards a higher SWB which further leverages wide range of positive outcomes like physical and psychological health (Ryff, C.D., & Singer, 2003), gaining satisfaction in important domains of life (Diener & Chan, 2011) and personal striving as well as coping up with stress (Cameron, 2008).

The broaden and build theory posited that positive emotions increase a person's well-being by building up physical, psychological and social resources (Fredrickson, 2004). Experience of PsyCap by employees instilled emotional management, innovation and emotional intelligence (Salovey et al., 2017) which oriented the SWB on the psychological capacities and strengths of human resources (Lewis, Huebner, Malone, & Valois, 2011). Simultaneously, employee's well-being and the consequent status of the labor market were influenced by the PsyCap of the employees (Dockery, 2016). An individual with healthier well-being contributed to her/his PsyCap irrespective of her/him being employed or unemployed and hence, poorer PsyCap could predispose employees to an increased risk of poorer well-being. The understanding effect of the unemployment on the individual can provide the valuable insight of the SWB and PsyCap along with welfare policy, economic theory and labor market (Heckman, 2011).

In the organizational context, a lack of direct evidence has been noticed in indicating the relationship between these two variables (Li et al., 2014). Fewer studies are found when the search of this evidence is limited to the Indian context.

In Non-Indian context, notable studies in organizational field include research by Li et al. (2014), who found a fairly strong correlation between the two as well as between each

psychological capacity and SWB and indicated that PsyCap was a mediator in the relationship between Social Support and SWB. Cole, Daly, and Mak (2009) suggested that an individual's psychological capacities moderate the influence of unemployment on his/her well-being and PsyCap helps in re-employment. Culbertson, Fullagar and Mills (2010) showed that employee PsyCap and well-being shared a positive relationship. Avey et al. (2010) found a temporally reliability impact on the employee's well-being.

Other studies in Non-Indian context usually take adolescents and undergraduate students as their subjects, exploring a wide range of relationships such as role of perceived stress and self-efficacy is influencing life satisfaction (Burger & Samuel, 2017), link from resilience and psychological vulnerability to SWB through Hope (Satici, 2016) and role of PsyCap in predicting emotions and SWB among adolescents (Afzal et al., 2016). Most of the times, a single psychological capacity is studied in relation to a single indicator of SWB (Demirli, Türkmen, & Arık, 2015). At other times, relations are studied in specific contexts such as in the case of burn patients, adolescents with divorced parents, mastery of depression and anxiety and social support.

Within Indian context, notable studies exploring the relationship among these variables are handful. Dwivedi and Rastogi (2017) showed that hope and life satisfaction are significantly correlated and life satisfaction is significantly predicted by hope in undergraduate students. Bajaj and Pande (2016) found that the relationship between mindfulness and components of SWB is partially mediated by resilience. Kapila and Kumar (2015) studied the variables in context of divorced women and found significant correlation between life satisfaction and resilience. An important research by (Khan & Husain, 2010) found the relationship between PsyCap and SWB to be moderated by social support. A study in India had documented that positive relationship existed between the psychological strengths like hope, optimism, self-efficacy etc. and subjective well-being (Khan, 2010).

Gupta and Chadha (2014) found that in the elderly (sample aged 45-89) daily spiritual experiences and perceived closeness to God correlated positively and significantly with the total well-being score and were significant predictors of well-being. The research elaborated that 'psychological well-being' and "well-being is not just the absence of disease or illness; it is strongly linked with happiness and satisfaction". In one of the studies done on the service sector firms in India it was found that Strategic Human Resource Management creates a positive impact on the firm's overall performance. This can be inferred that by indulging in Strategic Human Resource Management, the Psychological Capital of the individuals

especially the resilience of the employees can be modified according to the rapidly changing scenario. Hence, this in turn will cultivate organizational profits and subsequently the career resilience and planning of the employee (Tripathi, Nigam, Nongmaithem, & Sharma, 2011).

Thus, it can be concluded that a body of literature, that is steadily growing, exists to reveal significant relationships. However, it is also safe to conclude that this research body is in its primordial stage in India. It can be noted that studies devoted to SWB in India cover dynamic contexts such as castes and comparison between castes (Fontaine & Yamada, 2014), women's autonomy (de Hoop et al., 2014), life satisfaction among rural elderly (Banjare et al., 2015), SWB in Hindu adolescents (Antaramian et al., 2016) and such. A literature review by James and Suresh (2016) summarizes states of PsyCap researches in India, noting that most studies are done in field of Information technology covering basic themes of commitment and OCB, job satisfaction, leadership and well-being. When it comes to researches looking at the association between PsyCap and SWB it is quite clear that not only is there a lack of it but that of those existing, most focus on dimensions of the variables rather than the variable in its entirety. Among these studies, to the knowledge of the researchers, samples for quantitative researches have ranged from a barely sufficient sample of 60 teenagers (Rani & Midha, 2014) to participation of 568 adults (Gayathri & Karthikeyan, 2016). There is also a curious lack of qualitative studies on this issue in India.

Aforementioned studies have already shown how both SWB and PsyCap impact multiple variables in social and especially in the organizational setting and also how they play important mediating roles. It is thus likely that they affect each other or work together to impact many more outcomes than studied. For example, He et al. (2013) found that resilience partially mediated the relationship between dispositional optimism and SWB. Bajaj and Pande (2016) showed that the relationship between mindfulness and life satisfaction, affective components of SWB was partially mediated by resilience.

It is also vital to note that variables do not have uniform effect on PsyCap or SWB or the relationship between them uniformly. While some universals have been found, such as pro social spending being associated with greater SWB around the world (Aknin et al., 2013), most other variables have differing associations with change in socio-economic factors. An example is self-employment. Self-employed men are found significantly happier than men working for someone else in less developed countries (Crum & Chen, 2015).

Some Western studies have also given a strong correlation between the two and while a few rare Indian studies do study this correlation in the Indian context, it is vital to verify the strength of this association as culture and age can have influence on any of those variables. For example, SWB and PsyCap have a correlation of .35 ($p < 0.01$) in China with a sample of 381 undergraduate students (Li et al., 2014) while in Pakistan, with a sample of 640 adolescents, this correlation is .46 ($p < 0.01$). In India, Hope and life satisfaction correlate at .238 ($p < 0.01$) with a sample of 140 undergraduate students (Dwivedi & Rastogi, 2017) while in 1,419 Chinese young adults the correlation between Hope and life satisfaction is .65 ($p < 0.001$) (Mak et al., 2011). In India, a study showed correlation between Resilience and Life satisfaction to be .29 ($p < 0.01$) in a sample of 327 undergraduate students (Bajaj & Pande, 2016). Another study based in Turkey on a sample of 144 adolescent students whose parents are divorced show the correlation between Resilience and Life satisfaction to be .64 ($p < 0.01$) (Altundağ & Bulut, 2014). These studies show that it is difficult to generalize the results of one nation or one context on others, necessitating exploration and confirmation over simply accepting previous, mostly Western studies at face value. Kenney and Mujtaba (2007) discussed the concepts of entrepreneurship, corporate entrepreneurship, intrapreneurship, and collaborative entrepreneurship to facilitate further research and concluded that corporate entrepreneurship can be a valuable tool in fostering a corporate culture that helps in creating committed employees and long-term success. Nurturing the dimensions of entrepreneurial orientation i.e. autonomy, innovativeness, proactiveness, competitive aggressiveness, and risk taking, can help the organisation remain competitive and innovative (Kenney & Mujtaba, 2007).

At the same time, existing research gives us an idea about how the two variables or their subparts could be related. For instance, Snyder (2002) believed that hope is a motivational power and plays a preventive part for people with lower well-being. Those with high hope are likely to work around problems than low-hopers who are likely to remain stuck when faced with obstructions. This has the potential to significantly impact one's perceived life satisfaction. Studies also show that hope is an important predictor of life satisfaction (Peterson & Seligman, 2004) and has a distinctive variance in predicting well-being (Vacek et al., 2010). Similarly, Tugade and Fredrickson (2004) believed that resilient people bounce back from adversity using positive emotions which may be the factor effectively linking it to positive affect indicator or SWB.

To summarize, the lack of sufficient research on the relation between SWB and PsyCap, (especially if the variables are studied including all their components) as well as present studies

in the Western and Indian context that indicate possibility of strong relation between the two variables make it imperative to examine this relationship in a wide variety of contexts in India. This will contribute to betterment of society, add on the Indian body of literature and facilitate understanding of variables that have a significant impact on work-related outcomes and can influence foundations on which organizations work.

Table 2.4 Summary of Research Studies showing Relationship between Psychological Capital and Subjective Well-Being

SOURCE/STUDY	SAMPLE	CONSEQUENCES	FINDINGS
INDIAN CONTEXT			
1. (Dwivedi & Rastogi, 2017) Objective: Hope, life satisfaction & future time perspective Methodology: Multiple regression	140	Future time perspective Hope	Life satisfaction is significantly predicted by hope. Hope & LS (.238, .01)
2. (Bajaj & Pande, 2016) Objective: Resilience as mediator Methodology: (SEM)	327	Mindfulness Resilience	Components of SWB are partially mediated by Resilience.
3. (Gayathri & Karthikeyan, 2016) Objective: Relationship b/w life satisfaction and family support, work support, self-efficacy. Methodology: correlation analyses and SEM	568	Family support Work support Self-efficacy	Relationship between studied antecedents and consequence (satisfaction with life) is partially mediated by work-family enrichment.
4. (Ansari et al., 2015) Objective: Self-efficacy as predictor of life satisfaction Methodology: Simple Linear Regression	120 undergraduate students	Self-efficacy	Among undergraduates, Life Satisfaction is significantly impacted by Self-Efficacy.
5. (Kapila & Kumar, 2015) Objective: Divorced women: resilience & life satisfaction	60 divorced women	Resilience	Correlation between life satisfaction and resilience: .628 (sig)

Methodology: T-test and Pearson r			
6. (Rani & Midha, 2014) Objective: Study relation of resilience with life satisfaction. Methodology: descriptive population	60 teenagers, 8th to 10th grade	Resilience	Moderately low level of resilience and average life satisfaction was found.
7. (Khan & Husain, 2010) Objective: PsyCap, SWB & social support as moderator	116 men & 64 women	Social support	The relation of positive psychological strengths with SWB was moderated by social support.
NON-INDIAN CONTEXT			
8. (Burger & Samuel, 2017) (Switzerland) Objective: Life satisfaction of adolescents Methodology: multilevel modeling framework	5126	Life satisfaction Stress Self-efficacy	Adolescents' life satisfaction was affected by adolescent's baseline levels of stress and self-efficacy
9. (Satici, 2016) Objective: Hope as a mediator Methodology: Structural equation modelling	332 undergraduates	SWB impacted by Resilience, Psychological vulnerability, Hope	The impact of Resilience on SWB was fully mediated by hope.
10. (Afzal et al., 2016) (Pakistan) Objective: PA & NA as moderator in PsyCap & SWB Methodology: hierarchical regression analysis	616 school adolescents	Hope & efficacy	The relationship of self-efficacy hope and optimism with SWB was moderated by low level negative emotions.

11. (Demirli et al., 2015) (Turkey) Objective: Hope & SWB Methodology: SEM, Path coefficients	881	Trait hope /dispositional hope State hope	Trait hope positively impacted PA; negative impact on NA. Same for state hope.
12. (Rezaei, Bayani, & Shariatnia, 2015) Objective: Using the variable of Self-esteem, satisfaction with life and hope to predict student's mental health. Methodology: Pearson correlation coefficient, t-test and stepwise regression analysis	9,000	Self esteem Hope Mental Health	Self-esteem, satisfaction with life and hope can predict mental health.
13. (Tamannaefifar & Motaghedifard, 2014) (Iran) Methodology: Regression Analysis	355 university students	[+ve] Creativity [+ve] Self-efficacy	The study showed a significant relation of creativity with all types of well-being.
14. (Li et al., 2014) (China) Objective: Role of PsyCap in relationship b/w SWB & Social Support Methodology: Mediation	381 usable survey forms-	[+ve] Social support	There was a positive relationship between PsyCap, Social Support, and SWB
15. (Altundağ & Bulut, 2014) Objective: Predictive variables for resilience. Methodology: Correlation and Multiple Regression	144 adolescents	Resilience and life satisfaction	Resilience and life satisfaction have a strong positive relationship. .64, $p < 0.01$
16. (He et al., 2013) Objective: SWB as mediator in burn patients	N = 410	Dispositional optimism	Psychological Resilience & SWB (0.395, $p < 0.01$)

Methodology: Structural equation modelling		Resilience	Dispositional optimism & SWB (0.350, $p < 0.01$)
17. (Mak et al., 2011) Objective: Depression, satisfaction & resilience Methodology: SEM & mediation	1,419	Resilience and life satisfaction	Resilience was related to positive cognitive triad.
18. (Burns, Anstey, & Windsor, 2011) (Australia) Objective: Role of Resilience and mastery within a tripartite Model of Anxiety and Depression. Methodology: SEM	Two longitudinal population-based cohorts	Psychological well-being variables (mastery) Resilience	Psychological well-being variables as significantly related to SWB.
19. (Ferguson & Goodwin, 2010) Objective: To explain how psychosocial resources can increase SWB for older adults. Methodology: Meditation	225 adults aged from 65 to 94 years	Optimism Social support	Both subjective and psychological wellbeing were predicted by Optimism.
20. (Vecchio, Bove, Gerbino, Pastorelli, & Caprara, 2007) Objective: Predict life satisfaction using multi-faceted self-efficacy beliefs. Methodology: Hierarchical regression	650 young adolescents	Self-esteem beliefs-academic, social and self-regulatory	For adolescents of both genders, life satisfaction in late adolescence was better predicted by academic and social self-efficacy.

2.5 RELATIONSHIP BETWEEN PSYCHOLOGICAL CAPITAL AND CAREER COMMITMENT

Career commitment has been empirically shown to be significantly related to job satisfaction (Zhang et al., 2014), career success and career satisfaction (Srikanth & Israel, 2012), professional identity (Wilson et al., 2016), burnout (Orkibi, 2016), organizational commitment (Duffy et al., 2011), autonomy and performance (Carden, 2007), learning transfer (Kasemsap, n.d.), perceived fit (Carless, 2005) and such. It is thus a variable with important implications in organizational setting. In recent years, it has seen a growth in importance as it proves to be an essential source of occupational meaning and continuity in face of difficult organizational circumstances (Aryee et al., 1994). Higher commitment is positively linked with skill development and negatively linked with low withdrawal intention, from both career and job (Koslowsky, Weisberg, Yaniv, & Zaitman-Speiser, 2012; Aryee & Tan, 1992).

Even so, it is a topic poorly researched in Indian context. To the researcher's knowledge only two noticeable studies have taken place in recent years, including a research by Arora and Rangnekar (2016) who studied interaction of Extraversion and Openness to Experience with Career Commitment and a research by Srikanth and Israel (2012), who studied the impact of career commitment on career success with career satisfaction playing a mediating role. One of the researches done on administrative staff in Malaysia linked religiosity with its effect on reducing the job tension. It stated that both the parameters are significantly related. Hence, in a way being hopeful (a major factor supporting religiosity) will lead to a reduction in job stress and anxiety (Khan & Achour, 2011).

When these two variables Career Commitment and PsyCap are considered together, most studies search for link between self-efficacy with career commitment, finding high correlation with strong two-way prediction (Niu, 2010; Salami, 2007 etc). Another related topic taken into consideration is Career decision self-efficacy (CDSE), which includes the individual's perception of one's ability to effectively deal with tasks important for making career decision. For instance, Chung (2002) found correlation between the Career Decision making Self-Efficacy and Career Commitment Scale at .45 ($p < .01$). Brown, George-Curran, and Smith (2003) found that Vocational exploration and commitment (VEC) (a subscale of Career Commitment Scale) & Career decision-making self-efficacy correlated at -.52 ($p < 0.01$).

Among studies looking at relation between self-efficacy and career commitment, various additional variables have been studied in relation, such as demographic variables (such as age, gender, marital status), number of years spent in that career, job satisfaction (Adio & Popoola, 2010), personality (Jin et al., 2009), subjective and objective career success (Ballout, 2009), emotional interest (Salami, 2007) and such. In a study done to understand the role of stress and control on an employee in an organization, a research finds that there is a significant negative co-relation between the stress/control over an employee from the chain of command on the job satisfaction. This infers that if the psychological capital of the people in terms of their hope and optimism from the company and their resilience to stay in the company is negatively affected because of the stress and micromanagement of employees, the job satisfaction in terms of career identity and career resilience is negatively impacted (Singh & Dubey, 2011).

This relation has been studied in context of police-officers, teachers, underrepresented minority students, librarians, food-service industry, graduate students, bank employees etc. In these studies, which find between self-efficacy and career commitment, correlation have ranged from $r = 0.80$ in 108 bank employees from Lebanon ($p < 0.01$) (Ballout, 2009) to $r = 0.30$ ($p < 0.05$) in 475 secondary school Nigerian teachers (Salami, 2007). Niu (2010) found a correlation of $.507$ ($p < 0.01$) in a sample of 1025 foodservice employees in Taiwan. These correlations serve to prove importance of context and country and the need for verification.

Bandura (1986) believed self-efficacy to be an individual's judgement or belief about their potentials to organize and execute a plan of action required to achieve designated type of performances. Because of its effect on thought patterns and emotional reactions and motivation, Bandura considered it essential in deciding whether or not a person would put in efforts for a given task. His theory outlines that people judge their ability to deal with a problem based on how they cognitively processed it. For example, someone with high self-efficacy is more likely to look at the problem as something they can overcome given their belief about their abilities, as compared to someone with low-self-efficacy. He thus highlighted perceived challenge to be an essential part of the theoretical relation between commitment and self-efficacy. On this basis, McKim and Velez (2015) explored relation between self-efficacy and career commitment in early career agricultural teachers using the conceptual model of cognitive processing of challenges, leading to sense of self-efficacy leading to commitment to stay in the career, such that, perceived challenge may lead to a decrease in one's self-efficacy and consequently a decrease in career commitment. Findings also exist which show career

commitment and self-efficacy having a direct influence on career success (Kidd & Green, 2006). On the same lines, Ballout (2009) examined the indirect effect of self-efficacy on career outcomes. Scientific confirmation proves the effects of self-efficacy beliefs on career growth and development (Bell & Staw, 1989)

The only study that tells us a relation between resilience and PsyCap, to the knowledge of researcher, is almost two decades old, by King (1999), who studied a model of career motivation and commitment, showing stepwise progress from self-identity to self-insight to career resilience. Other than these few researches, no other study looks at the relation between PsyCap and career commitment.

To researcher's knowledge, no research exists that looks at relation between hope or optimism dimension of PsyCap and career commitment. However, a theoretical argument can be considered for to propose a link between career commitment and hope. According to Snyder (1995) hope consists of pathway and agency. A series of re-conceptualizations added attainable goals to the model. The hope theory given by Snyder et al. (1991) proposes that pathway thinking allows individuals to general multiple ways of working around a problem to the goal. Agency thinking provides the motivation to start along a pathway and reach that goal. Thus, those people who are high-hopers are motivated and effective at dealing with the problem by working out multiple possible solutions to it. It can thus be hypothesized that it can be significantly correlated with or predict the career commitment dimensions of career planning commitment and career resilience commitment.

When the Indian context is considered, no study exists linking PsyCap with career commitment. This serious dearth of research mandates a study consisting of all the components of PsyCap and career commitment in circumstances generalizable in the Indian context.

Table 2.5 Summary of Research Studies showing Relationship between Psychological Capital and Career Commitment

SOURCE/STUDY	SAMPLE	CONSEQUENCES	FINDINGS
SELF EFFICACY			
1. (McKim & Velez, 2015) Objective: Perceived efficacy and career commitment. Methodology: ANOVA, Multiple Regression	School-based agriculture teachers	Efficacy in classroom Science Teaching Efficacy	Fourth year teachers perceived the highest level of career commitment
2. (Chemers, Zurbriggen, Syed, Goza, & Bearman, 2011) Objective: Relationship b/w science career and related self-efficacy Methodology: SEM	327 under-graduates & 338 graduates	Science commitment impacted by science self-efficacy	For undergraduates, science self-efficacy was strong predictor of science CC.
3. (Niu, 2010) (Taiwan) Objective: Foodservice sector: CC & self-efficacy Methodology: ANOVA, chi-square test	1025	[+ve] self-efficacy	Y-type Employees (highly self-efficacious) perform their duties willingly and more productively.
4. (Adio & Popoola, 2010) Objective: Librarians: CC & self-efficacy Methodology: Regression analysis		Job status & satisfaction No. of years spent in library	Satisfaction related to job & CC are directly related

5. (Jin et al., 2009) (China) Objective: Career decision self-efficacy: mediator Methodology: multiple regression analyses	785 Chinese graduate students	Five factor model of personality	Less Premature Foreclosure can be caused by elevated agreeableness
6. (Ballout, 2009) (Lebanon) Objective: Self-efficacy: mediator b/w career success & CC Methodology: Regression	180 completed questionnaires from bank employees	Self-efficacy Career success	Career commitment and self-efficacy: 0.80**
7. (Salami, 2007) Objective: Relationship b/w self-efficacy & EI Methodology: hierarchical multiple regression	475 (230 males, 245 females)	Emotional Intelligence Self-efficacy Organizational Commitment	CC & Emotional intelligence: 0.28* CC & self-efficacy: 0.30* CC & Organization commitment: 0.20*
8. (Wang, Jome, Haase, & Bruch, 2006) (USA) 2006 Objective: Career choice commitment Methodology: SEM	184 college students	Career choice commitment Self-efficacy Personality (5 factor model)	Self-efficacy fully mediated b/w extraversion & career choice commitment for white students

9. (Brown et al., 2003) (USA) 2003 Objective: EI, career decision-making self-efficacy, vocational exploration & commitment (VEC) & sex as a moderator Methodology: Pearson product–moment correlation	288 (162 female, 121 male, and 5 unreported)	Emotional intelligence Self-efficacy	Sex did not come up as a moderator in the findings.
10. (Aremu, 2005); NIGERIA, 2005 Objective: Predictor of CC in young police. Methodology: Multiple regression statistical analysis	200 non-commissioned officers	EI & Motivation	The various variables listed are good predictors of career commitment in police, both independently and collectively.
11. (Chung, 2002) (USA) 2002 Objective: Career Decision-Making Self-Efficacy Methodology: coefficient alpha	165 undergraduates	Career decision-making self-efficacy	CDMSE-SF has high internal consistency. There is moderate correlation between the two scales.
RESILIENCE			
12. (King, 1999) Objective: CC & its relationship with identity, insight & resilience.	-	Self-identity Insight Resilience	All three increased motivation & CC of employees

2.6 RELATIONSHIP BETWEEN SUBJECTIVE WELL-BEING AND CAREER COMMITMENT

From the positive youth development framework, the well-being of an individual can be explored with experiences like salient goal related activities and career goals. In the relationship between the career and the subjective well-being the qualification of the individual plays the major part in development of career commitment. Education appears to be the most important strategy for development of their future goals in a young person while studying the domain of the subjective well-being and career growth.

Engineers are known to be the most fast-track people who have the special knowledge and unique expertise, with great ambition and also expectations to their career commitments. The individuals should get committed to their career goals to produce better results in life through the expertise of subjective well-being to maximize their performance towards their goal settings. The key goal setting moderators are feedback of the subjective well-being that tracks the career progress as well as the commitment to the career goal. From the research framework the two variables like independent variables and dependent variables are analyzed. In-dependent variable like career goal development is directly influenced by the dependent variable like career satisfaction as well as psychological well-being.

The relationship between the career goal satisfaction and the well-being get compromised with each other even when the situation is threatening with negative feeling like sadness, distress and dissatisfaction; subjective wellbeing acts as an energy for expansion of the career goal. Compromising the goal which is already committed to career can be associated with the change in behavior which is further related to the psychological well-being. According to the social cognitive career theory, the three main motivators of the career related behaviors and subjective well-being are expectations in outcomes, self-efficacy, planning and achieving new goal, career goals and positive career outcome. A study on traits predicting the psychological well-being in students, a research positively co-relates the factor of hope with the psychological well-being of professional course students thus leading to improved life satisfaction among them (Singh, Singh, & Singh, 2012).

The career commitment can be satisfied by the subjective well-being standing as an indicator for the primary success in the career because the individual's attitudes get reflected in the personal career-based appraisal. Psychological well-being is the concept of subjective aspects that gains closer connection of the quality of life. The prime feature of the subjective

well-being in career goal commitment is the effective measures taken by the individual to control life and have sense of purpose like valuing the working goals and experiencing positive connections.

This model discusses about how the measure of the subjective well-being gets affected by the cognitive biases like peak end rule, retrospective and impact bias. The subjective well-being studied through the wanting theory analysis the determination aspects of the career goals in which an individual gets destined. A research used spirituality to explain our interactions with the world and how that leads to positive and negative affect. Desire was believed to lead to positive feeling if fulfilled and on non-achievement, lead to negative affect. He also used it to explain a model for peace and happiness (Bhawuk, 2011).

The motivational aspects play major role to reach the goal, but the theoretical arguments suggest the persuasive way for reaching the career goal is completely related to the subjective well-being. If subjective well-being is enhanced in an individual's life, he/ she gets the ability to overcome any obstacles and hurdles; tackle any issues or problems faced; build psychological ability in the path of the commitments towards their career success.

The positive factors that are related to career commitment and subjective well-being are peer relationship, control of life, emotional tone, adjustments in problems, good performance, socio-economic stability, and positive self-evaluation. Thus, the motivational tendency stands as a mediator between the subjective well-being and career goal success and its commitments. The mastery in the career commitment can give attachment to the emotions, cognitions, growth seeking, validation seeking and psychological well-being aspects.

Table 2.6 Summary of Research Studies showing Relationship between Subjective Well-Being and Career Commitment

SOURCE/STUDY	SAMPLE	CONSEQUENCES	FINDINGS
NON-INDIAN CONTEXT			
1. (Wallace, 2013) Objective: Social relationships, well-being & career commitment. Methodology: regression	1,436 married lawyers in Western Canada	Relation to: [-ve] Professional support, [+ve] age [-ve] professional strain [-ve] work overload	Older Male lawyers, having more children and greater household earning report a lesser amount of distress.
2. (Demirtas & Tezer, 2012) Objective: Romantic relationship satisfaction, CC & SWB Methodology: multiple regression	391 (169 females, 222 males)	Relationship satisfaction Life satisfaction Positive and negative affect	Relationship satisfaction and vocational exploration and commitment significantly predicted life satisfaction.
3. (Demirtaş, 2010) Objective: Romantic relationship satisfaction, gender, relationship status & CC Methodology: multiple linear regression analyses.	400 (172 females, 228 males) fourth grade students	Vocational exploration Career Commitment Life satisfaction	Vocational Exploration and Commitment & PA: $-.32^{**}$ Vocational Exploration and Commitment & LS: $-.41^{**}$

2.7 THEORETICAL FRAMEWORK

According to Broaden and Build theory positive emotions advance one's reasoning and behavior towards new prospects and this expansion develops well-being due to an increment in physical, psychological and social resources (Fredrickson, 2004). Positive emotions like contentment, joy and love broadens people's thought-action repository, negates negative emotions, strengthens resilience and expands resources which further leads to an increased well-being. Additionally, Self-Determination Theory (SDT) posits that attainment of three primary psychological needs of autonomy, competence and relatedness leads to feelings of happiness and well-being (Ryan & Deci, 2000). A willingly chosen and intrinsically satisfying activity leads to autonomy; successful culmination of a difficult task and showcasing of one's talents and capabilities leads to fulfillment of competency needs and; being close to loved ones and having purposeful conversations help attain the feeling of relatedness. This theory states that these three needs combined will predict the level of well-being among people. True to the predictions of Self-Determination Theory, a study discovered that a 'good day' came to be positively correlated with the attainment of these three needs (Reis, Sheldon, Gable, Roscoe, & Ryan, 2000). In this study we will be basing our hypotheses using tenets of both the theories. The framework adopted two theories for this analysis include Broaden and Build Theory as well as Self-Determination Theory.

2.7.1 Broaden and Build Theory

The positive psychology is a young psychology division that sets itself the aim of analyzing the human strength and qualities with the focus on happiness and well-being. In general, Broaden and Build theory is built to describe the structure and task of positive emotions subsets including interest, joy, love and contentment (Fredrickson, 2004). The theory hypothesizes that practices of positive emotions may broaden persons' awareness, building up skills and individual resources and prompt exploratory and novel actions and thoughts over time. In order to establish and form this theory, there are five significant propositions included: positive emotions undo lasting negative emotions; positive emotions widen action-thought repertoires; positive emotions make personal resources; positive emotions increase psychological resiliency; and positive emotions increase physical and psychological well-being.

2.7.2 Self-Determination Theory

Self-determination theory (SDT) was built by researchers Richard M. Ryan and Edward L. Deci (Ryan & Deci, 2000). This theory relates to human personality, optimal functioning and motivation. More willingly than just the quantity of motivation, SDT concentrates on various kinds of motivation. Positive psychology copes with positive emotions as well as ways to look after the strengths of individual; SDT is helpful in combining a better amount of work in the positive psychology. Overall, SDT efforts to indicate the ‘psychological nutriment’ need for all kinds of mental strength in all cultures. Cultural and individual variations in necessary satisfaction may describe cultural and individual variations in different forms of positive mental health.

2.8 FORMULATION OF RESEARCH HYPOTHESES

The detailed literature review and the theoretical framework lead to the formulation of research hypotheses.

2.8.1 Relationship between PsyCap and Subjective well-being

The basis for the link was grounded in the fact that PsyCap comprised the personal traits that influenced the SWB of the employees by a way of equipping them with personal growth, autonomy, purposeful life and positive relations (Cole et al., 2009). PsyCap with the virtue of instilling positivity in the employees leads them towards a higher SWB which further leverages wide range of positive outcomes like physical and psychological health (Ryff, C.D., & Singer, 2003), gaining satisfaction in important domains of life (Diener & Chan, 2011) and personal striving as well as coping up with stress (Cameron, 2008).

The broaden and build theory posited that positive emotions increase a person’s well-being by building up physical, psychological and social resources (Fredrickson, 2004). Experience of PsyCap by employees instilled emotional management, innovation and emotional intelligence (Salovey et al., 2017) which oriented the SWB on the psychological capacities and strengths of human resources (Lewis et al., 2011). Simultaneously, employee’s well-being and the consequent status of the labor market were influenced by the PsyCap of the employees (Dockery, 2016). An individual with healthier well-being contributed to her/his PsyCap irrespective of her/him being employed or unemployed and hence, poorer PsyCap could predispose employees to an increased risk of poorer well-being. The understanding effect of the unemployment on the individual can provide the valuable insight of the SWB and PsyCap along with welfare policy, economic theory and labor market (Heckman, 2011).

Consequently, the following hypotheses have been formulated

H1. Psychological Capital will significantly predict the Subjective Well-being of the employees.

H1 (a): Psychological Capital dimension (Hope) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (b): Psychological Capital dimension (Hope) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (c): Psychological Capital dimension (Hope) will significantly predict Subjective Well-being dimension (Life Satisfaction).

H1 (d): Psychological Capital dimension (Efficacy) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (e): Psychological Capital dimension (Efficacy) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (f): Psychological Capital dimension (Efficacy) will significantly predict Subjective Well-being dimension (Life Satisfaction).

H1 (g): Psychological Capital dimension (Resilience) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (h): Psychological Capital dimension (Resilience) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (i): Psychological Capital dimension (Resilience) will significantly predict Subjective Well-being dimension (Life Satisfaction).

H1 (j): Psychological Capital dimension (Optimism) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (k): Psychological Capital dimension (Optimism) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (l): Psychological Capital dimension (Optimism) will significantly predict Subjective Well-being dimension (Life Satisfaction).

2.8.2 Relationship between PsyCap and Career commitment

In numerous studies the positive relationship between PsyCap and career commitment has been analyzed like one such study stated that self-efficacy, which is one of the components of PsyCap, had the predictive power in relation to career commitment of the food service industry employees (Niu, 2010). In another research career commitment had the predictive power with regard to career success only for employees measuring average to high on self-efficacy (Ballout, 2009). Positivity has been proved to be causally associated with various crucial outcomes in domains of life including the workplace.

By applying the Self-Determination Theory (Ryan & Deci, 2000) in this context it can be claimed that a person's psychological capital will predict career commitment as PsyCap which includes hope, efficacy, resilience and optimism will translate itself into fulfilling the needs of autonomy, competence and relatedness which in turn will further the commitment of employees towards their career. When an individual will be hopeful then she/he will take up more challenging tasks and succeed in it. In a research career commitment had the power to predict career success only for the employees who had moderate to strong perception of emotions. A study talked about importance of emotions in workplace in terms of emotional intelligence (Rathore, Chadha, & Rana, 2017). Various models of emotional intelligence in the popular literature tend to incorporate variables like resilience, self-confidence, integrity, and leadership skills in their conceptualization (Ballout, 2009). Indeed, no shortage of research has established a positive relationship between different measures of PsyCap and career commitment. Hence, the purpose of the present research is to find a potential mediator of this relationship; that is, do feelings of SWB mediate the relationship between PsyCap and career commitment?

Consequently, the following hypotheses have been formulated

H2. Psychological Capital will significantly predict the Career Commitment of the employees.

H2 (a): Psychological Capital dimension (Hope) will significantly predict Career Commitment dimension (Career Identity).

H2 (b): Psychological Capital dimension (Hope) will significantly predict Career Commitment dimension (Career Resilience).

H2 (c): Psychological Capital dimension (Hope) will significantly predict Career Commitment dimension (Career Planning).

H2 (d): Psychological Capital dimension (Efficacy) will significantly predict Career Commitment dimension (Career Identity).

H2 (e): Psychological Capital dimension (Efficacy) will significantly predict Career Commitment dimension (Career Resilience).

H2 (f): Psychological Capital dimension (Efficacy) will significantly predict Career Commitment dimension (Career Planning).

H2 (g): Psychological Capital dimension (Resilience) will significantly predict Career Commitment dimension (Career Identity).

H2 (h): Psychological Capital dimension (Resilience) will significantly predict Career Commitment dimension (Career Resilience).

H2 (i): Psychological Capital dimension (Resilience) will significantly predict Career Commitment dimension (Career Planning).

H2 (j): Psychological Capital dimension (Optimism) will significantly predict Career Commitment dimension (Career Identity).

H2 (k): Psychological Capital dimension (Optimism) will significantly predict Career Commitment dimension (Career Resilience).

H2 (l): Psychological Capital dimension (Optimism) will significantly predict Career Commitment dimension (Career Planning).

2.8.3 Relationship between SWB and Career Commitment

Career commitment has become an asset of utmost importance as competent employees will not function to the best of their potential if they are not committed to their work. Commitment helps in constructing a value proposition that motivates them to utilize discretionary strength to seek personal and organizational goals (Stairs & Galpin, 2012). The employees get committed to their career goals through the experience of SWB in order to maximize the performance towards their goal settings (Locke & Latham, 2016). From the positive youth development framework, the well-being of an individual can be explored by studying salient goal related activities and career goals. The key goal setting mediators were

feedback of the SWB that tracked the career progress as well as the commitment to the career goal. The relationship between the career goal satisfaction and the well-being got compromised when experiencing negative feelings like sadness, distress and dissatisfaction; SWB acted as an energy for expansion of the career goal. The prime feature of the SWB in career goal commitment was the effective measures undertaken by the individual to control life and have sense of purpose like valuing the working goals and experiencing positive connections. The pleasure of fulfillment by achieving the career goal generated a level of happiness to which the commitment and well-being had also been related (Veenhoven & Hagerty, 2006).

The choice of SWB as the mediator involved instituting a significant interrelation between PsyCap (predictor) and career commitment (criterion). Next the process comprised granting a theoretical reasoning as to why PsyCap would be associated with the SWB (mediator). According to the social cognitive career theory, the main motivators of the career related behaviors were self-efficacy (one of the components of PsyCap), expectations in outcomes and choice and performance goals. The theory postulated that people were reasonably inclined to develop interest in, seek and accomplish tasks at which they believed they had a powerful self-efficacy along with the competencies and social support (Lent, Brown, & Hackett, 2006). Further, during the times of hardship greater amount of optimism (one of the PsyCap components) had been associated to a higher level of SWB (Carver et al., 2010). As per the findings of a research there was a positive relation between PsyCap and SWB which led to the development of psychological resources and the feeling of satisfaction among employees (Avey, Luthans, & Jensen, 2009). The label called “emotion-oriented potentiality of the PsyCap” emanated from the relationship between the SWB and emotional intelligence as both were based in affect. Therefore, the following hypotheses have been formulated.

H3: Subjective Well-being will be significantly related to the Career Commitment of the employees.

H3 (a): Subjective Well-being dimension (Positive Affect) will be significantly associated with Career Commitment dimension (Career Identity).

H3 (b): Subjective Well-being dimension (Positive Affect) will be significantly associated with Career Commitment dimension (Career Resilience).

H3 (c): Subjective Well-being dimension (Positive Affect) will be significantly associated with Career Commitment dimension (Career Planning).

H3 (d): Subjective Well-being dimension (Negative Affect) will be significantly associated with Career Commitment dimension (Career Identity).

H3 (e): Subjective Well-being dimension (Negative Affect) will be significantly associated with Career Commitment dimension (Career Resilience).

H3 (f): Subjective Well-being dimension (Negative Affect) will be significantly associated with Career Commitment dimension (Career Planning).

H3 (g): Subjective Well-being dimension (Life Satisfaction) will be significantly associated with Career Commitment dimension (Career Identity).

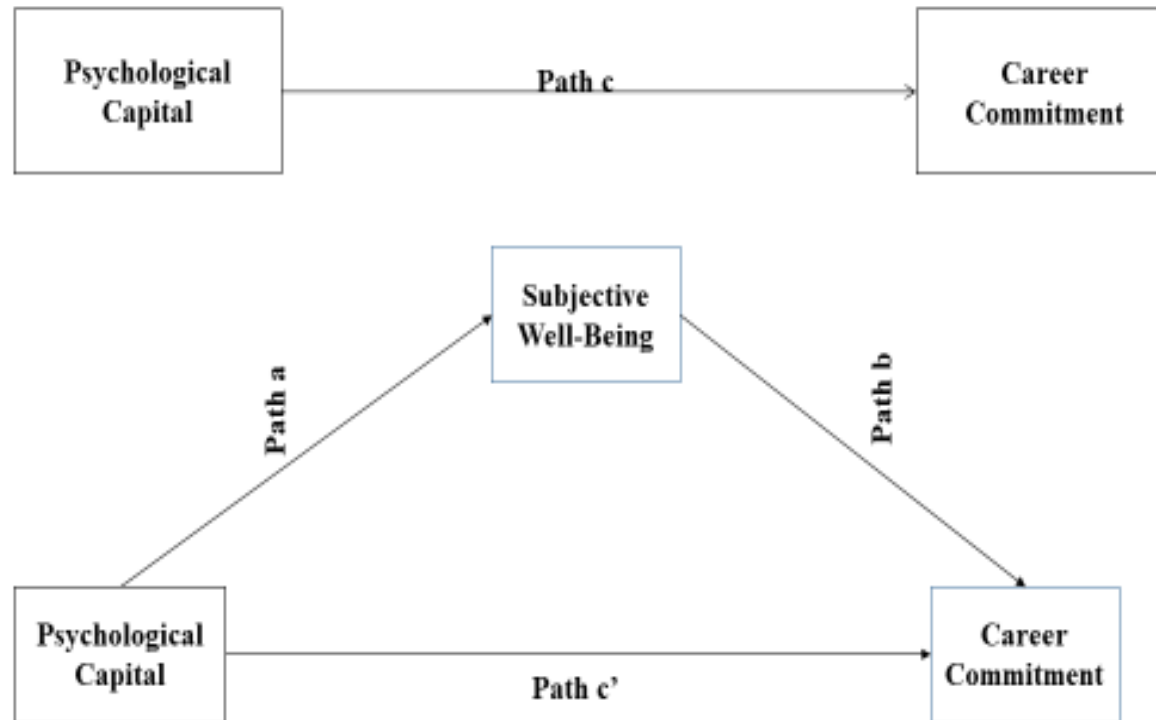
H3 (h): Subjective Well-being dimension (Life Satisfaction) will be significantly associated with Career Commitment dimension (Career Resilience).

H3 (i): Subjective Well-being dimension (Life Satisfaction) will be significantly associated with Career Commitment dimension (Career Planning).

H4. Subjective well-being will mediate the relationship between Psychological Capital and Career Commitment of the employees.

Hence, the following model of the study has been proposed (Figure 2.1). Path c denotes a significant relationship between PsyCap (predictor) and career commitment (criterion). Further, Path a shows a significant relationship between PsyCap (predictor) and SWB (mediator). Additionally, Path b indicates that SWB (mediator) is associated with career commitment (criterion), controlling for the impact of PsyCap (predictor) on career commitment (criterion). Lastly, Path c' signifies the reduction in the strength of the relationship between PsyCap (predictor) and career commitment (outcome) on incorporating SWB (mediator) to the model.

Figure 2.1 Research Model showing Direct and Sequential Path Relationship



Note: Source Author

Chapter III

Methodology

The preceding chapters dealt with the comprehension of the variables and their sub dimensions respectively. Significance of psychological capital in elevating the employees' subjective well-being and career commitment at the workplace was elaborated and consequently the relationships between the three variables were discussed in detail. The detailed literature review had provided support in identifying the variables and establishing relationship between them. The following chapter will focus on the development of research objectives derived out of the review of literature. Furthermore, the appropriate methods for data analysis will be discussed.

3.1 RESEARCH OBJECTIVES

The research focused on understanding the factors responsible for an increased commitment of the employees towards their career and the role of psychological capital in the prediction of subjective well-being and career commitment. Consequently, an attempt was made to comprehend the relationship between psychological capital and career commitment as being fully mediated by the presence of subjective well-being. In addition to this the dimensions of the variables were also studied with respect to their relationship with the dimensions of other variables.

The research objectives formulated for the study are as follows:

1. To study psychological capital (dimensions) as a predictor of subjective well-being (dimensions).
2. To examine psychological capital (dimensions) as a predictor of career commitment (dimensions).
3. To understand the relationship between subjective well-being (dimensions) and career commitment (dimensions).
4. To evaluate the mediating role of subjective well-being in the relationship between psychological capital and career commitment.

3.2 RESEARCH HYPOTHESES

The study has been initiated to verify the following hypotheses:

H1. Psychological Capital will significantly predict the Subjective Well-being of the employees.

H1 (a): Psychological Capital dimension (Hope) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (b): Psychological Capital dimension (Hope) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (c): Psychological Capital dimension (Hope) will significantly predict Subjective Well-being dimension (Life Satisfaction).

H1 (d): Psychological Capital dimension (Efficacy) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (e): Psychological Capital dimension (Efficacy) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (f): Psychological Capital dimension (Efficacy) will significantly predict Subjective Well-being dimension (Life Satisfaction).

H1 (g): Psychological Capital dimension (Resilience) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (h): Psychological Capital dimension (Resilience) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (i): Psychological Capital dimension (Resilience) will significantly predict Subjective Well-being dimension (Life Satisfaction).

H1 (j): Psychological Capital dimension (Optimism) will significantly predict Subjective Well-being dimension (Positive Affect).

H1 (k): Psychological Capital dimension (Optimism) will significantly predict Subjective Well-being dimension (Negative Affect).

H1 (l): Psychological Capital dimension (Optimism) will significantly predict Subjective Well-being dimension (Life Satisfaction).

H2. Psychological Capital will significantly predict the Career Commitment of the employees.

H2 (a): Psychological Capital dimension (Hope) will significantly predict Career Commitment dimension (Career Identity).

H2 (b): Psychological Capital dimension (Hope) will significantly predict Career Commitment dimension (Career Resilience).

H2 (c): Psychological Capital dimension (Hope) will significantly predict Career Commitment dimension (Career Planning).

H2 (d): Psychological Capital dimension (Efficacy) will significantly predict Career Commitment dimension (Career Identity).

H2 (e): Psychological Capital dimension (Efficacy) will significantly predict Career Commitment dimension (Career Resilience).

H2 (f): Psychological Capital dimension (Efficacy) will significantly predict Career Commitment dimension (Career Planning).

H2 (g): Psychological Capital dimension (Resilience) will significantly predict Career Commitment dimension (Career Identity).

H2 (h): Psychological Capital dimension (Resilience) will significantly predict Career Commitment dimension (Career Resilience).

H2 (i): Psychological Capital dimension (Resilience) will significantly predict Career Commitment dimension (Career Planning).

H2 (j): Psychological Capital dimension (Optimism) will significantly predict Career Commitment dimension (Career Identity).

H2 (k): Psychological Capital dimension (Optimism) will significantly predict Career Commitment dimension (Career Resilience).

H2 (l): Psychological Capital dimension (Optimism) will significantly predict Career Commitment dimension (Career Planning).

H3: Subjective Well-being will be significantly related to the Career Commitment of the employees.

H3 (a): Subjective Well-being dimension (Positive Affect) will be significantly associated with Career Commitment dimension (Career Identity).

H3 (b): Subjective Well-being dimension (Positive Affect) will be significantly associated with Career Commitment dimension (Career Resilience).

H3 (c): Subjective Well-being dimension (Positive Affect) will be significantly associated with Career Commitment dimension (Career Planning).

H3 (d): Subjective Well-being dimension (Negative Affect) will be significantly associated with Career Commitment dimension (Career Identity).

H3 (e): Subjective Well-being dimension (Negative Affect) will be significantly associated with Career Commitment dimension (Career Resilience).

H3 (f): Subjective Well-being dimension (Negative Affect) will be significantly associated with Career Commitment dimension (Career Planning).

H3 (g): Subjective Well-being dimension (Life Satisfaction) will be significantly associated with Career Commitment dimension (Career Identity).

H3 (h): Subjective Well-being dimension (Life Satisfaction) will be significantly associated with Career Commitment dimension (Career Resilience).

H3 (i): Subjective Well-being dimension (Life Satisfaction) will be significantly associated with Career Commitment dimension (Career Planning).

H4. Subjective well-being will mediate the relationship between Psychological Capital and Career Commitment of the employees.

3.3 SAMPLE

In the present study the participants were selected using non-probability, purposive sampling to gather data from Indian employees of public and private organizations in the manufacturing sector across the National Capital Region (NCR). To have a uniform code for the selection of companies (“Indicators, data types and variables,” n.d.), only those organizations were taken that had an annual social capitalization of over 500 crores using CMIE (Centre for Monitoring Indian Economy). Out of 11 companies shortlisted based on the CMIE database only five companies were finalized for the study that had at least 80 percent Indian residents in their workforce. Thereafter, the HR managers were asked if any prior training had been imparted to the employees on the selected study variables and after confirming that the training was not imparted, the permission was sought for the data collection in the official hours. A total of 470 potential respondents were contacted during September- October 2016 to fill the survey comprising a personal information sheet and instruments measuring the selected variables: PsyCap, SWB and Career Commitment. The respondents were explained the nature of the study and its benefits to them. The confidentiality regarding their responses was assured to them and prior consent was taken before commencing the survey. Of the 470 initial people contacted, a total of 350 responses were received out of which 36 were discarded due to missing values giving 66.80 percent response rate. The final sample of 314 consisted of 180 males and 134 females with ages ranging from 25-60 years.

The demographic analysis of the sample revealed the average age (years) to be 38 (*S.D.* = 9.7). 72 percent of the respondents had finished their graduation. 82 percent of the respondents were employed in the public sector. The average working experience (years) in the present organization was 7 (*S.D.* = 3.43) for the respondents. The average period of marriage was 7 years (*S.D.* = 2.65). Majority (56 percent) of the respondents hailed from middle class background and just about 59 percent of them bore two to three children living with them. Most of them (63.05 percent) drew an annual income between the range of five to ten lakhs per annum. Further, 54 percent were working as middle level employees (Table 3.1). All the respondents were dealt with in consonance with the ethical codes provided by APA.

3.4 PROCEDURE AND DATA COLLECTION

The current research tries to understand PsyCap as a predictor of SWB and career commitment. To fulfill this objective primary data was gathered using a survey comprising self-administered questionnaires. Data collection was initiated by sending recommendation letter to the companies and soliciting their consent in return. Thereafter, a good rapport was

established with the respondents to garner honest responses and their cooperation. Confidentiality and anonymity were ensured to the participants and they were treated in accordance with the APA ethical guidelines. The survey was made up of 61 questionnaire items divided into three sections: PsyCap, SWB and Career Commitment. The medium of instruction was English, and it was shared with the participants through online mode, using Google forms, and also in paper pencil format. The respondents were asked to click, or tick mark the response that best suited them. Thereafter, manual scoring was carried out based on the scoring instructions of each questionnaire.

Table 3.1 Personal Information Sheet

Variables	Categories	Number	Percentage
1. Age	25-35	69	21.97
	35-45	198	63.05
	45-55	31	9.87
	55 and above	16	5.09
2. Gender	Males	180	57.32
	females	134	42.67
3. Marital status	Married	185	58.91
	unmarried	129	41.08
4. Hierarchical level	Upper	35	11.14
	Middle	170	54.14
	lower	109	34.71
5. Education	Graduation	226	71.97
	Post-graduation	88	28.02
	Post gradation and above	-	-
6. Work experience (in years)	Less than 5	94	29.93
	5-10	176	56.05
	More than 10	44	14.01

7. Duration of marriage (in years)	Less than 5	62	19.74
	5-10	214	68.15
	More than 10	38	12.10
8. Annual income	Less than 5	98	31.21
	5-10	198	63.05
	More than 10	18	5.73
9. Sector	Public	257	81.84
	Private	57	18.15
10. Socio economic status	Upper	38	12.10
	Middle	176	56.05
	Lower	100	31.84
11. No. of children	Only 1	130	41.40
	Between 2-3	184	58.59
	More than 3	-	-

3.4.1 Psychological Capital Questionnaire

Psychological capital of the Indian employees working in the manufacturing sector has been assessed by utilizing a validated 24 item scale originally built by Fred Luthans (Luthans, Avolio, et al., 2007b). The scale has been widely used across a section of organizational studies (Bhat, 2017; Guan, Li, & Ma, 2017). Four dimensions have been developed in order to measure the amount of Psychological Capital of the employees. The dimensions are Hope, Efficacy, Optimism and Resilience containing six items each. A six-point Likert scale ranging from one (strongly disagree) to six (strongly agree) has been employed for the scoring. It has three reverse scored items (PsyCap 13, PsyCap 20 and PsyCap 23). A higher score corresponds to having a higher psychological capital. In the present study, the internal consistency reliability estimates for each of the corresponding subscales were observed as follows: hope, $\alpha = 0.88$; optimism, $\alpha = 0.89$; self-efficacy, $\alpha = 0.88$; and resilience, $\alpha = 0.91$) on the desired sample (Nunnally, 1979). The reliability for the whole scale was calculated to be .89.

3.4.2 Subjective Well-Being Questionnaire

The subjective well-being has been measured by measuring three components namely life satisfaction, positive affect and negative affect. The cognitive component of subjective well-being of the Indian employees working in the manufacturing sector has been assessed by utilizing a validated five item Life Satisfaction scale originally built by Diener, E., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985) (Diener et al., 1985a). A seven-point Likert scale ranging from one (strongly disagree) to seven (strongly agree) has been utilized for scoring with a higher score meaning more life satisfaction. The scale has been put to use in a wide range of psychological studies as well as organizational studies (Diener & Chan, 2011). For measuring the affective component, a 20 item Positive and Negative Affect Schedule (PANAS) was administered (Watson et al., 1988) with ten items in each dimension. A Likert scale ranging from one (slightly/not at all) to five (extremely) has been employed for scoring with higher scores corresponding to having more positive affect and a reduced negative affect. The corresponding subscales reported a favorable internal consistency (life satisfaction, $\alpha = 0.90$; positive affect, $\alpha = 0.91$ and negative affect, $\alpha = 0.92$ on the desired sample (Nunnally, 1979).

3.4.3 Career Commitment Questionnaire

Career commitment of the Indian employees was measured by administering a validated twelve item career commitment measure originally designed by Carson and Bedeian in the year 1994 (Carson & Bedeian, 1994). Three dimensions (having four items each) namely

Career Identity (ci), Career Resilience (cr) and Career Planning (cp) add up to yield a total score. A five-point Likert scale ranging from one (strongly disagree) to 5 (strongly agree) has been used to do the scoring with higher scores representing a higher level of career commitment as compared to the low scores. Eight items had to be reverse scored (CC3, CC5, CC6, CC7, CC8, CC10, CC11 and CC12). The chosen scale has been employed in a range of psychological as well as organizational studies (Kim, Kang, Lee, & McLean, 2016). The corresponding subscales reported a favorable internal consistency (career identity, $\alpha = 0.85$; career resilience, $\alpha = 0.90$ and career planning, $\alpha = 0.82$ on the desired sample (Nunnally, 1979). The reliability for the whole scale was calculated to be .88.

3.5 CONTROL VARIABLES

To conduct the analysis the variables controlled in the present study were age, gender and hierarchical level. Age was quantified as a continuous variable. Employees' gender was modeled as a dichotomous variable with 0: males and 1: females. The hierarchical level was modeled as a categorical variable with 0: lower level, 1: middle level and 2: upper level employees.

3.6 DATA ANALYSIS

The variables of the research i.e. psychological capital, subjective well-being and career commitment had been gauged with the help of standardized scales available in the current literature.

Post data collection the gathered responses were analyzed by the use of SPSS[®]21, AMOS[®]24 and PROCESS. Data was verified, and the following parameters were checked: missing values, normality using skewness and kurtosis, assessment of non-multicollinearity using Variance Inflation Factor (VIF), common method bias using Harman's single factor, reliability and validity. Confirmatory Factor Analysis has been utilized in order to verify the convergent and discriminant validity of the scale in the Indian backdrop using IBM AMOS 24.0. Thereafter, descriptive analysis was undertaken, and the appropriate results were reported. Lastly, testing of the hypotheses was performed using correlational analysis, multiple hierarchical regression and conditional process analysis (PROCESS).

Chapter IV

Analysis and Results

4.1 INTRODUCTION

The current research intended to probe psychological capital as a predictor of subjective well-being and career commitment. Subsequently, the relationship among psychological capital, subjective well-being and career commitment was also investigated. Furthermore, subjective well-being was analyzed as a mediating variable in the relationship between psychological capital and career commitment. The present chapter sheds light on the results obtained by statistically analyzing the data set in order to evaluate the formulated hypotheses.

The variables of the research i.e. psychological capital, subjective well-being and career commitment had been measured with the help of standardized scales available in the current literature. Firstly, to ensure reliability and validity of the psychological measures used in the present research Confirmatory Factor Analysis was performed using IBM AMOS 24.0. Thereafter, descriptive analysis was undertaken, and the appropriate results were reported. Lastly, testing of the hypotheses was performed using correlational analysis, multiple hierarchical regression and conditional process analysis (PROCESS). In order to systematically understand the data set, the results have been distributed into four smaller sections. The first section draws out the initial screening of the data, common method bias and normality test. The subsequent section follows the validation of psychological measures used on the Indian sample of manufacturing sector. All the descriptive statistical analyses of the current variables have been discussed in the third section. Finally, the last section deals with the testing of the formulated hypotheses using multiple regression analysis, correlational analysis and conditional process analysis (PROCESS).

4.2 DATA SCREENING, NORMALITY TESTS, ASSESSMENT OF NON-MULTICOLLINEARITY AND COMMON METHOD BIAS (CMB)

A purposive sampling method was followed to gather data from Indian employees of public and private organizations in the manufacturing sector across the National Capital Region (NCR). To have a uniform code for the selection of companies (“Indicators, data types and variables,” n.d.), only those organizations were taken that had an annual social capitalization

of over 500 crores using CMIE (Centre for Monitoring Indian Economy). Out of 11 companies shortlisted based on the CMIE database only five companies were finalized for the study that had at least 80 percent Indian residents in their workforce. Thereafter, the HR managers were asked if any prior training had been imparted to the employees on the selected study variables and after knowing that no prior training had been imparted, the permission was sought for the data collection in the official hours. A total of 470 potential respondents were contacted during September- October 2016 to fill the survey comprising a personal demographic sheet and instruments measuring the selected variables: PsyCap, SWB and CC. The respondents were explained the nature of the study and its benefits to them. The confidentiality regarding their responses was assured to them and prior consent was taken before commencing the survey. Of the 470 initial people contacted, the study received a total of 350 responses out of which 36 were discarded due to missing values giving 66.80 percent response rate. The final sample consisted of 314 employees including 180 males and 134 females with ages ranging from 25-60 years. The kurtosis and skewness indices were checked to ensure normality of the data. Table 4.1 shows that the three variables were negatively skewed. All the absolute values were less than three times the standard error of skewness and kurtosis (Finch, West, & MacKinnon, 1997). Hence, the data were found to be replicating a normal distribution. In order to verify non-multicollinearity assumption, the data were checked for Variance inflation factors (VIF). All the VIF values were under ten (Hair & Anderson, 1995) demonstrating non-multicollinearity. Since, the study made use of the self-report measures thus, to determine the common-method bias Harman's single factor test was administered (Podsakoff, 1986). The results were found to be reporting a single factor contribution to be 29.44% variance and hence, proposing common method bias not to be a concern in the present research.

Table 4.1 Normality and Non-Multicollinearity Coefficients

N 314	Skewness		Kurtosis		VIF
	Statistic	SE	Statistic	SE	
PsyCap	.354	.138	.391	.274	4.72
SWB	.278	.138	.787	.274	6.79
CC	.240	.138	.373	.274	

(Source: Primary data, N (Number of participants) 314, SE standard error, VIF variance inflation factor, significance level <0.05)

4.3 RELIABILITY, CONVERGENT AND DISCRIMINANT VALIDITY OF RESEARCH INSTRUMENTS

4.3.1 Validation of Psychological Capital Scale (Luthans, Avolio, et al., 2007b)

Table 4.2 displays all the items corresponding to their respective dimensions. Confirmatory Factor Analysis has been utilized in order to verify the convergent and discriminant validity of the scale in the Indian backdrop. Since, the validation of the scale had already been carried out by the original authors (Luthans, Avolio, et al., 2007b) hence, only CFA was selected as a validation tool. According to Hair et al (2013) convergent validity implies a convergence or sharing of a high proportion of variance by the dimensions of a particular construct (Hair, Black, Babin, & Anderson, 2013). In order to put to test the convergent validity of the Psychological Capital scale, a Confirmatory Factor Analysis was employed by the researcher to verify the measurement model consisting of four dimensions- hope, efficacy, resilience and optimism. The four-factor model depicting Psychological Capital was hence, displayed to be a good fit with a chi square value 208.456, $df= 65$, $CMIN/df= 3.207$ $p=.000$, $NFI=.94$, $CFI=.95$, $TLI= .94$ and $RMSEA= 0.08$. Table 4.2 gives all required values for Mean, Standard Deviation (SD), Average Variance Extracted (AVE), factor loadings, Maximum Shared Variance (MSV), Average Shared Variance (ASV) and Composite Reliability (CR).

The Table 4.2 gives all the required values and indeed shows significant loading of all the items on their respective dimensions (items H2, E4, E5, E6, R1, R2, R3, O1 and O2 were removed due to low factor loadings). The corresponding subscales reported a favorable internal consistency (hope: 0.88; optimism: 0.89; self-efficacy: 0.88; and resilience: 0.91) on the desired sample (Nunnally, 1979). Reliability was ensured by looking at the Average Variance Extracted (AVE) per dimension that ranged from .67 for Hope (H) to .84 for Resilience (R). Convergent validity can be proved on the grounds of Composite Reliability (CR) being greater than its corresponding Average Variance Extracted (AVE) provided AVE in turn is more than the value of 0.05 (Hair et al., 2013). Table 4.2 in fact shows that the values of Composite Reliability (CR) for all the dimensions are more than the values of Average Variance Extracted (AVE) which is further more than 0.05 proving convergent validity for all the constructs.

The definition of discriminant validity encompasses a construct being different from the alternative constructs. It can be verified by putting to contrast the Maximum Shared Variance (MSV) and Average Shared Variance (ASV) with Average Variance Extracted (AVE). According to the prescribed literature discriminant validity prevails provided the values

of Average Variance Extracted (AVE) are greater than the value of Maximum Shared Variance (MSV) and Average Shared Variance (ASV) (Hair et al., 2013). Table 4.2 shows that all the values are in sync with the above-mentioned criterion.

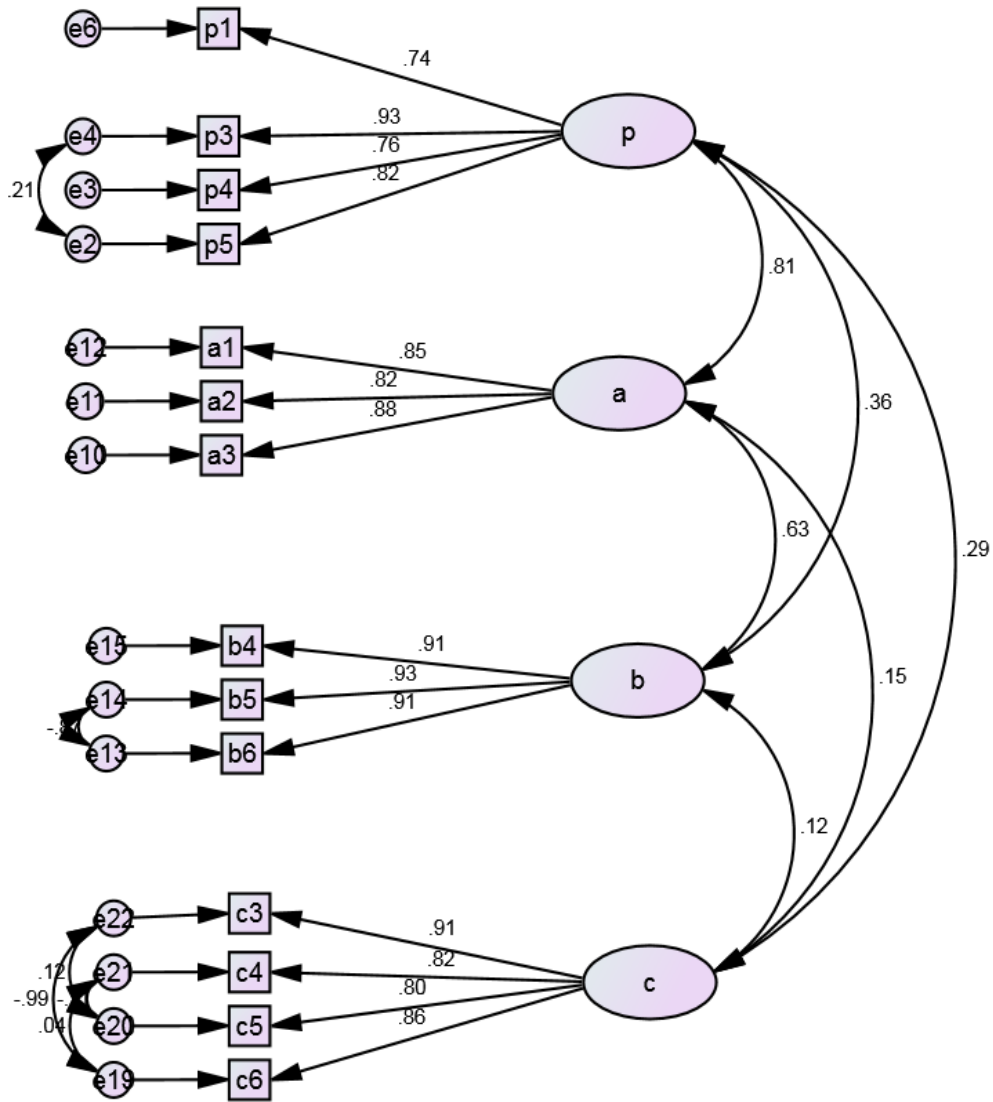
Table 4.2 Results of Confirmatory Factor Analysis and Overall Reliability and Validity Indices for Psychological Capital Scale

Dimensions	Item No.	Item description	Mean	SD	Factor Loadings	Composite Reliability/ alpha	AVE	MSV	ASV
Hope (H)	H1	If I should find myself in a jam at work, I could think of many ways to get out of it.	3.21	1.21	.74	.89/.88	.67	.66	.29
	H3	There are lots of ways around any problem.	3.26	1.24	.93				
	H4	Right now, I see myself as being pretty successful at work	3.40	1.19	.76				
	H5	I can think of many ways to reach my current work goals.	3.32	1.21	.82				
Efficacy (E)	E1	I feel confident analyzing a long-term problem to find a solution.	3.21	1.22	.85	.89/.88	.72	.66	.36
	E2	I feel confident in representing my work area in meetings with management	3.20	1.26	.82				
	E3	I feel confident contributing to discussions about the company's strategy.	3.21	1.23	.88				
Resilience (R)	R4	I usually take stressful things at work in stride.	3.24	1.19	.91	.94/.91	.84	.40	.18
	R5	I can get through difficult times at work because I've experienced difficulty before.	3.27	1.22	.93				
	R6	I feel I can handle many things at a time at this job.	3.33	1.20	.91				

Optimism (O)	O3	I always look on the bright side of things regarding my job.	3.53	1.08	.91	.91/.89	.72	.08	.04
	O4	I'm optimistic about what will happen to me in the future as it pertains to work.	3.48	1.07	.82				
	O5	In this job, things never work out the way I want them to.	3.65	1.08	.80				
	O6	I approach this job as if "every cloud has a silver lining".	3.65	1.06	.86				

Notes: N=314, AVE: Average Variance Extracted, MSV: Maximum Shared Variance, ASV: Average Shared Variance. Item numbers represent the order in which items were placed in the questionnaire.

Figure 4.1 Measurement Model for Psychological Capital with four Dimensions (p: Hope, a: Efficacy, b: Resilience and c: Optimism)



4.3.2 Validation of Subjective Well-Being Scale (Diener et al., 1985a)

Table 4.3 displays all the items corresponding to their respective dimensions. Confirmatory Factor Analysis has been utilized in order to verify the convergent and discriminant validity of the scale in the Indian backdrop. Since, the validation of the scale had already been carried out by the original authors (Diener et al., 1985a; Watson et al., 1988) hence, only CFA was selected as a validation tool. According to Hair et al (2013) convergent validity implies a convergence or sharing of a high proportion of variance by the dimensions of a particular construct (Hair et al., 2013). In order to put to test the convergent validity of the subjective well-being scale, a Confirmatory Factor Analysis was employed by the researcher to verify the measurement model consisting of three dimensions- life satisfaction, positive affect and negative affect. The three-factor model depicting subjective well-being was hence, displayed to be a good fit with a chi square value 697.408, $df= 272$, $CMIN/df= 2.564$ $p<.001$, $NFI= .89$, $TLI= .92$, $CFI=.98$ and $RMSEA= 0.047$. Table 4.3 gives all required values for Mean, Standard Deviation (SD), Average Variance Extracted (AVE), factor loadings, Maximum Shared Variance (MSV), Average Shared Variance (ASV) and Composite Reliability (CR).

The Table 4.3 gives all the required values and indeed shows significant loading of all the items on their respective dimensions. The corresponding subscales reported a favorable internal consistency (life satisfaction: 0.90; positive affect: 0.91 and negative affect: 0.92 on the desired sample (Nunnally, 1979). Reliability was ensured by looking at the Average Variance Extracted per dimension that ranged from .48 for positive affect (PA) to .63 for life satisfaction (LS). Convergent validity can be proved on the grounds of Composite Reliability (CR) being greater than its corresponding Average Variance Extracted (AVE) provided AVE in turn is more than the value of 0.05 (Hair et al., 2013) . Table 4.3 in fact shows that the values of Composite Reliability (CR) for all the dimensions are more than the values of Average Variance Extracted (AVE) which is further more than 0.05 proving convergent validity for all the constructs.

The definition of discriminant validity encompasses a construct being different from the alternative constructs. It can be verified by putting to contrast the Maximum Shared Variance (MSV) and Average Shared Variance with Average Variance Extracted (AVE). According to the prescribed literature discriminant validity prevails provided the values of Average Variance Extracted (AVE) are greater than the value of Maximum Shared Variance

(MSV) and Average Shared Variance (ASV) (Hair et al., 2013). Table 4.3 shows that all the values are in sync with the above-mentioned criterion.

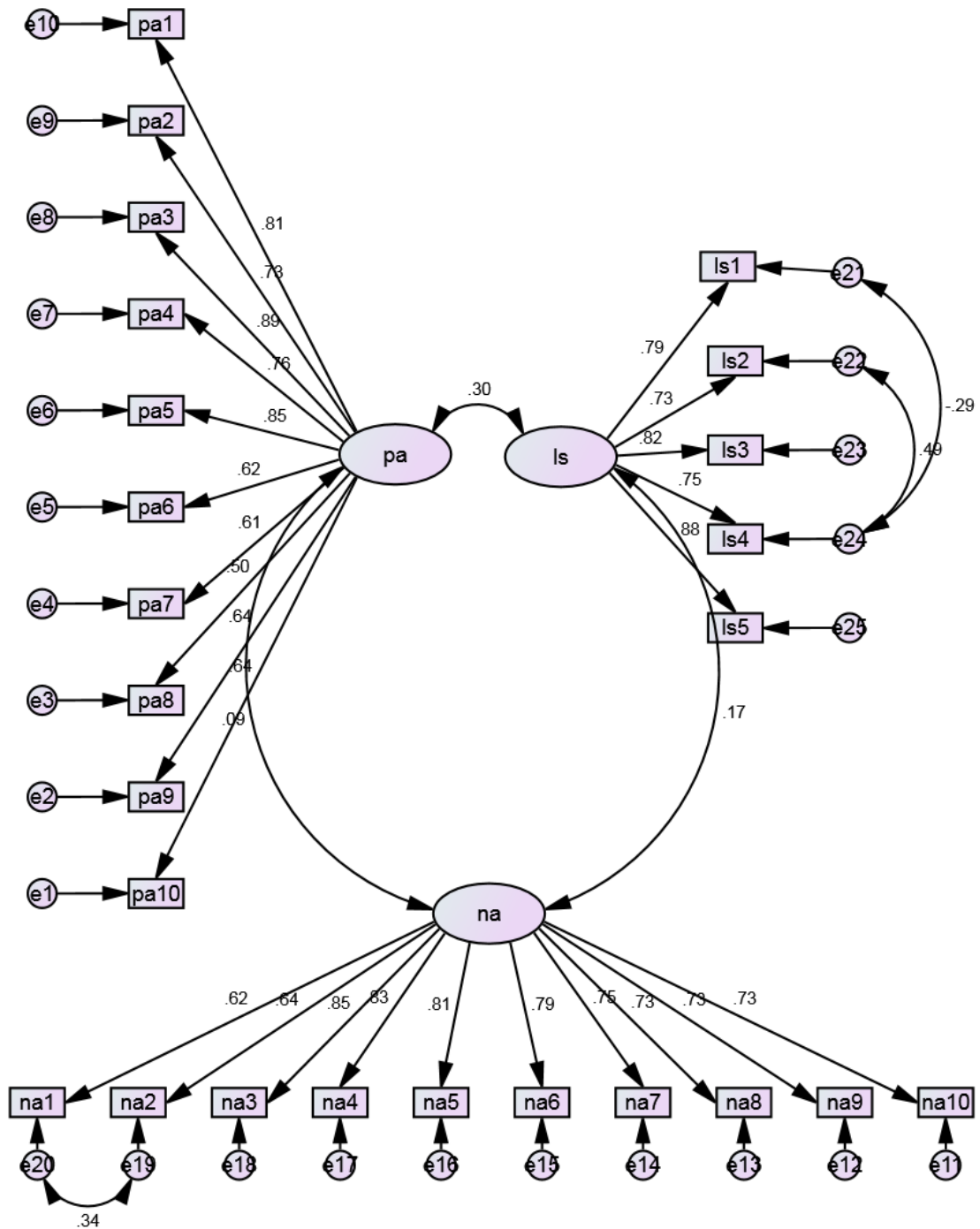
Table 4.3 Results of Confirmatory Factor Analysis and Overall Reliability and Validity Indices for Subjective Well-Being Scale

Dimensions	Item No.	Item description	Mean	SD	Factor Loadings	Composite Reliability/ alpha	AVE	MSV	ASV
Life Satisfaction (LS)	LS1	In most ways my life is close to my ideal.	3.20	1.28	.79	.89/.90	.63	.10	.07
	LS2	The conditions of my life are excellent.	3.16	1.12	.73				
	LS3	I am satisfied with my life.	3.30	1.23	.82				
	LS4	So far, I have gotten the important things I want in life.	3.29	1.20	.75				
	LS5	If I could live my life over, I would change almost nothing.	3.04	1.47	.88				
Positive Affect (PA)	PA1	Enthusiastic	3.53	1.08	.81	.90/.91	.48	.10	.05
	PA2	Interested	3.48	1.07	.73				
	PA3	Determined	3.65	1.08	.89				
	PA4	Excited	3.65	1.06	.76				
	PA5	Inspired	3.59	1.12	.85				
	PA6	Alert	3.52	1.14	.62				
	PA7	Active	3.49	1.13	.61				
	PA8	Strong	3.61	1.07	.50				

	PA9	Proud	3.52	1.09	.64				
	PA10	Attentive	3.46	1.11	.64				
Negative Affect (NA)	NA1	Scared	3.28	1.24	.62	.93/.92	.56	.04	.02
	NA2	Afraid	3.28	1.18	.64				
	NA3	Upset	3.10	1.42	.85				
	NA4	Distressed	2.97	1.46	.83				
	NA5	Jittery	3.10	1.38	.81				
	NA6	Nervous	3.03	1.24	.79				
	NA7	Ashamed	3.06	1.29	.75				
	NA8	Guilty	2.96	1.32	.73				
	NA9	Irritable	3.11	1.26	.73				
	NA10	Hostile	2.98	1.28	.73				

Notes: N=314, AVE: Average Variance Extracted, MSV: Maximum Shared Variance, ASV: Average Shared Variance. Item numbers represent the order in which items were placed in the questionnaire.

Figure 4.2 Measurement Model for Subjective Well-Being with three Dimensions (pa: Positive Affect, na: Negative Affect and ls: Life Satisfaction)



4.3.3 Validation of Career Commitment Scale (Carson & Bedeian, 1994)

Table 4.4 displays all the items that were included in the career commitment scale. Confirmatory Factor Analysis has been utilized in order to verify the convergent and discriminant validity of the scale in the Indian backdrop. Since, the validation of the scale had already been carried out by the original authors (Diener et al., 1985a; Watson et al., 1988) hence, only CFA was selected as a validation tool. According to Hair et al (2013) convergent validity implies a convergence or sharing of a high proportion of variance by the dimensions of a particular construct (Hair et al., 2013). In order to put to test the convergent validity of the subjective well-being scale, a Confirmatory Factor Analysis was employed by the researcher to verify the measurement model consisting of three abovementioned dimensions. A three-factor model depicting Career Commitment was hence, displayed to be a good fit with a chi square value 76.563, $df= 30$, $CMIN/df= 2.552$ $p<.001$, $NFI=.959$, $TLI= .962$, $CFI=.974$, $RMSEA= 0.07$. Table 4.4 gives all required values for Mean, Standard Deviation (SD), Average Variance Extracted (AVE), factor loadings, Maximum Shared Variance (MSV), Average Shared Variance (ASV) and Composite Reliability (CR).

The Table 4.4 gives all the required values and indeed shows significant loading of all the items on their respective dimensions (items named cr1 and cp1 were removed because of low factor loadings). The corresponding subscales reported a favorable internal consistency (career identity: 0.85; career resilience: 0.90 and career planning: 0.82 on the desired sample (Nunnally, 1979). Reliability was ensured by looking at the Average Variance Extracted per dimension that ranged from .66 for career identity (ci) and career planning (cp) to .76 for career resilience (cr). Convergent validity can be proved on the grounds of Composite Reliability (CR) being greater than its corresponding Average Variance Extracted (AVE) provided AVE in turn is more than the value of 0.05 (Hair et al., 2013). Table 4.4 in fact shows that the values of Composite Reliability (CR) for all the dimensions are more than the values of Average Variance Extracted (AVE) which is further more than 0.05 proving convergent validity for the career commitment scale.

The definition of discriminant validity encompasses a construct being different from the alternative constructs. It can be verified by putting to contrast the Maximum Shared Variance (MSV) and Average Shared Variance (ASV) with Average Variance Extracted (AVE). According to the prescribed literature discriminant validity prevails provided the values of Average Variance Extracted (AVE) are greater than the value of Maximum Shared Variance (MSV) and Average Shared Variance (ASV) (Hair et al., 2013). Table 4.4 shows that all the

values of average variance extracted are more than the values of maximum shared variance and average shared variance.

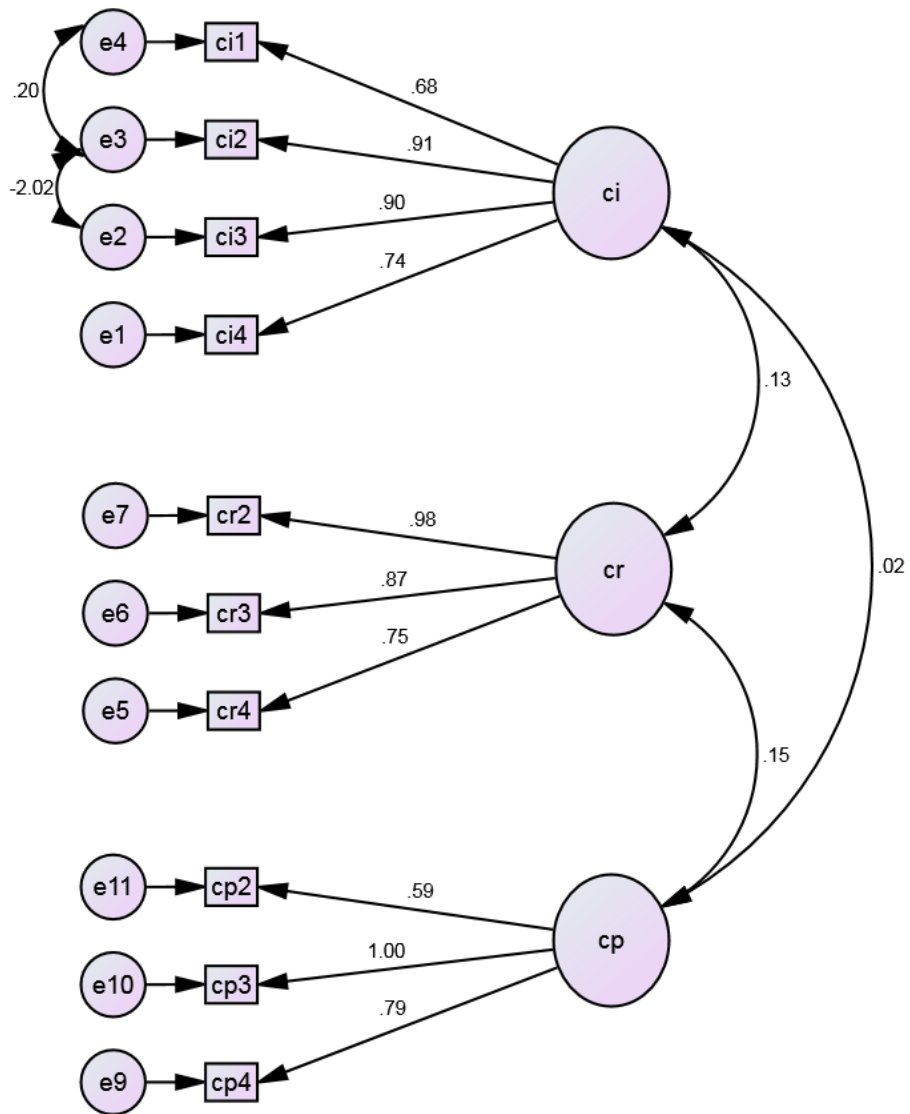
Table 4.4 Results of Confirmatory Factor Analysis and Overall Reliability and Validity Indices for Career Commitment Scale

Dimensions	Item No.	Item description	Mean	SD	Factor Loadings	Composite Reliability/alpha	AVE	MSV	ASV
Career Identity (ci)	ci1	My line of work/career field is an important part of who I am.	3.70	.917	.68	.89/.85	.66	.02	.01
	ci2	This line of work/career field has a great deal of personal meaning to me.	3.67	.911	.91				
	ci3	I do not feel 'emotionally attached' to this line of work/career field	3.87	.888	.90				
	ci4	I strongly identify with my chosen line of work/career field.	3.86	.884	.74				
Career Resilience (cr)	cr2	Given the problem I encounter in this line of work/career field, I sometimes wonder if I get enough out of it.	3.62	.972	.98	.91/.90	.76	.02	.02
	cr3	The discomforts associated with my line of work/career field sometimes seem too great.	3.61	.983	.87				
	cr4	I do not have a strategy for achieving my goals in this line of work/career field.	3.71	.947	.75				
Career Planning (cp)	cp2	I do not identify specific goals for my development in this line of work/career field.	3.71	.973	.59	.85/.82	.66	.02	.01

	cp3	I do not often think about my personal development in this line of work/career field.	3.57	.951	1.00				
	cp4	Given the problem in this line of work/career field, I sometimes wonder if the personal burden is worth it.	3.61	.954	.79				

Notes: N=314, AVE: Average Variance Extracted, MSV: Maximum Shared Variance, ASV: Average Shared Variance. Item numbers represent the order in which items were placed in the questionnaire.

Figure 4.3 Measurement Model for Career Commitment with three Dimensions (ci: Career Identity, cr: Career Resilience and cp: Career Planning)



4.4 RESULTS OF DESCRIPTIVE STATISTICS

The following section deals with the inter correlations and descriptive statistics between/of the study variables i.e. psychological capital having dimensions hope, optimism, resilience and efficacy; subjective well-being consisting of life satisfaction, positive affect and negative affect; and career commitment comprising career identity, career resilience and career planning.

4.4.1 Descriptive Statistics and Research Variables

The current research had psychological capital as the independent variable consisting of four dimensions (hope, efficacy, resilience and optimism). According to the descriptive results (Table 4.5), the mean value for the optimism dimension ($M= 3.578$, $SD= .94$) was the maximum compared to other dimensions of psychological capital, followed by hope ($M= 3.297$, $SD= 1.053$); resilience ($M= 3.283$, $SD= 1.121$) and efficacy ($M= 3.208$, $SD= 1.117$). Additionally, the findings of the correlation matrix stated that all the dimensions of psychological capital were strongly correlated with each other particularly hope and efficacy spotted the highest correlation coefficient ($r= .710$, $p< .01$) and optimism and resilience showed the lowest correlation ($r= .127$, $p< .05$). Moving further it can be seen from Table 4.5 that the α values for reliability coefficients were above the prescribed limit of 0.07. Resilience as an independent dimension of psychological capital showed the maximum reliability ($\alpha= .919$) while efficacy had the minimum reliability coefficient ($\alpha= .885$). Additionally, optimism and hope had reliability coefficients of $\alpha= .898$ and $\alpha= .888$ respectively.

In addition, the descriptive results for the mediator of the research, subjective well-being, can be seen in the Table 4.5. Subjective well-being had three dimensions namely life satisfaction, positive affect and negative affect. According to the descriptive results (Table 4.5), the mean value for the positive affect dimension ($M= 3.550$, $SD= .833$) was the maximum compared to other dimensions of subjective well-being, followed by life satisfaction ($M= 3.198$, $SD= 1.078$) and negative affect ($M= 3.090$, $SD= 1.025$). Additionally, the findings of the correlation matrix stated that all the dimensions of subjective well-being were strongly correlated with each other except for positive and negative affect. Life satisfaction and positive affect spotted the highest correlation coefficient ($r= .256$, $p< .05$) and life satisfaction and negative affect showed the lowest correlation ($r= .127$, $p< .01$). Moving further it can be seen from Table 4.5 that the α values for reliability coefficients were above the prescribed limit of 0.07. Negative affect as an independent dimension of subjective well being showed the

maximum reliability ($\alpha = .929$) while life satisfaction and positive affect revealed correlation coefficients of $\alpha = .90$ and $\alpha = .918$ respectively.

Furthermore, the descriptive results for the dependent variable of the research, career commitment comprising three dimensions namely career identity, career resilience and career planning, can be seen in the Table 4.5. According to the descriptive results (Table 4.5), the mean value for the career identity dimension was the highest at ($M = 3.774$, $SD = .753$) compared to career resilience ($M = 3.649$, $SD = .883$) and career planning ($M = 3.631$, $SD = .827$). Correlation matrix showed that only career resilience was significantly related to career planning ($r = .127$, $p < .05$). Moving further it can be seen from Table 4.5 that the α values for reliability coefficients was above the prescribed limit of 0.07. Career resilience showed the maximum reliability ($\alpha = .90$) followed by career identity ($\alpha = .858$) and career planning ($\alpha = .828$).

Table 4.5 Mean, Standard Deviation and Inter Correlations between the Dimensions of the Study Variables

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Hope	3.297	1.053	(.888)									
2. Efficacy	3.208	1.117	.710**	(.885)								
3. Resilience	3.283	1.121	.325**	.588**	(.919)							
4. Optimism	3.578	.940	.291**	.155**	.127*	(.898)						
5. Life Satisfaction	3.198	1.078	.144*	.005	.064	.296**	(.900)					
6. Positive Affect	3.550	.833	.230**	.231**	.235**	.860**	.256**	(.918)				
7. Negative Affect	3.090	1.025	.125*	.172**	.026	.089	.127*	.061	(.929)			
8. Career Identity	3.774	.753	.290**	.140*	.068	.498**	.216**	.301**	.158**	(.858)		
9. Career Resilience	3.649	.883	.083	.273**	.223**	.073	.037	.300**	.023	.038	(.900)	
10. Career Planning	3.631	.827	.052	.003	.031	.097	.050	.174**	.076	.061	.127*	(.828)

Notes: N=314. * $p < .05$, ** $p < .01$. The reliability coefficients (α) are displayed in parentheses and appear in bold on the diagonal of correlation matrix

Table 4.6 Standard Deviations, Means, and Inter Correlations of the Variables

Variable	Mean	SD	1	2	3	4	5	6
1. Gender	1.439	.497	-					
2. Age	3.455	1.185	.086	-				
3. Hierarchical Level	1.990	.218	.049	.017**	-			
4. SWB	3.296	.633	.349**	.070	.072	[.886]		
5. PC	3.355	.760	.195**	.085	.066	.429**	[.891]	
6. CC	3.694	.516	.050	.032	.130*	.290**	.328**	[.745]

Notes: N=314. * $p < .05$, ** $p < .01$. SWB, Subjective well-being; PC, Psychological Capital; CC, Career commitment

4.5 INVESTIGATION PERTAINING TO THE RESEARCH HYPOTHESES

Current subsection caters to the hypotheses testing that were formulated in order to accomplish the objectives of the research. The section deals with the explanation of the techniques that have been applied to test the hypotheses statistically. This follows the description of the statistical results obtained and their appropriate interpretation with respect to the research objectives.

4.5.1 Testing Hypotheses

H1. Psychological Capital will significantly predict the Subjective Well-being of the employees.

H1 (a): Hope (Psychological Capital dimension 1) will significantly predict Positive Affect (Subjective Well-being dimension1).

H1 (b): Hope (Psychological Capital dimension 1) will significantly predict Negative Affect (Subjective Well-being dimension 2).

H1 (c): Hope (Psychological Capital dimension 1) will significantly predict Life Satisfaction (Subjective Well-being dimension 3).

Firstly, to put H1 to test, **‘Psychological capital will significantly predict the Subjective Well-Being’**, correlations between total psychological capital and total subjective well-being scores were calculated and the results confirmed a significant positive correlation ($r = .429, p < .01$) between the two. With a view to further test the contribution of overall psychological capital on subjective well-being, multiple regression analyses were performed by utilizing total psychological capital and total subjective well-being scores. The results (Table 4.7) revealed a significant effect ($\beta = .370, p < .01$) and 25.2 percent of the variance being accounted for by psychological capital on subjective well-being of the employees.

Table 4.7 Result of Multiple Hierarchical Regression for Testing the Impact of Psychological Capital on Subjective Well-Being

Variable	SWB	
	Step 1	Step 2
Step 1: CV	<i>B</i>	<i>β</i>
Constant	4.380	3.099
Age	.041	.016
Gender	-.350	-.278
Hierarchical level	-.090	-.061
Step 2: IV		
Psychological Capital		.370***
F- Value	15.617	54.432***
R²	.131	.261
Adjusted R²	.123	.252
Δ R²		.130***

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. SWB: Subjective Well-Being, CV = Control Variables, IV = Independent Variable.

To test hypothesis H1 (a), H1 (b) and H1 (c) asserting that Hope (PsyCap dimension 1) will be significantly associated with Positive Affect, Negative Affect and Life Satisfaction respectively, correlation coefficients were calculated which confirmed a significant relationship ($r = .230, p < .01$; $r = .125, p < .05$; $r = .144, p < .05$). Further results of hierarchical multiple regression analyses have been reported in Table 4.8 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Hope were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for positive affect, second for negative affect and lastly for life satisfaction. The results of multiple hierarchical regression analysis to test the influence of hope on positive affect, negative affect and life satisfaction have been displayed in Table 4.8.

The results revealed that Hope accounted for 5.9% variance and was found to be a significant predictor of Positive Affect ($\beta = .232, p < .001$). Further, Table 4.8 revealed that Hope did not act as a significant predictor of Negative Affect but proved to be a significant predictor of Life Satisfaction ($\beta = .130, p < .05$) and accounted for 3.2% variance in the same.

Conclusively, Hope acted as significant predictor of Positive Affect and Life Satisfaction. Hence, H1 (a) and H1 (c) were retained and H1 (b) was rejected.

Table 4.8 Result of Multiple Hierarchical Regression for Testing the Impact of Hope on Positive Affect, Negative Affect and Life Satisfaction

Variable	PA		NA		LS	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	4.691	4.022	3.853	3.725	4.811	4.325
Age	-.002	-.019	.057	.055	.016	.006
Gender	-.047	-.004	-.451	-.444	-.099	-.079
Hierarchical level	-.135	-.314	.043	.043	-.138	-.138
Step 2: IV						
Hope		.232***		.036		.130*
F- Value	2.072	17.214***	28.253***	.493	2.960*	5.254*
R²	.020	.071	.215	.216	.028	.044
Adjusted R²	.010	.059	.207	.206	.018	.032
ΔR^2		.052***		.001		.016*

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. * $p < .05$, *** $p < .001$. PA: Positive Affect, NA: Negative Affect, LS: Life Satisfaction, CV = Control Variables, IV = Independent Variable.

H1 (d): Efficacy (PsyCap dimension 2) will significantly predict Positive Affect (Subjective Well-being dimension 1).

H1 (e): Efficacy (PsyCap dimension 2) will significantly predict Negative Affect (Subjective Well-being dimension 2).

H1 (f): Efficacy (PsyCap dimension 2) will significantly predict Life Satisfaction (Subjective Well-being dimension 3).

To test hypothesis H1 (d), H1 (e) and H1 (f) asserting that Efficacy (PsyCap dimension 2) will be significantly associated with Positive Affect, Negative Affect and Life Satisfaction respectively, correlation coefficients were calculated which confirmed a significant relationship of Efficacy with Positive Affect and Negative Affect ($r = .231, p < .01$; $r = .172, p < .01$) but not with Life Satisfaction. Further results of hierarchical multiple regression analyses have been reported in Table 4.9 which exhibits all the standardized beta coefficients.

During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1(Step 1) and then control variables along with the independent variable Efficacy were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for positive affect, second for negative affect and lastly for life satisfaction. The results of multiple hierarchical regression analysis to test the influence of Efficacy on positive affect, negative affect and life satisfaction have been displayed in Table 4.9.

The results revealed that Efficacy accounted for 5.9% variance and was found to be a significant predictor of Positive Affect ($\beta = .233, p < .001$). Further, Table 4.9 revealed that Efficacy did not act as a significant predictor of Negative Affect and Life Satisfaction. Conclusively, Efficacy acted as significant predictor of Positive Affect. Hence, H1 (d) was retained and H1 (e) and H1 (f) were rejected.

Table 4.9 Result of Multiple Hierarchical Regression for Testing the Impact of Efficacy on Positive Affect, Negative Affect and Life Satisfaction

Variable	PA		NA		LS	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	4.691	4.061	3.853	3.573	4.811	4.869
Age	-.002	-.023	.057	.050	.016	.017
Gender	-.047	-.004	-.451	-.435	-.099	-.102
Hierarchical level	-.135	-.312	.043	.044	-.138	-.138
Step 2: IV						
Efficacy		.233***		.084		.017
F- Value	2.072	17.229***	28.253***	2.676	2.960*	.083
R²	.020	.071	.215	.221	.028	.028
Adjusted R²	.010	.059	.207	.211	.018	.016
ΔR^2		.052***		.007		.000

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. * $p < .05$, *** $p < .001$. PA: Positive Affect, NA: Negative Affect, LS: Life Satisfaction, CV = Control Variables, IV = Independent Variable.

H1 (g): Optimism (PsyCap dimension 3) will significantly predict Positive Affect (Subjective Well-being dimension 1).

H1 (h): Optimism (PsyCap dimension 3) will significantly predict Negative Affect (Subjective Well-being dimension 2).

H1 (i): Optimism (PsyCap dimension 3) will significantly predict Life Satisfaction (Subjective Well-being dimension 3).

To test hypothesis H1 (g), H1 (h) and H1 (i) asserting that Optimism (PsyCap dimension 3) will be significantly associated with Positive Affect, Negative Affect and Life Satisfaction respectively, correlation coefficients were calculated which confirmed a significant relationship of Optimism with Positive Affect and Life Satisfaction ($r = .860, p < .01$; $r = .296, p < .01$) but not with Negative Affect. Further results of hierarchical multiple regression analyses have been reported in Table 4.10 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Optimism were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for positive affect, second for negative affect and lastly for life satisfaction. The results of multiple hierarchical regression analysis to test the influence of Optimism on positive affect, negative affect and life satisfaction have been displayed in Table 4.10.

The results revealed that Optimism accounted for 74% variance and was found to be a significant predictor of Positive Affect ($\beta = .865, p < .001$). Further, Table 4.10 revealed that Optimism acted as a significant predictor of Life Satisfaction ($\beta = .274, p < .001$) and accounted for 8.9% variance in it. Optimism did not prove to be a significant predictor of Negative Affect. Hence, H1 (g) and H1 (i) were retained and H1 (h) was rejected.

Table 4.10 Result of Multiple Hierarchical Regression for Testing the Impact of Optimism on Positive Affect, Negative Affect and Life Satisfaction

Variable	PA		NA		LS	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	4.691	.778	3.853	3.606	4.811	3.204
Age	-.002	-.009	.057	.057	.016	.014
Gender	-.047	-.057	-.451	-.445	-.099	-.066
Hierarchical level	-.135	-.011	.043	.050	-.138	-.099
Step 2: IV						
Optimism		.865***		.044		.274***
F- Value	2.072	872.170***	28.253***	.754	2.960*	25.022
R²	.020	.744	.215	.217	.028	.101
Adjusted R²	.010	.740	.207	.206	.018	.089
ΔR^2		.724***		.002		.073***

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. PA: Positive Affect, NA: Negative Affect, LS: Life Satisfaction, CV = Control Variables, IV = Independent Variable.

H1 (j): Resilience (PsyCap dimension 4) will significantly predict Positive Affect (Subjective Well-being dimension 1).

H1 (k): Resilience (PsyCap dimension 4) will significantly predict Negative Affect (Subjective Well-being dimension 2).

H1 (l): Resilience (PsyCap dimension 4) will significantly predict Life Satisfaction (Subjective Well-being dimension 3).

To test hypothesis H1 (j), H1 (k) and H1 (l) asserting that Resilience (PsyCap dimension 4) will be significantly associated with Positive Affect, Negative Affect and Life Satisfaction respectively, correlation coefficients were calculated which confirmed a significant relationship of Resilience with Positive Affect only ($r = .235, p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.11 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along

with the independent variable Resilience were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for positive affect, second for negative affect and lastly for life satisfaction. The results of multiple hierarchical regression analysis to test the influence of Resilience on positive affect, negative affect and life satisfaction have been displayed in Table 4.11.

The results revealed that Resilience accounted for 5.8% variance and was found to be a significant predictor of Positive Affect ($\beta = .226, p < .001$). Resilience did not prove to be a significant predictor of Negative Affect and Life Satisfaction. Hence, H1 (j) was retained and H1 (k) and H1 (l) were rejected.

Table 4.11 Result of Multiple Hierarchical Regression for Testing the Impact of Resilience on Positive Affect, Negative Affect and Life Satisfaction

Variable	PA		NA		LS	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	4.691	4.002	3.853	4.056	4.811	4.621
Age	-.002	-.010	.057	.059	.016	.014
Gender	-.047	-.032	-.451	-.454	-.099	-.095
Hierarchical level	-.135	-.119	.043	.039	-.138	-.135
Step 2: IV						
Resilience		.226***		.054		.048
F- Value	2.072	16.759***	28.253***	1.145	2.960*	.729
R²	.020	.070***	.215	.218	.028	.030
Adjusted R²	.010	.058	.207	.207	.018	.018
ΔR^2		.050***		.003		.002

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. * $p < .05$, *** $p < .001$. PA: Positive Affect, NA: Negative Affect, LS: Life Satisfaction, CV = Control Variables, IV = Independent Variable.

H2. Psychological Capital will significantly predict the Career Commitment of the employees.

H2 (a): Hope (Psychological Capital dimension 1) will significantly predict Career Identity (Career Commitment dimension1).

H2 (b): Hope (Psychological Capital dimension 1) will significantly predict Career resilience (Career Commitment dimension 2).

H2 (c): Hope (Psychological Capital dimension 1) will significantly predict Career Planning (Career Commitment dimension 3).

Firstly, to put H2 to test, ‘**Psychological capital will significantly predict the Career Commitment**’, correlations between total psychological capital and total career commitment scores were calculated and the results (Table 4.12) confirmed a significant positive correlation ($r = .328, p < .01$) between the two. With a view to further test the contribution of overall psychological capital on career commitment, multiple regression analyses were performed by utilizing total psychological capital and total career commitment scores. The results (Table 4.12) revealed a significant effect ($\beta = .327, p < .001$) and 11.2 percent of the variance being accounted for by PsyCap on career commitment of the employees.

Table 4.12 Result of Multiple Hierarchical Regression for Testing the Impact of Psychological Capital on Career Commitment

Variable	CC	
	Step 1	Step 2
Step 1: CV	β	β
Constant	4.461	3.537
Age	-.035	-.058
Gender	-.059	.004
Hierarchical level	-.133	-.108
Step 2: IV		
Psychological Capital		.327***
F- Value	2.262	35.818***
R²	.021	.123
Adjusted R²	.012	.112
ΔR^2		.102***

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. CC: Career Commitment, CV = Control Variables, IV = Independent Variable.

To test hypothesis H2 (a), H2 (b) and H2 (c) asserting that Hope (PsyCap dimension 1) will be significantly associated with Career Identity, Career Resilience and Career Planning respectively, correlation coefficients were calculated which confirmed a significant relationship of Hope with Career Identity only ($r = .290, p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.13 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender

and hierarchical level) were entered in Block 1(Step 1) and then control variables along with the independent variable Hope were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for Career Identity, second for Career Resilience and lastly for Career Planning. The results of multiple hierarchical regression analysis to test the influence of Hope on Career Identity, Career Resilience and Career Planning have been displayed in Table 4.13. The results revealed that Hope accounted for 11.2% variance and was found to be a significant predictor of Career Identity ($\beta = .261, p < .001$). Hope did not prove to be a significant predictor of Career Resilience and Career Planning. Hence, H2 (a) was retained and H2 (b) and H2 (c) were rejected.

Table 4.13 Result of Multiple Hierarchical Regression for Testing the Impact of Hope on Career Identity, Career Resilience and Career Planning

Variable	CI		CR		CP	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	5.048	4.368	4.238	3.952	3.902	3.976
Age	.032	.013	-.002	-.009	-.110	-.108
Gender	-.205	-.158	.030	.047	-.094	.089
Hierarchical level	-.130	-.130	-.082	-.082	-.031	-.031
Step 2: IV						
Hope		.261***		.094		.026
F- Value	6.429***	22.953***	.821	2.643	2.537	.201
R ²	.059	.124	.008	.016	.024	.025
Adjusted R ²	.049	.112	-.002	.004	.015	.012
ΔR^2		.065***		.008		.001

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. CI: Career Identity, CR: Career Resilience, CP: Career Planning, CV = Control Variables, IV = Independent Variable.

H2 (d): Efficacy (Psychological Capital dimension 2) will significantly predict Career Identity (Career Commitment dimension1).

H2 (e): Efficacy (Psychological Capital dimension 2) will significantly predict Career resilience (Career Commitment dimension 2).

H2 (f): Efficacy (Psychological Capital dimension 2) will significantly predict Career Planning (Career Commitment dimension 3).

To test hypothesis H2 (d), H2 (e) and H2 (f) asserting that Efficacy (PsyCap dimension 2) will be significantly associated with Career Identity, Career Resilience and Career Planning respectively, correlation coefficients were calculated which confirmed a significant relationship of Efficacy with Career Identity and Career Resilience ($r = .140, p < .05$; $r = .273, p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.14 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Efficacy were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for Career Identity, second for Career Resilience and lastly for Career Planning. The results of multiple hierarchical regression analysis to test the influence of Efficacy on Career Identity, Career Resilience and Career Planning have been displayed in Table 4.14.

The results revealed that Efficacy accounted for 7.7% variance and was found to be a significant predictor of Career Resilience ($\beta = .291, p < .001$). Efficacy did not prove to be a significant predictor of Career Identity and Career Planning. Hence, H2 (e) was retained and H2 (d) and H2 (f) were rejected.

Table 4.14 Result of Multiple Hierarchical Regression for Testing the Impact of Efficacy on Career Identity, Career Resilience and Career Planning

Variable	CI		CR		CP	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	5.048	4.798	4.238	3.402	3.902	3.830
Age	.032	.023	-.002	-.027	-.110	-.112
Gender	-.205	-.187	.030	.083	-.094	.099
Hierarchical level	-.130	-.129	-.082	-.079	-.031	-.030
Step 2: IV						
Efficacy		.102		.291***		.027
F- Value	6.429***	3.282	.821	27.499***	2.537	.220
R²	.059***	.068	.008	.089***	.024	.025
Adjusted R²	.049	.056	-.002	.077	.015	.012
ΔR^2		.010		.081***		.001

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. CI: Career Identity, CR: Career Resilience, CP: Career Planning, CV = Control Variables, IV = Independent Variable.

H2 (g): Resilience (Psychological Capital dimension 3) will significantly predict Career Identity (Career Commitment dimension1).

H2 (h): Resilience (Psychological Capital dimension 3) will significantly predict Career resilience (Career Commitment dimension 2).

H2 (i): Resilience (Psychological Capital dimension 3) will significantly predict Career Planning (Career Commitment dimension 3).

To test hypothesis H2 (g), H2 (h) and H2 (i) asserting that Resilience (PsyCap dimension 3) will be significantly associated with Career Identity, Career Resilience and Career Planning respectively, correlation coefficients were calculated which confirmed a significant relationship of Resilience with Career Resilience only ($r = .223$, $p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.15 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Resilience were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for Career Identity, second for Career Resilience and lastly for Career Planning. The results of multiple hierarchical regression analysis to test the influence of Resilience on Career Identity, Career Resilience and Career Planning have been displayed in Table 4.15.

The results revealed that Resilience accounted for 4.4% variance and was found to be a significant predictor of Career Resilience ($\beta = .222$, $p < .001$). Efficacy did not prove to be a significant predictor of Career Identity and Career Planning. Hence, H2 (h) was retained and H2 (g) and H2 (i) were rejected.

Table 4.15 Result of Multiple Hierarchical Regression for Testing the Impact of Resilience on Career Identity, Career Resilience and Career Planning

Variable	CI		CR		CP	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	5.048	4.923	4.238	3.521	3.902	3.783
Age	.032	.030	-.002	-.009	-.110	-.111
Gender	-.205	-.203	.030	.044	-.094	.096
Hierarchical level	-.130	-.127	-.082	-.066	-.031	-.028
Step 2: IV						
Resilience		.045		.222***		.039
F- Value	6.429***	.660	.821	15.909***	2.537	.490
R ²	.059***	.061	.008	.056***	.024	.026
Adjusted R ²	.049	.048	-.002	.044	.015	.013
ΔR^2		.002		.049***		.002

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. CI: Career Identity, CR: Career Resilience, CP: Career Planning, CV = Control Variables, IV = Independent Variable.

H2 (j): Optimism (Psychological Capital dimension 4) will significantly predict Career Identity (Career Commitment dimension 1).

H2 (k): Optimism (Psychological Capital dimension 4) will significantly predict Career resilience (Career Commitment dimension 2).

H2 (l): Optimism (Psychological Capital dimension 4) will significantly predict Career Planning (Career Commitment dimension 3).

To test hypothesis H2 (j), H2 (k) and H2 (l) asserting that Optimism (PsyCap dimension 4) will be significantly associated with Career Identity, Career Resilience and Career Planning respectively, correlation coefficients were calculated which confirmed a significant relationship of Optimism with Career Identity only ($r = .498, p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.16 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Optimism were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for Career Identity, second for Career Resilience and lastly for

Career Planning. The results of multiple hierarchical regression analysis to test the influence of Optimism on Career Identity, Career Resilience and Career Planning have been displayed in Table 4.16.

The results revealed that Optimism accounted for 26.4% variance and was found to be a significant predictor of Career Identity ($\beta = .472, p < .001$). Optimism did not prove to be a significant predictor of Career Resilience and Career Planning. Hence, H2 (j) was retained and H2 (k) and H2 (l) were rejected.

Table 4.16 Result of Multiple Hierarchical Regression for Testing the Impact of Optimism on Career Identity, Career Resilience and Career Planning

Variable	CI		CR		CP	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	β	β	β	β
Constant	5.048	3.118	4.238	3.915	3.902	3.414
Age	.032	.028	-.002	-.002	-.110	-.110
Gender	-.205	-.149	.030	.038	-.094	.107
Hierarchical level	-.130	-.063	-.082	-.072	-.031	-.015
Step 2: IV						
Optimism		.472***		.067		.109
F- Value	6.429***	91.570***	.821	1.369	2.537	3.661
R²	.059***	.074***	.008	.012	.024	.035
Adjusted R²	.049	.264	-.002	-.001	.015	.023
ΔR^2		.215		.004		.011

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. CI: Career Identity, CR: Career Resilience, CP: Career Planning, CV = Control Variables, IV = Independent Variable.

H3. Subjective Well-Being will be significantly associated with the Career Commitment of the employees.

H3 (a): Positive Affect (Subjective Well-Being dimension 1) will be significantly associated with Career Identity (Career Commitment dimension1).

H3 (b): Positive Affect (Subjective Well-Being dimension 1) will be significantly associated with Career Resilience (Career Commitment dimension 2).

H3 (c): Positive Affect (Subjective Well-Being dimension 1) will be significantly associated with Career Planning (Career Commitment dimension 3).

Firstly, to put H3 to test, ‘**Subjective Well-Being will be significantly associated with the Career Commitment**’, correlations between total SWB and total career commitment scores were calculated and the results (Table 4.17) confirmed a significant positive correlation ($r = .290, p < .01$) between the two. With a view to further test the contribution of overall SWB on career commitment, multiple regression analyses were performed by utilizing total SWB and total career commitment scores. The results (Table 4.17) revealed a significant effect ($\beta = .302, p < .001$) and 8.9 % of the variance being accounted for by SWB on career commitment of the employees.

Table 4.17 Result of Multiple Hierarchical Regression for Testing the Impact of Subjective Well-being on Career Commitment

Variable	CC	
	Step 1	Step 2
Step 1: CV	β	β
Constant	4.3461	3.382
Age	-.035	.016
Gender	-.059	-.278
Hierarchical level	-.133	-.061
Step 2: IV		
Subjective Well-being		.302***
F- Value	2.262	27.227***
R²	.021	.101
Adjusted R²	.012	.089
ΔR^2		.079***

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. CC: Career Commitment, CV = Control Variables, IV = Independent Variable.

To test hypothesis H3 (a), H3 (b) and H3 (c) asserting that Positive Affect (Subjective Well-Being dimension 1) will be significantly associated with Career Identity, Career Resilience and Career Planning respectively, correlation coefficients were calculated which confirmed a significant relationship of Positive Affect with Career Identity, Career Resilience and Career Planning respectively ($r = .301, p < .01$; $r = .300, p < .01$; $r = .174, p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.18 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Positive Affect were entered in Block 2 (Step 2).

The said procedure was repeated thrice, i.e. first for Career Identity, second for Career Resilience and lastly for Career Planning. The results of multiple hierarchical regression analysis to test the influence of Positive Affect on Career Identity, Career Resilience and Career Planning have been displayed in Table 4.18.

The results revealed that Positive Affect accounted for 12.5%, 8.2% and 4.2% variance and was found to be a significant predictor of Career Identity ($\beta = .281, p < .001$); Career Resilience ($\beta = .296, p < .001$) and Career Planning ($\beta = .177, p < .01$) respectively. Hence, H3 (a), H3 (b) and H3 (c) were retained.

Table 4.18 Result of Multiple Hierarchical Regression for Testing the Impact of Positive Affect on Career Identity, Career Resilience and Career Planning

Variable	CI		CR		CP	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	<i>B</i>	β	β	β	β	β
Constant	5.048	3.854	4.238	2.764	3.902	3.077
Age	.032	.033	-.002	-.001	-.110	-.109
Gender	-.205	-.192	.030	.044	.094	.102
Hierarchical level	-.130	-.093	-.082	-.042	-.031	-.007
Step 2: IV						
Positive Affect		.281***		.296***		.177**
F- Value	6.429***	27.736***	.821	29.374***	2.537*	10.042***
R ²	.059***	.136***	.008	.094***	.024	.055**
Adjusted R ²	.049	.125	-.002	.082	.015	.042
ΔR^2		.078***		.086***		.031**

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$, ** $p < .01$, * $p < .05$. CI: Career Identity, CR: Career Resilience, CP: Career Planning, CV = Control Variables, IV = Independent Variable.

H3 (d): Negative Affect (Subjective Well-Being dimension 2) will be significantly associated with Career Identity (Career Commitment dimension 1).

H3 (e): Negative Affect (Subjective Well-Being dimension 2) will be significantly associated with Career Resilience (Career Commitment dimension 2).

H3 (f): Negative Affect (Subjective Well-Being dimension 2) will be significantly associated with Career Planning (Career Commitment dimension 3).

To test hypothesis H3 (d), H3 (e) and H3 (f) asserting that Negative Affect (Subjective Well-Being dimension 2) will be significantly associated with Career Identity, Career Resilience and Career Planning respectively, correlation coefficients were calculated which confirmed a significant relationship of Negative Affect with Career Identity only ($r = .158$, $p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.19 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Negative Affect were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for Career Identity, second for Career Resilience and lastly for Career Planning. The results of multiple hierarchical regression analysis to test the influence of Negative Affect on Career Identity, Career Resilience and Career Planning have been displayed in Table 4.19.

The results revealed that Negative Affect did not act as a significant predictor of Career Identity, Career Resilience and Career Planning. Hence, H3 (d), H3 (e) and H3 (f) were rejected.

Table 4.19 Result of Multiple Hierarchical Regression for Testing the Impact of Negative Affect on Career Identity, Career Resilience and Career Planning

Variable	CI		CR		CP	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	B	β	β	β	β	β
Constant	5.048	4.795	4.238	4.254	3.902	3.984
Age	.032	.027	-.002	-.002	-.110	-.108
Gender	-.205	-.165	.030	.028	.094	.082
Hierarchical level	-.130	-.134	-.082	-.082	-.031	-.030
Step 2: IV						
Negative Affect		.089		.005		.026
F- Value	6.429***	2.062	.821	.006	2.537	.172
R²	.059***	.065	.008	.008	.024	.025
Adjusted R²	.049	.053	-.002	.005	.015	.012
ΔR^2		.006		.000		.001

Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$. CI: Career Identity, CR: Career Resilience, CP: Career Planning, CV = Control Variables, IV = Independent Variable.

H3 (g): Life Satisfaction (Subjective Well-Being dimension 3) will be significantly associated with Career Identity (Career Commitment dimension 1).

H3 (h): Life Satisfaction (Subjective Well-Being dimension 3) will be significantly associated with Career Resilience (Career Commitment dimension 2).

H3 (i): Life Satisfaction (Subjective Well-Being dimension 3) will be significantly associated with Career Planning (Career Commitment dimension 3).

To test hypothesis H3 (g), H3 (h) and H3 (i) asserting that Life Satisfaction (Subjective Well-Being dimension 3) will be significantly associated with Career Identity, Career Resilience and Career Planning respectively, correlation coefficients were calculated which confirmed a significant relationship of Life Satisfaction with Career Identity only ($r = .216$, $p < .01$). Further results of hierarchical multiple regression analyses have been reported in Table 4.20 which exhibits all the standardized beta coefficients. During the analyses in SPSS, the control variables (age, gender and hierarchical level) were entered in Block 1 (Step 1) and then control variables along with the independent variable Life Satisfaction were entered in Block 2 (Step 2). The said procedure was repeated thrice, i.e. first for Career Identity, second for Career Resilience and lastly for Career Planning. The results of multiple hierarchical regression analysis to test the influence of Life Satisfaction on Career Identity, Career Resilience and Career Planning have been displayed in Table 4.20.

The results revealed that Life Satisfaction accounted for 8% variance and was found to be a significant predictor of Career Identity ($\beta = .184$, $p < .01$). It did not act as a significant predictor of Career Resilience and Career Planning. Hence, H3 (g) was retained and H3 (h) and H3 (i) were rejected.

Table 4.20 Result of Multiple Hierarchical Regression for Testing the Impact of Life Satisfaction on Career Identity, Career Resilience and Career Planning

Variable	CI		CR		CP	
	Step 1	Step 2	Step 1	Step 2	Step 1	Step 2
Step 1: CV	β	β	B	β	B	B
Constant	5.048	4.429	4.238	4.419	3.902	3.686
Age	.032	.029	-.002	-.001	-.110	-.111
Gender	-.205	-.187	.030	.025	.094	.100
Hierarchical level	-.130	-.105	-.082	-.088	-.031	-.023
Step 2: IV						
Life Satisfaction		.184**		-.046		-.059
F- Value	6.429***	11.203**	.821	.644	2.537	1.058
R²	.059***	.092**	.008	.010	.024	.027
Adjusted R²	.049	.080	-.002	-.003	.015	.015
ΔR^2		.033**		.002		.003

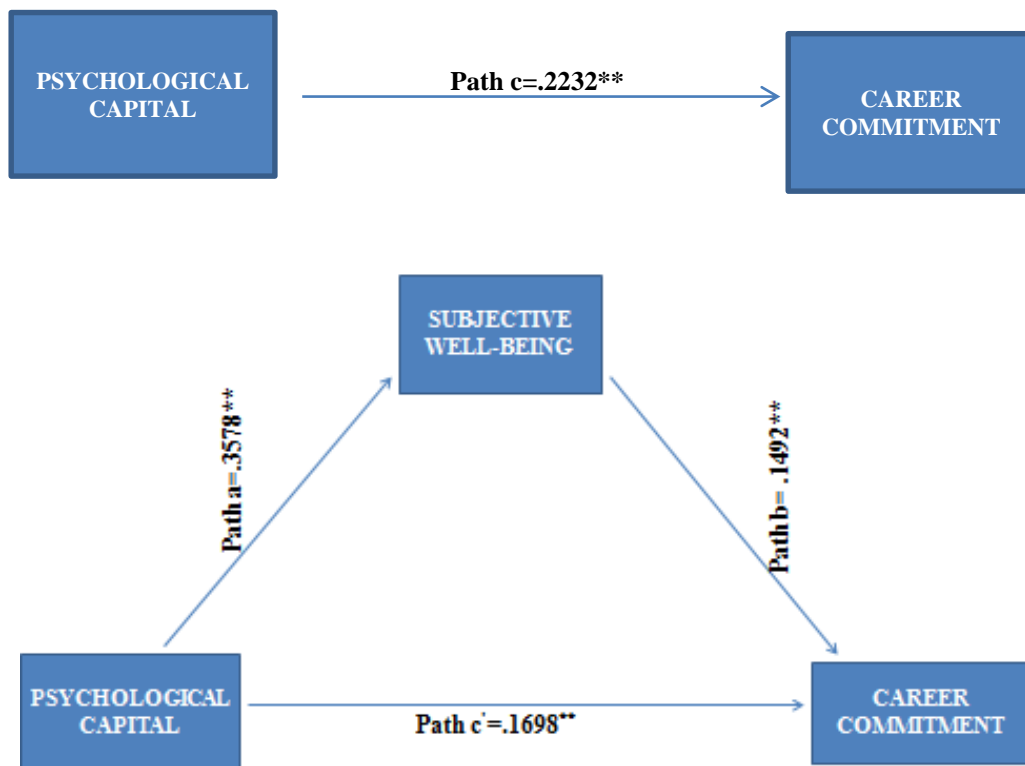
Notes: $N = 314$, standardized beta coefficients are reported in the regression table. *** $p < .001$, ** $p < .01$
 CI: Career Identity, CR: Career Resilience, CP: Career Planning, CV = Control Variables, IV = Independent Variable.

H 4: Subjective Well-Being will mediate the relationship between Psychological Capital and Career Commitment

To verify H4 “Subjective Well-Being will mediate the relationship between Psychological Capital and Career Commitment”, a sequential mediation analysis (Model 4 as described in PROCESS) with bootstrap methods (Hayes, 2013) was carried out. All the paths for full process model and their coefficients are displayed in Figure 4.4 and Table 4.21. Results indicated that psychological capital was a significant predictor of subjective well-being (Path a) $b = .3578$, $SE = .0426$, $p < .000$ and that subjective well-being was a significant predictor of career commitment (Path b) $b = .1492$, $SE = .0476$, $p < .01$. The total effect of psychological capital on career commitment (Path c) was significant $b = .2232$, $SE = .0363$, $p < .000$. The direct effect of psychological capital on career commitment after controlling for the mediator, subjective well-being, got reduced but remained significant (Path c’) at $b = .1698$, $SE = .0397$, $p < .000$, indicating partial mediation. Hence, the overall value partially mediated the effect of psychological capital on career commitment ($p < .000$). The indirect effect was tested using a bootstrap estimation approach with 5000 samples (Shrout & Bolger, 2002). These results

indicated the indirect path coefficient (Path ab) was significant, $b = .0534$, $SE = .0191$, 95% CI = $.0172, .0932$. This can also be verified by calculating total effect (.2232) which is the summation of direct effect (.1698) and indirect effect (.0534). Hence, psychological capital lead to a higher career commitment as mediated by subjective well-being. Hypothesis 4 was partially supported in the study.

Figure 4.4 Direct and Sequential Model with Path Coefficients



Note. Source Author

Table 4.21 Results of Sequential Mediation Analyses (PROCESS, Hayes, 2013)

Model 4						
Y	CC					
X	PsyCap					
M	SWB					
Sample Size:	314					
Outcome Variable	SWB					
Model	Summary					
	R	R-sq	F	df1	df2	p
	.4294	.1844	70.5380	1.0000	312.0000	.0000
	Coeff	SE	t	P		
constant	2.0961	.1466	14.2996	.0000		
PsyCap	.3578	.0426	8.3987	.0000		
Outcome Variable	CC					
Model	Summary					
	R	R-sq	F	df1	df2	p
	.3676	.1351	24.2915	2.0000	311.0000	.0000
	Coeff	SE	t	P		
constant	2.6326	.1587	16.5922	.0000		
PsyCap	.1698	.0397	4.2785	.0000		
SWB	.1492	.0476	3.1321	.0019		
Total Effect Model						
Outcome Variable	CC					
Model	Summary					
	R	R-sq	F	df1	df2	p
	.3284	.1078	37.7085	1.0000	312.0000	.0000
	Coeff	SE	t	P		
constant	2.9453	.1250	23.5532	.0000		
PsyCap	.2232	.0363	6.1407	.0000		

Total, Direct and Indirect Effects						
Total Effects of X on Y						
	Effect	SE	t	P		
	.2232	.0363	6.1407	.0000		
Direct Effects of X on Y						
	Effect	SE	t	P		
	.1698	.0397	4.2785	.0000		
Indirect Effects of X on Y						
	Effect	Boot SE	BootLLCI	BootULCI		
SWB	.0534	.0191	.0172	.0932		

This chapter explained in detail the analyses performed and the results received. Data had been analyzed statistically using correlation, multiple hierarchical regression and conditional process analysis. The results of the data screening, scale validation and common method bias have been presented. The results obtained with respect to testing of the hypotheses have been presented in Table 4.22.

Table 4.22 Summary of Results obtained in the Study

Hypotheses	Results
H1. Psychological Capital will significantly predict the Subjective Well-being of the employees.	Retained
H1 (a): Hope (Psychological Capital dimension 1) will significantly predict Positive Affect (Subjective Well-being dimension1).	Retained
H1 (b): Hope (Psychological Capital dimension 1) will significantly predict Negative Affect (Subjective Well-being dimension 2).	Rejected
H1 (c): Hope (Psychological Capital dimension 1) will significantly predict Life Satisfaction (Subjective Well-being dimension 3).	Retained
H1 (d): Efficacy (PsyCap dimension 2) will significantly predict Positive Affect (Subjective Well-being dimension1).	Retained
H1 (e): Efficacy (PsyCap dimension 2) will significantly predict Negative Affect (Subjective Well-being dimension 2).	Rejected
H 1 (f): Efficacy (PsyCap dimension 2) will significantly predict Life Satisfaction (Subjective Well-being dimension 3).	Rejected
H1 (g): Optimism (PsyCap dimension 3) will significantly predict Positive Affect (Subjective Well-being dimension1).	Retained
H1 (h): Optimism (PsyCap dimension 3) will significantly predict Negative Affect (Subjective Well-being dimension 2)	Rejected
H1 (i): Optimism (PsyCap dimension 3) will significantly predict Life Satisfaction (Subjective Well-being dimension 3)	Retained
H1 (j): Resilience (PsyCap dimension 4) will significantly predict Positive Affect (Subjective Well-being dimension1).	Retained
H1 (k): Resilience (PsyCap dimension 4) will significantly predict Negative Affect (Subjective Well-being dimension 2)	Rejected
H1 (l): Resilience (PsyCap dimension 4) will significantly predict Life Satisfaction (Subjective Well-being dimension 3)	Rejected
H2. Psychological Capital will significantly predict the Career Commitment of the employees.	Retained
H2 (a): Hope (Psychological Capital dimension 1) will significantly predict Career Identity (Career Commitment dimension1).	Retained

H2 (b): Hope (Psychological Capital dimension 1) will significantly predict Career resilience (Career Commitment dimension 2).	Rejected
H2 (c): Hope (Psychological Capital dimension 1) will significantly predict Career Planning (Career Commitment dimension 3).	Rejected
H2 (d): Efficacy (Psychological Capital dimension 2) will significantly predict Career Identity (Career Commitment dimension1).	Rejected
H2 (e): Efficacy (Psychological Capital dimension 2) will significantly predict Career resilience (Career Commitment dimension 2).	Retained
H2 (f): Efficacy (Psychological Capital dimension 2) will significantly predict Career Planning (Career Commitment dimension 3).	Rejected
H2 (g): Resilience (Psychological Capital dimension 3) will significantly predict Career Identity (Career Commitment dimension1).	Rejected
H2 (h): Resilience (Psychological Capital dimension 3) will significantly predict Career resilience (Career Commitment dimension 2).	Retained
H2 (i): Resilience (Psychological Capital dimension 3) will significantly predict Career Planning (Career Commitment dimension 3).	Rejected
H2 (j): Optimism (Psychological Capital dimension 4) will significantly predict Career Identity (Career Commitment dimension1).	Retained
H2 (k): Optimism (Psychological Capital dimension 4) will significantly predict Career resilience (Career Commitment dimension 2).	Rejected
H2 (l): Optimism (Psychological Capital dimension 4) will significantly predict Career Planning (Career Commitment dimension 3).	Rejected
H3. Subjective Well-Being will be significantly associated with the Career Commitment of the employees.	Retained
H3 (a): Positive Affect (Subjective Well-Being dimension 1) will be significantly associated with Career Identity (Career Commitment dimension1).	Retained
H3 (b): Positive Affect (Subjective Well-Being dimension 1) will be significantly associated with Career Resilience (Career Commitment dimension 2).	Retained
H3 (c): Positive Affect (Subjective Well-Being dimension 1) will be significantly associated with Career Planning (Career Commitment dimension 3).	Retained

H3 (d): Negative Affect (Subjective Well-Being dimension 2) will be significantly associated with Career Identity (Career Commitment dimension1).	Rejected
H3 (e): Negative Affect (Subjective Well-Being dimension 2) will be significantly associated with Career Resilience (Career Commitment dimension 2).	Rejected
H3 (f): Negative Affect (Subjective Well-Being dimension 2) will be significantly associated with Career Planning (Career Commitment dimension 3).	Rejected
H3 (g): Life Satisfaction (Subjective Well-Being dimension 3) will be significantly associated with Career Identity (Career Commitment dimension1).	Retained
H3 (h): Life Satisfaction (Subjective Well-Being dimension 3) will be significantly associated with Career Resilience (Career Commitment dimension 2).	Rejected
H3 (i): Life Satisfaction (Subjective Well-Being dimension 3) will be significantly associated with Career Planning (Career Commitment dimension 3).	Rejected
H4: Subjective Well-Being will mediate the relationship between Psychological Capital and Career Commitment	Partially retained

Chapter V

Discussion

In the present research the intention was to examine psychological capital as a predictor of subjective well-being and career commitment in the Indian employees working currently in the manufacturing sector. Secondly, the aim was to explore the mediating effect of subjective well-being on the relationship between psychological capital and career commitment. It was discovered that employees who are high on psychological capital (hopeful, efficacious, resilient and optimistic), feel more committed to their career in terms of career identity, career planning and career resilience and also are likely to bear more subjective well-being in the form of positive affect, reduced negative affect and life satisfaction. Further, the tendency of employees possessing psychological capital and experiencing subjective well-being significantly reduced the relationship between psychological capital and career commitment specifying subjective well-being to be a partial mediator.

The following section will elaborate upon various causes attributed to the nature of the relationship discovered between the variables. Most notably, the attributions will be made based on a theory driven approach explaining the reasons for psychological capital to act as a predictor of subjective well-being and career commitment. The demographic features of the sample will be elaborated upon to explain as to why the dimensions of each variable related to the other dimensions in a particular way.

5.1 PSYCHOLOGICAL CAPITAL AND SUBJECTIVE WELL BEING

The present results pertaining to regression analysis showed that psychological capital acted as a significant predictor towards subjective well-being thus H1 was retained. It proved that psychological capital will have a significant positive impact on subjective well-being among Indian employees working in the manufacturing sector. This paves way for the understanding employees who develop a strong sense of hope, efficacy, resilience and optimism will be likely to imbibe characteristics of having a higher subjective well-being in them.

Hypothesis 1 (H1) posited that psychological capital (PsyCap) will act as a predictor variable for subjective well-being (SWB). The results demonstrated that PsyCap significantly predicted SWB among Indian employees. Thus, a strong positive relationship between PsyCap and SWB signifies that PsyCap aids in building positive attribution in relation to the challenging work goals, in that it modifies the behavior of the employees and expedites task oriented coping and challenge appraisal (Dolan, Peasgood, & White, 2008).

Further hope, efficacy, resilience and optimism acted as significant predictors of positive affect thus retaining H1 (a), H1 (d), H1 (j) and H1 (g). These findings can be substantiated with the help of previous researches. Hope was found to be a psychologically vital agent that withstood the negative life experiences of senior students in a study testing the link between hope, anxiety and life satisfaction (Gultekin & Aricioglu, 2016). It has also been inferred that the hope has more noticeable effect on the life satisfaction for low income group as compared to the middle income group. Abbas et al. (2014) found that hope and self-efficacy acted to neutralize threat of perceived organizational politics reducing negative impacts of politics on performance. When PsyCap was high there was stronger negative relation between perceived politics and intentions to quit. There was significant positive relation between the composite four facets of PsyCap with job satisfaction as well as performance. Composite factor was found to act as a better predictor of performance and job satisfaction than as individually (Luthans, Avolio, James, Avey, & Steven, 2007). An intervention study found self-efficacy to be cognitive antecedent of work engagement (Ouweneel et al., 2013).

Another study saw that SWB (and its dimensions) and self-efficacy were related significantly (Tamannaefar & Motaghedifard, 2014). The relationship between hope and SWB components was also consistently positive. This relationship was strengthened by high level of positive emotions (Afzal et al., 2016). Both state hope and trait hope/dispositional hope significantly impacted positive affect (Rezaei et al., 2015). Using data from 9000 students, significant correlations were found between self-esteem, satisfaction with life, hope and mental health (Rezaei et al., 2015). The employees in the current organization would be using the repertoire of hope to make the best use of their positive affect and life satisfaction in furthering the organizational goals and their subjective well-being.

At the same time, existing research gives us an idea about how the two variables or their subparts could be related. For instance, Snyder (2002) believed that hope by the virtue of being a strong motivating factor acts as a protective shield against for employees having lower self-esteem. Those with high hope are likely to work around problems than low-hopers who

are likely to remain stuck when faced with obstructions. This has the potential to significantly impact one's perceived life satisfaction. Hence, the employees in the Indian manufacturing set up would be utilizing hope to protect themselves from issues at work and thus would be the factor in actively predicting their life satisfaction and well-being (Vacek et al., 2010). Similarly, Tugade and Fredrickson, (2004) believed that resilient people bounce back from adversity using positive emotions which may be the factor effectively linking it to positive affect indicator or SWB.

The findings also support the hypotheses H1 (c) and H1 (i) stating that hope and optimism acted as significant predictors of life satisfaction. This has already been proved in the past researches which point towards a significant relationship of hope and optimism with life satisfaction. The present findings imply that employee with a strong psychological capital experiences life satisfaction, job satisfaction, autonomy, development and growth (Bedeian, Kemery, & Pizzolatto, 1991; Srivastava, Locke, Judge, & Adams, 2010). Consequently, such employees experience an increased positive affect and a reduced negative affect. In a research study it has been revealed that native educators of South Africa experience lesser burnout, exhaustion and their engagement levels are higher because their level of psychological capital and its constructs are higher. They don't need to draw upon external resources to strengthen their emotional system as the constructs of hope, efficacy, resilience and optimism make them stronger from within. The capabilities required to survive in the organizational context increases as a result of being psychologically resilient and hence, it leads to inculcation of subjective well-being. Subjective well-being an additive construct of life satisfaction, positive affect and reduced negative affect gets directly affected by the level of hope, resilience, optimism and efficacy that an individual espouses. In our present sample also, it has been revealed that manufacturing employees in the Indian setting have a significant relationship between psychological capital and subjective well-being. This further means that while being high on all the four positive constructs of psychological capital, the employees' life satisfaction and the amount of positive emotion increases, and the negative affect diminishes.

The present results can be better understood in the light of Conservation of Resources theory (COR). The theory states that individuals always long to conserve their internal resources in quality and quantity as it adds to their instrumental value. This makes them restrict all the situations that would pose a danger to their resources (Ferguson & Goodwin, 2010). Additionally, it includes their personal energies and traits that enhance their coping ability to deal with the life stressors. Whenever there is a stressor, more than the mere perception of the

stressor, there is a direct threat to the resources of the individuals, and they maintain the equilibrium by conserving the limited resources. Hence, it is claimed that employees imbuing the positive psychological constructs come out to be more satisfied at their jobs and consequently superior performers. This in turn leads to an increased level of subjective well-being and a diminished negative pool of emotions in them. The abovementioned results have been replicated in a South African research on educators stating that positive employees enjoyed having a low turnover rate and a superior quality of education being imparted by them. Thus, keeping in mind the inevitable role of psychological capital it becomes imperative to study its link with subjective well-being of the employees, which was in fact carried out in this study.

The Conservation of Resources theory has a basic tenet in the fact that the positive psychological dimensions present in the construct of psychological capital serve as a personal trait or an effective internal resource that helps them amidst the situations of crisis and stressors (Kim et al., 2016). This further means that the employees in the current research, while facing real life stressors pertaining to work, family, interpersonal context or any situational domain, would utilize their internal positive psychological resources or in other words the dimensions of psychological capital, to handle the burnout and exhaustion and increase the level of engagement with their work. Furthermore, the elevated levels of positive emotions will in turn increase the amount of life satisfaction and reduce negative affect in them. As has already been mentioned in a plethora of past researches that the dimensions of psychological capital help employees, in this case an Indian manufacturing sector employee, to increase their positive emotionality. Since, hope, efficacy, resilience and optimism themselves are positive psychology constructs hence, they would be facilitating the positive affect among the employees. Being resilient in the face of difficult situations help maintain a positive employee in the organization. Self-efficacious employees by the virtue of believing in their capabilities would certainly be high on positive affect. Further, optimism breeds more positivity in the individuals. This can, therefore, be generalized in the Indian manufacturing sector, wherein, optimism predicted positive affect.

The construct of subjective well-being has been able to attract researcher's curiosity specifically testing it in developed countries. It has been a common practice to use the term subjective well-being and not happiness as the latter term has not been clearly defined and remains complex till date (Fulmer et al., 2010). Psychological capital by the virtue of instilling positivity among employees directly bolsters the satisfaction that they draw from the life,

workplace or interpersonal domain. They are more likely to revisit the events and situations that help in elevating the positive affect in them leading to a reduction in exhaustion and negative affect. The various factors that could increase the subjective well-being of people have been found in the domains like culture, personality, socio economic conditions, life decisions, health and family, and the amount of resilience or the positive energies in them. The relevance of this link multiplies because of the fact that various interventions can be formulated and put to test. Much like the western world the Indian researchers have started looking into the diverse fields of subjective well-being and discovering its correlates. There have been some studies related to the linkage between positivity and philosophical ideas. But the need to go deeper under the skin and decipher the area of positivity in the Indian urban domain still exists and research studies need to be undertaken on a large scale consisting of various communities in order to fathom the factors that result in an elevation or a deprecation in the levels of life satisfaction, positive affect and negative affect. With this aim, the present research was carried out on the Indian sample of manufacturing employees and the results do point out in the direction of a positive link between psychological capital and subjective well-being suggesting hope, resilience, optimism and efficacy to be the correlates of subjective well-being in the Indian context.

Studies have found significant links between PsyCap and Emotional Intelligence (EI). EI and PsyCap share a positive relationship and PsyCap and resistance to change have a negative relationship. Hence, in the present research employees of the manufacturing sector who had more hope, efficacy, resilience and optimism showed greater signs of positive affect. As, EI helps in strengthening psychological resources which in turn effect significantly the employee's proactive attitudes towards change (Malik & Masood, 2015). The employees in the current research would have the ability to motivate self, by using self-encouragement and to control one's feelings in affectively charged situations (emotional self-control) and that contributed substantially in promoting PsyCap of employees which in turn predicted their SWB. Researchers also found significant correlation between EI, self-efficacy and resilience (Mellão & Mendes Monico, 2013).

People with high levels of PsyCap were more likely to generate, acquire support for, and implement novel ideas in workplace. Results show that PsyCap has an impact on all segments of innovative behaviours (Abbas & Raja, 2015). The hope component of PsyCap was found to be part of a mechanism mediating creativity; authentic Leadership predicted workers' creativity, directly and indirectly through employees' hope as mediator. Hope leads individuals

to challenge the status quo and persevere in the face of challenges inherent to creative work (Rego et al., 2014).

The basis for the link was grounded in the fact that PsyCap comprised the personal traits that influenced the SWB of the employees by a way of equipping them with personal growth, autonomy, purposeful life and positive relations (Cole et al., 2009). PsyCap with the virtue of instilling positivity in the employees leads them towards a higher SWB which further leverages wide range of positive outcomes like physical and psychological health (Ryff, C.D., & Singer, 2003), gaining satisfaction in important domains of life (Diener & Chan, 2011) and personal striving as well as coping up with stress (Cameron, 2008). Psychological capital acted as the mental repository to broaden and build the emotional capacity in the employees. Further, it had shown to create a positive impact on the sustainable competitiveness. It was also expected that the positive impact of psychological capital helped to reduce the costs and also mitigated the negative forces in an organization.

Apart from the retained hypotheses the results pointed towards some non-significant relationships. Indian manufacturing sector is facing a lot of problems in the sense that apart from being labor intensive it is quite unorganized in the Indian set up. The daily operations keep disrupting due to frequent disputes between the management and the employees. All these reasons combined with the kind of sample in the present research lead to the rejection of H1 (b), H1 (e), H1 (h) and H1 (k) stating that hope, efficacy, optimism and resilience did not act as significant predictors of negative affect respectively. Further, efficacy and resilience didn't act as significant predictors of life satisfaction thus leading to rejection of H1 (f) and H1 (l). The findings can be explained by looking at the demographic data. As it is evident from the demographic table the majority of the sample (72 percent) had an undergraduate degree. Most of them were employed in a public manufacturing sector (82 percent) and earned (63 percent) between 5 to 10 lakhs per annum. 56 percent of the sample had been working in the current organization between 5 to 10 years and 63 percent belonged to the age range 35 to 45 years and the average age of the sample was 38 years. The Indian manufacturing sector is as it is labor intensive and faces dearth of skilled workforce. The demographics of the research sample suggest that the employees were have only a basic minimum qualification and earned a relatively low amount as compared to other sectors like IT or consultancy. But most of them were settled in their current organizations for a fair amount of time and were satisfied with the work they were doing without having the need or intention to progress forward or find their 'calling' or career. Constant struggle to find technically advanced and mechanically skilled

labor force would have put all the more pressure on the existing workforce to increase organizational output. The current sample would in all probability be facing the issues plaguing the Indian manufacturing sector. Focus on immediate short-term returns and inadequate infrastructure have been the reasons for slowing down the productivity in this sector. Despite having a lot of past researches backing up the relationship between the dimensions of PsyCap and SWB, the current sample demographics failed to establish such a relationship. Hence, age was an important factor in this study that led to rejection of hypotheses. This can further be explained by a study which investigated relationship between age and ethics. To ascertain the moral cognizance of workers and students, with particular attention to the variables of age, education, ethics education, and gender.

The past researches pointed out that resilience and life satisfaction have a strong positive relationship but life satisfaction wasn't significantly predicted by resilience (Altundağ & Bulut, 2014). This finding completely supports the result obtained in the present study that despite having a significant correlation, the resilience of the employees could not significantly predict their life satisfaction. Since, the demographic information revealed that employees had been working in their current organization for a fairly stable amount of time and earning decently well for themselves hence, the overall PsyCap predicted the overall SWB despite some dimensions of PsyCap not quite significantly predicting the dimensions of SWB. The composite cumulative effect of PsyCap and SWB was greater than their dimensions separately.

Various studies have hinted at why the number of female entrepreneurs is lower than the number of male entrepreneurs. Field, Jayachandran, and Pande (2016) through their field experiment in India found that religious and caste institutions in India do indeed impose restrictions on women's business activity. Shankar (2016) enlisted difficulties that women are more likely to face when pursuing a business venture. These include difficulty in access to finance, market, training, network and policy-makers. Additionally, they would face differences in management, mobility and unawareness of support. Dual responsibility, the belief in low risk-bearing ability and traditional views on role of women are more societal impediments. Similar factors are listed in the research by Mahajan (2016). Thus while women are increasingly entering the market, their proportion remains low. McKay (2001) believed that while child care and related family obligations had an influence on subjective well-being in younger women, it did not affect the elderly women. However, to apply this conclusion to present sample is not justified to vast socio-cultural differences. Applying aforementioned

study suggestions, larger female employees in the elderly cohort needs to be incorporated in the future researches.

Another important precursor of not getting a significant relationship could be culture. Keeping in mind the current results it becomes imperative to verify the strength of this association as culture and age can have influence on any of those variables. For example, SWB and psychological Capital have a significant correlation in China on undergraduate students (Li et al., 2014) while in Pakistan, with a sample of 640 adolescents, this correlation is less strong. In India, Hope and life satisfaction correlate at .238 ($p < 0.01$) with a sample of 140 undergraduate students (Dwivedi & Rastogi, 2017) while in 1,419 Chinese young adults the correlation between Hope and life satisfaction is .65 ($p < 0.001$) (Mak et al., 2011). In India, a study shows correlation between Resilience and Life satisfaction to be .29 ($p < 0.01$) in a sample of 327 undergraduate students (Bajaj & Pande, 2016). Another study based in Turkey on a sample of adolescent students with divorced parents show the correlation between Resilience and Life satisfaction to be .64 (Altundağ & Bulut, 2014). These studies show that it is difficult to generalize the results of one nation or one context on others and hence, the non-significant relationships could well be attributed to the fact that Indian being a collectivistic society has had different organizational dynamics as compared to the western literature, which of course has been an important source of the current hypotheses' formation.

5.2 PSYCHOLOGICAL CAPITAL AND CAREER COMMITMENT

This section deals with understanding the causes linking PsyCap and career commitment and their sub variables. The hypothesis H2 postulated that PsyCap will act as a predictor variable for career commitment. The findings of the sample revealed that PsyCap did act as a significant predictor variable for career commitment among employees of the present sample. Hence, illustrating that psychological capital was significantly related to career commitment. This lends support to the fact that in the Indian context, PsyCap will predict the capability as well as interest of an individual that is related to the proactive career behaviors and goals, which fosters an employee's commitment towards her/his career to devote efforts to organizational success (Carless & Bernath, 2016). PsyCap leads people towards their career goals by strengthening their excellence, capacity and optimal functioning and give them more meaningful and productive lives by making them realize their potential (Kondratuk, Hausdorf, Korabik, & Rosin, 2004). Each of the four constructs of PsyCap i.e, hope, efficacy, resilience and optimism have been proved to be related to performance outcomes (Luthans, Norman, Avolio, & Avey, 2008). Since, personal and work attributes like subjective well-being and

career commitment respectively have been associated with performance in the past researches (Aryee & Tan, 1992), subsequently each of the PsyCap constructs can be celebrated to be linked to these personal and work facets. Additionally, based on prior theoretical research PsyCap as a whole stands out as a better and a stronger predictor than each of the four constructs independently (Luthans, Avolio, et al., 2007b). Previous researches have undeniably found positive linkages between performance, commitment and psychological capital. Early researchers have found a significant relation of psychological capital with the particular task's performance and satisfaction associated with it as it was performed on two heterogeneous samples.

In the present study hope and optimism acted as predictor variables for career identity thus, retaining H2 (a) and H2 (j). Further, efficacy and resilience acted as significant predictor variables for career resilience leading to retention of H2 (e) and H2 (h). Self-efficacy being one of the components of psychological capital has a strong impact on the commitment of the employees towards their career (Niu, 2010). It comes across as a self-esteem based on a particular task and hence, it eventually increases the person's motivation, actions taken to achieve the particular task at hand. The need hierarchy given by Maslow (Huizinga, 1970) posits that the self-esteem need comes in the category of higher order needs. Since, the self-efficacy of an employee is also understood in the same light as self-esteem hence, that employee in question will act upon the tasks needed to be done voluntarily and effectively that is, by utilizing all the required potential in him/her. They will possess the responsibility for their personal commitments and job. Naturally, then this link between psychological capital and career commitment will become stronger. These kinds of employees will be responsible for creating a healthy work environment for themselves and others and continue to show higher levels of career commitment. Therefore, in the present sample self-efficacy predicted resilience as the employees confidently acted upon the tasks at hand which further lead to a stronger feeling of being resilient. Hypothesis H2 (h) was retained implying resilience predicted the career resilience of the employees in the current study. Career resilience reflects bouncing back in face of adversity and hence predicted resilience which is being flexible against career disruption in face of adversity.

A theoretical argument can be considered to propose a link between career identity and hope. The Hope theory can explain the relation between these two. The main elements in hope theory are goals, the ways to reach them (pathways) and the motivation to start and move along these pathways (agency). According to researchers, career identity includes a sense of

identification, active pursuing and development of career goals (Colarelli & Bishop, 1990). Because of this, those who are high-hoppers are more likely to construct different pathways across any problem to reach their career goals. Additionally, optimism also shares a positive association with goal-setting and achievement of goals along with a negative correlation with goal releasing and acceptance to destiny (Lightsey, 1996). Since, according to Snyder (1995) hope consists of pathway and agency; a series of re-conceptualizations added attainable goals to the model. The pathway thinking permits employees to generate multiple ways of working around a problem to the goal. Agency thinking provides to the motivation to start along a pathway and reach that goal. Thus, those people who are high-hoppers are motivated and effective at dealing with the problem by working out multiple possible solutions to it. It can thus be hypothesized that it can be significantly correlated with or predict the career commitment dimension of career identity. Therefore, the current analysis would be indicative of the fact that Indian manufacturing employees high on hope construct would be thinking about in a divergent fashion to solve problems faced at the workplace. Thereby, maintaining their unique identity at the workplace.

Teachers' feeling of efficacy in classroom management and science were stated to be significantly related to early career teachers' career commitment (McKim & Velez, 2015). Among undergraduates, science self-efficacy as well as identity as a scientist were strong predictors of science career commitment (Chemers et al., 2011). A study of 1025 food service employees showed that as self-efficacy went up employees revealed an elevated level of career commitment (Niu, 2010). Demographic features namely marital status, job status, age, number of years as a librarian and gender along with self-efficacy and job satisfaction had a significant relation with the librarian's level of career commitment (Adio & Popoola, 2010). Salami (2007) showed that it correlated with self-efficacy and organizational commitment significantly. Emotional intelligence and Self-efficacy were more frequently studied with career commitment (Aremu, 2005; Brown, George-Curran, & Smith, 2003). The only study incorporating resilience included that by King (1999) which showed a stepwise progression from identity to resilience that explained an increase in career commitment.

Because of self-efficacy's effect on thought patterns and emotional reactions and motivation, it was considered essential in deciding whether or not a person would put in efforts for a given task (Bandura, 1986). His theory outlines that people judge their ability to deal with a problem based on how they cognitively processed it. For example, someone imbuing a sense of an elevated level of self-efficacy is more likely to look at the problem as something they can

overcome given their belief about their abilities, as compared to someone with low self-efficacy. He thus highlighted perceived challenge to be an essential part of the theoretical relation between commitment and self-efficacy. On this basis, McKim and Velez (2015) explored relation between self-efficacy and career commitment in early career agricultural teachers using the conceptual model of cognitive processing of challenges, leading to sense of self-efficacy leading to commitment to stay in the career, such that, perceived challenge may lead to a decrease in one's self-efficacy and consequently a decrease in career commitment. Findings also exist which show career commitment and self-efficacy having a direct influence on career success (Kidd & Green, 2006). On the same lines, Ballout (2009) examined the indirect effect of self-efficacy on career outcomes. Scientific confirmation proves the effects of self-efficacy beliefs on career growth and development (Bell & Staw, 1989). Hence, the employees in the present research would be using their self-efficacy repertoire to take on challenging tasks and becoming resilient in the face of challenges pertaining to their career.

One of the major challenges that remain in front of the managers handling the human resources is the appropriate recruitment and selection of a good workforce. Thus, instead of inhibiting the commitment of the employees towards their career, this important factor of self-efficacy will further elevate it. In fact, the relationship between these two variables suggests that a proportionate increment in self-efficacy will result in a proportionate increment in career commitment as well. We may well attribute the cause of the same to the pursuit of self-realization by the self-efficacious employees as they have the desire to achieve higher order needs. This calls for an important organizational policy level change in terms of providing such employees with appropriate time bound promotions, training and knowledge. Further the culture and climate of the workplace has to be transformed into one imbuing non-judgmental attitudes and sensitivity towards self-disclosure. The positive relationship between psychological capital and career commitment of the employees will lead to various managerial level positive changes and a transformation in the mindset of the people in order to make their workplace a positive and a thriving space. Since, the employees of the present generation thrive upon having a satisfying career rather than just a traditional notion of a secure job in their hands hence, the need to create such a place where they can feel committed to their careers becomes all the more important. This can be achieved by increasing their levels of hope, resilience, efficacy and optimism. This way it will lead to an intrinsic motivation to follow their careers and be committed to them with one's own interest and will rather than any coercion.

In a study to research the impact of personality of employees on their organizational citizenship behaviour, the result shows a positive co-relationship between the traits like conscientiousness and the organizational citizenship behaviour. So, it infers that impacting the psychological capital of employees and getting a change in their personality type is beneficial for the company's stability and also for the employees' career commitment towards the organization (Singh & Singh, 2009).

When these two variables career commitment and PsyCap are considered together, most studies search for link between self-efficacy with career commitment, finding high correlation with strong two-way prediction (Niu, 2010; Salami, 2007). There has been a growing body of empirical confirmations that PsyCap has a constructive impact on the individual's work attitudes and behavior. It has been found to be significantly associated with job satisfaction (Shukla & Singh, 2013), voluntary and involuntary absenteeism, performance (Abbas et al., 2014), innovative performance (Abbas & Raja, 2015), organizational citizenship behavior (Jung & Yoon, 2015), burnout (Laschinger & Fida, 2014), organizational commitment, psychological well-being (Avey et al., 2010), subjective well-being (Li et al., 2014) career commitment (Niu, 2010), and many other work-related behavior and attitudes with important implications as human resources have played a central role in the success of all businesses.

Interestingly, career planning was not significantly predicted by hope, efficacy, resilience and optimism leading to the rejection of H2 (c), H2 (f), H2 (i) and H2 (l). Considering the sample's demographic characteristics, it is quite clear that the employees working in the manufacturing were almost quite well settled in their current jobs and didn't quite think a lot about their career. They had been working in their current organizations for an average of seven years now and 54 percent were working as middle level employees. This in all probability shows that they were satisfied with the current jobs and the intention to progress further would have been relatively lower. Hence, even when their identity and resilience related to career was being predicted by the dimensions of PsyCap, career planning was not. The planning aspect of career went downhill to a point where the employees were just working with the intention of earning and supporting their families, as the personal demographic shows that 58 percent of the employees were married and had two to three children living with them. Significant positive relationship was found between positive psychological strengths with subjective well-being, mentoring from teachers and educational encouragement from parents, siblings and friends (Khan, 2013b).

Another notable reason could be the choice of the sector in the present research. The manufacturing sector in itself is a very labor-intensive sector and more so in the Indian context. Dearth of skilled workforce, low direct customer contact, lower women employment, less organization and poor infrastructure are already the factors plaguing this sector in India. Due to all these issues the employees in the current sample would then have been mentally and professionally satisfied upon at least getting a secure job and would have thought of continuing with it. Hence, their career commitment was good, but the planning related to career would have gotten over as soon as they secured the job. For example, in the previous studies, which were mostly done on career commitment and self-efficacy, show differing correlations. In a study done in Nigeria the correlation was $r = 0.30$ ($p < 0.05$) (Salami, 2007). In a study among employees in Lebanon, the correlation was much stronger at .90. But, in these researches, the sample did not cater to a labor-intensive manufacturing sector. This shows that the relationship of self-efficacy with career commitment changes according to changing cultures and hence, it did not significantly predict career identity and career planning. In the studies on the relationship between self-efficacy and career commitment, correlation have ranged from $r = 0.80$ in 108 bank employees from Lebanon ($p < 0.01$) (Ballout, 2009) to $r = 0.30$ ($p < 0.05$) in 475 secondary school Nigerian teachers (Salami, 2007). Niu (2010) found a correlation of .507 ($p < 0.01$) in a sample of 1025 foodservice employees in Taiwan. These correlations serve to prove importance of context and country and the need for verification. And hence, point towards a probable cause for an insignificant prediction in the present sample due to cultural changes.

A relatively lesser amount of direct contact of the employees with the customers is commonplace in the manufacturing sector and hence, it may lead to a lesser amount of career planning among the employees. Women in the manufacturing sector generally take a backseat and it is even more pronounced in the Indian context. In the current study hope, efficacy, resilience and optimism did not predict career planning leading to rejection of H2 (c), H2 (f), H2 (i) and H2 (l). Further, hope and optimism did not significantly predict career resilience hence rejecting H2 (b) and H2 (k). Additionally, efficacy and resilience did not act as significant predictors of career identity leading to rejection of H2 (d) and H2 (g). The present sample demographics revealed that the employees had a stable job as the majority had been working for 5 to 10 years in their current organization and 58 percent of the employees were married. In terms of family more than half (58 percent) had 2 to 3 children and 56 percent belonged to a middle-class background. They were also earning (63 percent) a decent annual

income between 5 to 10 lakhs per annum. All these factors taken together reveal that the employees were leading a fairly stable lifestyle and would not have been inclined towards career advancement in terms of identity, resilience and planning. But this is true for only some dimensions because the overall PsyCap significantly predicted the overall career commitment. Employees in the present research would be having a fairly stable family structure and would be advancing their career commitment through other means or variables not taken into consideration in the present research. Despite being a very important construct, a very few research studies have been conducted that study the relationship between PsyCap and career commitment and even more so in the Indian manufacturing sector. However, this attribution can only be hypothesized that there could be other prominent predictors of the dimensions of career commitment other than the dimensions of PsyCap. Hypothesis H2 (d) that was rejected called for an interesting observation. Self-efficacy and career identity shared a significant correlation ($r=.14, p<.05$) but the prediction in itself was not significant.

Quite recently the Indian manufacturing companies have started accepting the need for becoming a more customer friendly entity and raising their product quality. Since, this trend is currently underway in this sector so, the career commitment in terms of resilience, planning and identity inherently have the potential to change in the near future and may be then the separate dimensions will significantly predict the components of career commitment.

This pair of variables was much less studied than the previous one and to the researcher's knowledge, no research studying them together exists in the Indian context. This could be one of the reasons for a low level of understanding of the term 'career' by the Indian employees. A simple attribution regarding lack of understanding of the difference between a job and career could be made in this context of Indian manufacturing sector.

A study (Juntunen et al., 2001) in the past revealed that Indians conceptualized career to be a collective experience and collective success did matter to them the most. PsyCap components did not predict career planning aspect of career commitment because of the fact that career came to be understood as a 'collectivistic' rather than an 'individualistic entity'. For example, career planning did not get influenced by an employee being hopeful, efficacious, resilient or optimistic in life as they believed in collectively planning for the career and making success a shareable entity. The positive capabilities of PsyCap may have been manifesting themselves in the form of a 'group career' or; 'group success' and not necessarily 'individual planning' or charting out individual career paths/plans for oneself. Similarly, efficacy and resilience did not predict career identity because as mentioned earlier resilience, specifically,

come about to be seen generally in face of adversity, challenge or a threat. It manifests itself in the form of coming out of a difficult situation. Due to the collectivist orientation of the Indian society and hence, the manufacturing sector, the obstacles at the workplace would be solved jointly with the help of their positive capabilities leading to the formation of a group career identity rather than an individual one. It would further mean that efficacious and resilient employees in the face of adversities would have the capabilities to come together as a group and face the problems related to the career of the 'group' as a whole. The idea of harnessing a so-called personal career identity would then be lower in the current sample.

5.3 SUBJECTIVE WELL BEING AND CAREER COMMITMENT

According to Hypothesis H3 subjective well-being (SWB) will be positively related to career commitment. The findings validated that there was a significant positive relationship between SWB and career commitment for the employees working in Indian manufacturing sector. According to a body of research (Sheldon, Turban, Brown, Barrick, & Judge, 2003), positive emotions like life satisfaction (one of the components of SWB) and happiness had a positive impact on work attitudes and performance of work. Additionally, people's inherent values that granted them meaning of life governed their motivation to work (Siwek, Oleszkowicz, & Słowińska, 2017).

According to self-determination theory (SDT) (Ryan & Deci, 2000) self-concordant goals are the ones that are integrated with the person's self-identified interests, choices, principles, values and self; making the goals highly notable as the person will be intrinsically motivated to achieve them. Perceived internal locus of causality and advancing interests helps draw a continued effort over time towards self-concordant goals (Sheldon & Elliot, 1999). Eventually the self-concordant model expands the SDT by asserting that longitudinal well-being increases due to the advancement of autonomy, competence and relatedness. Realization of longitudinal goals induced changes in the well-being as was found in a research wherein participants experienced an increment in their well-being brought in by the consummation of self-concordant goals and a deduction in well-being when the goals were not achieved (Brunstein, 1993; Sheldon, Kasser, Smith, & Share, 2002). Presumably, an increased well-being due to the self-identified goals will lead to a greater satisfaction (Emmons, 2003) and hence, more commitment towards the career goals. Career commitment is immanent in the rationale that employees tend to enjoy the vocation that they have chosen for themselves and hence, the attainment of goals set by them will lead to greater subjective well-being and

eventually an advanced commitment to further work towards their career goals as it will prove to be a mutually rewarding experience.

Further, positive affect was significantly related to career identity, resilience and planning thus leading to retention of H3 (a), H3 (b) and H3 (c). Life satisfaction was also significantly related to career identity; supporting H3 (g). Career commitment has been strongly correlated with Self-efficacy (Niu, 2010; Jin, Watkins, & Yuen, 2009; Ballout, 2009; McKim & Velez, 2015). It has also been found that those who are committed to their career not only set higher goals for themselves but also struggle more to reach them in face of difficulties (Colarelli & Bishop, 1990). Ryan and Deci (2001) argued that having values goals, commitment to them as well as being competent and confident is likely to enhance well-being. This theoretical argument lays ground for strong correlation between career commitment and subjective well-being.

Older Male lawyers having more children and greater household earning reported a lesser amount of distress. Women were found to be more committed to careers as compared to men (Wallace, 2013). The sample of the research was also such that it included older employees (63 percent were in age group of 35-45 years) having two to three children (58 percent) and earning sufficiently well for themselves and family (63 percent earned within the bracket of 5-10 lakhs per annum) and worked at the middle level in the organization (54 percent). So, according to the abovementioned research they would be experiencing a lower amount of distress that would have activated the link between positive affect and all the dimensions of career commitment.

What is of relevance is that, to the knowledge of the researcher, no research is devoted to a study of the relationship between these two variables in the Indian context. One of the possible reasons for this could be that the variable Career commitment and its relationship with SWB has not been given adequate attention in the Western context itself, the literature of which has remained a constant source of inspiration to Indian researchers. It could be supposed that perhaps variables assumed to have more powerful effects in organizational setting such as organizational commitment was seen as having a more practical appeal. At the same time, both of these variables have been shown, separately, to be relevant in influencing various behaviors and attitudes in organizational setting, as mentioned above.

The employees in the present organization by the virtue of having a good amount of life satisfaction would have been making career choices with full certainty and confidence

regarding one's choices, feeling positive about vocational future and awareness of the obstacles that one is likely to face (Blustein, Ellis, & Devenis, 1989). In a comparative study of perceptions towards entrepreneurship in MBA and MS students from India, Poland, and the USA (Glinka & Thatchenkery, 2013), it was found that core cultural values impact significantly students' attitudes towards entrepreneurship and business creation, in forms of assumptions towards business, leadership, and wealth creation. India was closer to the USA (which has a free-market) than Poland (post-socialist) and Poland has the most negative view towards entrepreneurship.

While there was a significant relationship between the two composite variables, not all of their dimensions were significantly related. Rotefoss and Kolvereid (2005) in Norwegian study stated that as age increases the career advancement capabilities increase but the intention for career advancement decreases; suggesting that while they can establish and flourish in their career, their motivations for career identity, planning and resilience is lower. Hence, the older sample in the present research revealed that while they are doing relatively well in their jobs but at the same time the intention to progress more was lower. Or they are just satisfied with their jobs and never explored the true meaning of pursuing the career best suited to them, which would otherwise have been more pronounced in a younger sample.

The results showed that H3 (d) stated that career identity shared a non-significant relationship with negative affect. It does involve emotional attachment to the profession indicating positive relation with positive affect but that may not necessarily amount to a significant relationship with negative affect. For example, an employee may have strong emotional attachment to her/his career and while this may contribute to her/his positive affect, it doesn't necessarily impact the negative affect. As stated before negative affect and positive affect are two different mood dimensions. Additionally, negative affect did not relate to career resilience significantly leading to the rejection of hypothesis H3 (e). This could be because the need for resilience comes about when the individual is facing a difficult situation. In the present sample since the difficult situations would have been handled jointly, given the fact that career was a collective identity for Indian employees (Juntunen et al., 2001), the reduction in negative affect could not directly manifest itself in the form of an individual's career resilience. Similarly, reduction in negative affect did not significantly predict career planning. As already mentioned, career being a collective entity for the employees in the present sample, the individual level planning regarding one's career would not have taken place rather it would have been treated like a joint venture. Reduction in negative affect did not find way to manifest

itself only in terms of a single enterprise of one's career. Rather according to the past literature some collective efforts would have been underplay influencing this dynamic relationship. Hence, reduction in negative affect could not be significantly related to career commitment dimensions.

By the virtue of being stable in their family lives, as the demographic data reveals, the employees would be doing the bare minimum to keep at their jobs and not really working harder to achieve more. The results revealed that H3 (h) and H3 (i) were rejected based on the sample data. It suggested that life satisfaction did not significantly relate to career resilience and career planning respectively. 42 percent of the sample consisted of female employees. Various studies in the past have hinted as to why number of females in the workforce is lower than males. In the present research, since the workplace is a manufacturing sector hence, women would be facing many more complexities compared to their male counterparts. Had the sample included more women may be then life satisfaction would have predicted career resilience and planning in a significant way as females have a higher affective component. And that in turn would be helping them to predict their carrier progression in terms of resilience and planning. Because the overall SWB was significantly related to overall career commitment it means that their components would have done the same had the sample been larger and more gender balanced. Nonetheless this attribution is only a hypothesized one. Culture plays an important role in influencing creativity too at the workplace which might in turn effect the career taken by the employees. Bhawuk (2003) in a research showed that India continues to innovate and creatively develop in the field of spirituality itself. He suggested that studies on creativity or geniuses should include spirituality as a variable.

Given the sample demographics and the Indian cultural context, life satisfaction did not relate to career resilience and career planning in the current research. It means that satisfaction with one's life in the present sample did not directly relate to an individual employee's resilience and planning related to their career as they would have been familial and cooperative in their approach. Being a patriarchal society, as past researches suggest, the choice and progression in one's career was influenced by the role of 'father' figures among Indian employees. For example, if the father had a medical or an engineering background then their children would also grow up to become either a doctor or an engineer themselves. For employees working in the Indian context life satisfaction would have been related to a collectivistic entity, more so like a 'joint career', signifying cooperation, group goals, harmony and lesser competition. Thus, in the present research the life satisfaction component of

subjective well-being did not directly relate to career resilience and career planning. As the employees upon having garnered a sense of satisfaction towards life would have focused more on working harmoniously on group goals and not on competitive results which in turn would have facilitated only their career identity and not resilience or career planning.

Furthermore, initially careers used to be linear in nature and they developed against the backdrop of a very organized and stable organizational structure. Employees used to climb up the ladder based on hierarchy in a systematic manner. With the advent of changing organizational structures the concept of 'career' has now changed. Altering technology, globalization, cut throat competition, outsourcing, concept of 'part timers' and 'ad-hocs' have led to an alteration in the structure of an organization which has further led to marked changes in the way employees now endorse their careers. Keeping in mind this societal change and the fact that Indian organizations work on a collectivistic ideology, the employees in the current research would have experienced a change in their career attitudes as a response to the changing life spans, work, life balance, individualistic learning and personal growth (Black & Wiliam, 1998). Hence, the direct significant relationship of negative affect with the three career commitment dimensions could not be observed.

5.4 MEDIATING ROLE OF SUBJECTIVE WELL-BEING

The last hypothesis H4 stated that subjective well-being will mediate the relationship between psychological capital and career commitment in such a way that the relationship between PsyCap and career commitment will reduce significantly when SWB will be controlled statistically. In other words, employees high on PsyCap will experience higher levels of career commitment in part because they also tend to experience higher feelings of SWB than do people low on PsyCap. The results indicated that SWB partially mediated the relationship between PsyCap and career commitment hence, partially retaining H4. Relationship between career commitment choices and SWB by the exploration of vocations has led the researchers to build instruments to measure the same (Peterson, 2012). As the findings provided support for the partial mediation of SWB in the relationship between PsyCap and career commitment, this research necessarily makes an addition to the knowledge base of positive psychologists who continue to interpret positive organizational behavior from the viewpoint of the Indian context. Being the corporate Indian manufacturing backdrop the credible approach to achieving career goal is associated with gaining subjective well-being. If SWB gets escalated in the employees' lives, then she/he fosters the ability to win over obstacles and tackle workplace issues effectively. The fundamental element of SWB in cultivating a sense of commitment

towards the career goals was the effective approach undertaken by the individuals to control life and have sense of purpose like valuing the working goals and experiencing positive connections (Barnett & Bradley, 2007). As evidenced by the researches focused on studying the relationship between psychological well-being and career satisfaction among the professional engineers; the advancement of the career of the employees convinced them of the need to change their attitude towards the work (Briscoe & Hall, 2006). We have realized the recognition of career commitment as a meaningful construct in driving career advancement and career development by strengthening identity, insight and resilience related to the career. Commitment to one's career has been positively linked to the job performance of nurses (Luthans, Norman, et al., 2008).

Career commitment has become an asset of utmost importance specifically in the Indian manufacturing sector as competent employees will not function to the best of their potential if they are not committed to their work. Commitment helps in constructing a value proposition that motivates them to utilize discretionary strength to seek personal and organizational goals (Stairs & Galpin, 2012). Hence, from the point of view of the present research's mediation findings the employees would get committed to their career goals through the experience of SWB in order to maximize the performance towards their goal settings (Locke & Latham, 2016). This can further be explained by the use of the positive youth development framework that states that the well-being of an individual can be explored by studying salient goal related activities and career goals. The key goal setting mediators were feedback of the SWB that tracked the career progress as well as the commitment to the career goal. The relationship between the career goal satisfaction and the well-being got compromised when experiencing like sadness, distress and dissatisfaction; SWB acted as an energy for expansion of the career goal. Hence, to remove those negative feelings the positive psychological capabilities came in handy and helped in facilitating the career progression of the Indian manufacturing sector employees. Thatchenkery (2009) suggested appreciative intelligence, which has its roots in entrepreneurship to facilitate innovation in Indian industries. Appreciative intelligence consists of reframing, appreciating the positive, and seeing how the future unfolds from the present people who have high appreciative intelligence can bring out the best in others including their resilience and capacity for innovation.

According to the social cognitive career theory, the main motivators of the career related behaviors were self-efficacy (one of the components of PsyCap), expectations in outcomes and choice and performance goals. The theory postulated that people were

reasonably inclined to develop interest in, seek and accomplish tasks at which they believed they had a powerful self-efficacy along with the competencies and social support (Lent, Brown, & Hackett, 2006). Further, during the times of hardship greater amount of optimism (one of the PsyCap components) had been associated to a higher level of SWB (Carver et al., 2010). As per the findings of a research there was a positive relation between PsyCap and SWB which led to the development of psychological resources and the feeling of satisfaction among employees (Avey et al., 2009). The label called “emotion-oriented potentiality of the PsyCap” emanated from the relationship between the SWB and emotional intelligence as both were based in affect. The prime feature of the SWB in career goal commitment was the effective measures undertaken by the individual to control life and have sense of purpose like valuing the working goals and experiencing positive connections. The pleasure of fulfillment by achieving the career goal generated a level of happiness to which the commitment and well-being had also been related (Veenhoven & Hagerty, 2006). In a study on the corporate social responsibility and the respective association of the employee to the organization taking up the CSR, a study finds that if the company takes up CSR, in the present scenario of the Indian technical industries, the branding of the company increases. This branding helps in building the psychological capital of the joining or the existing employees like self-efficacy towards goals etc. and it further develops an overall positive affect in the employee towards building his/her career identity and take up career planning in the same company or a better one with better branding through CSR (Dokania & Pathak, 2013).

Chapter VI

Conclusion

This section opens with the conclusion pertaining to the findings of the research. The next section discusses the significant ways in which the findings have contributed to the current literature. Thereafter, the implications of the pertinent findings have been listed. The limitations of the study are then followed in the next section. Lastly, the recommendations are discussed for the future researches.

6.1 CONCLUSION

The focus of the organizations is now changing in the sense that it is moving towards realizing and utilizing the positive capabilities of its employees. With the advent of positive organizational psychology this trend of looking at the positive side of the employees has increased. In order to have workforce commitment in terms of their career, the positive constructs among the employees become a necessity. With this view in mind the purpose of the current research was to acknowledge the relationship between three positive psychology constructs namely psychological capital, subjective well-being and career commitment. The aim was to specifically understand the role of psychological capital (dimensions) in prediction of subjective well-being and career commitment along with all the sub dimensions among the employees working in the Indian manufacturing sector. Moreover, the role of subjective well-being in mediating the relationship between psychological capital and career commitment was elaborated upon. The results demonstrated that subjective well-being partially mediated the relationship between psychological capital and career commitment. Further, psychological capital acted as a predictor variable for subjective well-being and career commitment. Hence, the research highlighted a new mediator variable in the relationship between psychological capital and career commitment. The study exemplified the power of psychological capital in predicting subjective well-being and career commitment and test it within a single study in the Indian context This has implication for the organizational effectiveness as employees' PsyCap has been shown to be related to satisfaction, performance and commitment (Luthans, Norman, et al., 2008).

6.2 CONTRIBUTIONS TO THE THEORETICAL FRAMEWORK

The findings of the present research not only confirm with the broaden and build theory and self-determination theory in saying that the PsyCap will successfully predict SWB and career commitment of the employees because of the positive emotions of hope, efficacy, resilience and optimism but also empirically asserts that the SWB will act as a partial mediator between PsyCap and career commitment. The study makes a significant contribution in the current self-determination theory by adding that well-being induced due to the attainment of relatedness, competency and autonomy will further lead to an increment in the career commitment of the employees.

This research directly contributes to the scant literature of the Indian manufacturing sector and has implications to instill PsyCap in its employees as it will positively influence the organizational climate (McMurray, Pirola-Merlo, Sarros, & Islam, 2010). Since, leadership as a construct has been shown to be causally associated with PsyCap (Luthans, Avolio, Luthans, & Avolio, 2009), well-being (van Dierendonck, Haynes, Borrill, & Stride, 2004) and commitment (Emery & Barker, 2007) of the employees hence, efforts should be made to make the leadership style more supportive, transformational and active.

The present findings state that to enhance employee's experience of PsyCap and career commitment, training can be imparted to people high on PsyCap to imbibe a sense of life satisfaction, increase their positive affect and reduce negative affect, that is, improve upon their SWB. The cognitive and affective components of SWB partially mediated the relationship between PsyCap and career commitment; this reinstates the due relevance of measuring SWB and consequently empowering employees with the same. Perhaps, employees who develop within themselves a state of being hopeful, efficacious, resilient and optimistic will also be strongly oriented towards having greater life satisfaction, positive affect and lower levels of negative affect. This, in part would help them achieve the required commitment towards their career and hence, help them in sticking with their jobs.

Phenomenologically, SWB places significance on the respondent's viewpoint thus gives precedence to their subjective frame of reference which has the potency to drive them intrinsically towards their goals without any external coercion. Consequently, this leads to valuable recommendations for the managers to incorporate in-house training activities to guide the employees towards cultivating SWB and empowering themselves. This research has implications for inter cultural knowledge transfer. Cross cultural positive leadership restores

the resources being depleted due to negativity because broaden-and-build model of positivity (Fredrickson, 2004) encapsulates two impacts- a broadening impact on our thought-action repository and a building impact on psychological, social and physical assets. Positivity can be utilized to enhance managerial achievement, positive perception of self and of others', social expertise and creativity especially desirable for global leaders (Youssef & Luthans, 2012). Positive psychology is needed for the teams to function well and in harmony. Positive employees will add PsyCap to their workforce by building a firm identity and linking it with the brand of the organization. They will also align with the organization's vision and enjoy their work as it fosters their meaning of life (Steger, Dik, & Duffy, 2012).

6.3 IMPLICATIONS OF THE RESEARCH

The study gives evidence for the fact that development of psychological capital would help manufacturing sector employees be motivated to overcome problems and find ways around them. It will help them in facing debilitating situations and moving on from them. Additionally, they are likely to have higher positive affect and overall life satisfaction, something which is significantly reflected in work (Diener et al., 2017). Since, psychological capital can explain variance in subjective well-being and career commitment, developing psychological capital of employees may be a rewarding initiative for the organization and employees alike. Since, psychological capital predicts both subjective well-being and career commitment, it can be used as a selection criterion as positive work outcomes are related to both career commitment and subjective well-being (Rashid & Zhao, 2010). While individuals may not inherently have strong positive capacities, it is essential to recognize that these can be built to enhance the value of the employee and that they can further enhance the value of the organization. This research provides further proof to the fact that organizations need to keep employees satisfied and in more positive affective state than negative affective state. This is because subjective well-being predicts significant amount of variance in career commitment. For employees that might not be producing satisfactory work results, psychological capital and subjective well-being levels can be monitored and necessary interventions provided on the basis of results. For instance, Luthans et al. (2006) presented a micro-intervention to develop psychological capital which also had financial impact and high return on investment. Psychological capital predicts subjective well-being and career commitment and the three variables and most of their dimensions are highly correlated. Studies have also shown these dimensions to be related to many others relevant workplace outcomes. Hence training, especially to enhance psychological capital, may prove to be a helpful process in grooming

more effective leaders. This also sheds light on the imperative role of subjective well-being in acting as a mediator between PsyCap and career commitment. The previously strong relationship between PsyCap and career commitment can now be explained using the components of subjective well-being. This indeed is a significant revelation as in order to bolster the relationship between PsyCap and career commitment; the organizations can now introduce the means of increasing the employees' subjective well-being because it has been proved to be a significant mediator between the two. By the virtue of employees being high on positive affect, life satisfaction and a reduced negative affect; they will be able to elevate the commitment towards the career with the help of being hopeful, efficacious, resilient and optimistic in the face of adversities.

6.4 LIMITATIONS AND FUTURE SCOPE OF RESEARCH

The limitations of the present research would have to do with the purposive sample set chosen during the data collection. The sample consisted of middle-class Indian employees working in the NCR having knowledge of English language and computer skills. Perhaps future researches should take into account a wider sample in terms of the regions across India and not only the National Capital Region. Although our findings showed that SWB reduced the relationship between PsyCap and career commitment, still that relationship was significant statistically. Further research studies might also explore various moderators while simultaneously studying SWB. In our research SWB acted as a significant mediator of the relation between PsyCap and career commitment, yet at the same time it may be the scenario that employees who are committed towards their career would be more inclined to espouse a greater sense of SWB (i.e., mediator is caused by the outcome). Hence, we duly recognize the need to test this substitute relationship. Since, SWB places chief emphasis on respondent's own experiences and perspectives it does not denote a consummate understanding of their mental health as people may have psychological disorders even if they experience happiness. Hence, the use of interviews, mixed methods and other measures in addition to SWB in comprehending a person's psychological health is desirable (Diener et al., 1997). Future researches can utilize smaller versions of scales in order to minimize the number of items that a participant has to respond to. This would also make way for inclusion of more demographic variables if the study requires so. The present study involved collecting data at one point in time. Future researches can make comparison between data collected from one organization at different points in time or make comparisons with long-established businesses to further understand unique characteristics of positive psychological constructs among the employees.

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ANNEXURE 1

Instruments for data collection

Thanks for being willing to take time to fill this questionnaire. The information provided here will be kept confidential and will only be used for academic purposes. Please be open and honest in your responses.

PERSONAL INFORMATION SHEET

1. Age	25-35	35-45
	45-55	55 and above
2. Gender	Males	Females
3. Marital status	Married	unmarried
4. Hierarchical level	Upper	Middle
	Lower	
5. Education	Graduation	Post-graduation
	Post gradation and above	
6. Duration of marriage	Less than 5	5-10
	More than 10	
7. Annual Income	Less than 5	5-10
	More than 10	
8. Work Experience in Current Organization	Less than 5	5-10
	More than 10	
9. Sector	Public	Private
10. Socio Economic Status	Upper	Middle
	Lower	
11. Number of children	Only 1	Between 2-3
	More than 3	

PSYCHOLOGICAL CAPITAL QUESTIONNAIRE

Below are statements that describe how you may think about yourself right now. Use the following scales to indicate your level of agreement or disagreement with each statement. All responses will be kept confidential and used for research purposes only.

1. Strongly Disagree
2. Disagree
3. Somewhat Disagree
4. Somewhat Agree
5. Agree
6. Strongly Agree

All responses will be kept confidential and used for research purposes only.

- Q1. I feel confident analyzing a long-term problem to find a solution.
- Q2. I feel confident in representing my work area in meetings with management.
- Q3. I feel confident contributing to discussions about the company's strategy.
- Q4. I feel confident helping to set targets/goals in my work area.
- Q5. I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.
- Q6. I feel confident presenting information to a group of colleagues.
- Q7. If I should find myself in a jam at work, I could think of many ways to get out of it.
- Q8. At the present time, I am energetically pursuing my work goals.
- Q9. There are lots of ways around any problem.
- Q10. Right now I see myself as being pretty successful at work.
- Q11. I can think of many ways to reach my current work goals.
- Q12. At this time, I am meeting the work goals that I have set for myself.
- Q13. When I have a setback at work, I have trouble recovering from it, moving on.
- Q14. I usually manage difficulties one way or another at work.
- Q15. I can be "on my own", so to speak, at work if I have to.
- Q16. I usually take stressful things at work in stride.
- Q17. I can get through difficult times at work because I have experienced difficulty before.
- Q18. I feel I can handle many things at a time at this job.

Q19. When things are uncertain for me at work, I usually expect the best.

Q20. If something can go wrong for me work-wise, it will.

Q21. I always look on the bright side of things regarding my job.

Q22. I am optimistic about what will happen to me in the future as it pertains to work.

Q23. In this job, things never work out the way I want them to.

Q24. I approach this job as if “every cloud has a silver lining”.

CAREER COMMITMENT SCALE

Below are the statements about your line of work or career field in which you are currently employed. Use the following scales to indicate your level of agreement or disagreement with each statement.

1 = strongly disagree,

2 = disagree,

3 = neutral,

4 = agree,

5 =strongly agree,

All responses will be kept confidential and used for research purposes only.

Q1. My line of work/career field is an important part of who I am.

Q2. This line of work/career field has a great deal of personal meaning to me.

Q3. I do not feel 'emotionally attached' to this line of work/career field

Q4. I strongly identify with my chosen line of work/career field.

Q5. The costs associated with my line of work/career field sometimes seem too great.

Q6. Given the problem I encounter in this line of work/career field, I sometimes wonder if I get enough out of it.

Q7. The discomforts associated with my line of work/career field sometimes seem too great.

Q8. I do not have a strategy for achieving my goals in this line of work/career field.

Q9. I have created a plan for my development in this line of work/career field.

Q10. I do not identify specific goals for my development in this line of work/career field.

Q11. I do not often think about my personal development in this line of work/career field.

Q12. Given the problem in this line of work/career field, I sometimes wonder if the personal burden is worth it.

POSITIVE AND NEGATIVE AFFECT SCHEDULE (PANAS)

Following are number of words and phrases that describe different feelings and emotions. Indicate to what extent you have felt this way during the past six months.

1. Very Slightly or not at all
2. A little
3. Moderately
4. Quite a Bit
5. Extremely

All responses will be kept confidential and used for research purposes only.

Q1. Strong

Q2. Afraid

Q3. Scared

Q4. Nervous

Q5. Jittery

Q6. Irritable

Q7. Hostile

Q9. Ashamed

Q10. Upset

Q11. Active

Q12. Distressed

Q13. Alert

Q14. Attentive

Q15. Determined

Q16. Enthusiastic

Q17. Excited

Q18. Inspired

Q19. Interested

Q20. Proud

LIFE SATISFACTION SCALE

Given below are the statements that describe your feelings. Use the given scale to indicate your level of agreement or disagreement with each statement.

1. Strongly Disagree
2. Disagree
3. Slightly Disagree
4. Neither Agree nor Disagree
5. Slightly Agree
6. Agree

All responses will be kept confidential and used for research purposes only.

Q1. In most ways my life is close to my ideal.

Q2. The conditions of my life are excellent.

Q3. I am satisfied with my life.

Q4. So far, I have gotten the important things I want in life.

Q5. If I could live my life over, I would change almost nothing.