Role of Psychological Capacities on Thriving at Work among Services Employees

[1]Debarati Nag, [2]Harold Andrew Patrick, [3]Jacqueline Kareem

[1]*Research Scholar, PhD, Jain (Deemed-to-be University), Email: debaratinag009@gmail.com*
[2]*Professor and Dean, CMS Business School, Jain (Deemed-to-be University), Email: harold.patrick@jainuniversity.ac.in*
[3]*Assistant Professor, School of Education, CHRIST (Deemed-to-be University), Email: jacqueline.loleta@christuniversity.in*

Abstract

In today's ever changing world, nurturing personal or psychological resources has become a necessity to sustain in organizations and achieve desired goals. The purpose of the study is to examine the role of self-efficacy, resilience, hope and optimism (psychological capacities) on thriving at work, among employees of select services organization (i.e. banking, retailing, and e-commerce). This study views the problem under investigation from the field of positive psychology concerning employee's well-being. Psychological capital and thriving at work are behaviors employees need to possess so that both they and their employers experience long-term gains. Both descriptive and quantitative research designs were adopted using two standardized, valid and reliable scales. The questionnaire was completed by 203 employees from select service organizations in Bangalore with a minimum experience of two years. Stratified sampling technique and Judgmental sampling technique were adopted for selecting the organizations, and for deciding whom to administer the questionnaire. The results of the study indicate that self-efficacy, resilience, hope and optimism (psychological capacities) do have a significant influence on thriving at work. The outcome of this study would help service organizations to understand the importance of nurturing the employees' psychological capacities by creating an empowering work culture. This study suggests ways to motivate employers to formulate feasible training intervention programs for developing and strengthening such capacities, which in turn, would enhance thriving at work.

Keywords: Psychological capacities, Psychological Capital (PsyCap), self-efficacy, resilience, optimism, hope, Services Organizations, Thriving at Work.

INTRODUCTION

The Indian services sector is one of the biggest employers; 31.45 percent of India's total employed population was engaged in this sector (Indian Brand Equity Foundation or IBEF, 2021). The network of service sector organizations is very vast, spread all over the country. This sector is a principal driver of India's economic growth. In 2020-21, it contributed to 53.89 percent of the country's gross value added at the current price (IBEF, 2021). Due to its widespread network, it brings in people from different regions and culture, employing a diverse workforce, who works together under one roof. Further, this necessitates a widespread presence of various HR practices to deal with this diversity effectively, so that its full potential can be appraised and utilized, both for the betterment of the individual as well as the employer/organization. This indeed has motivated the researcher to conduct the study in the services sector to understand the outcome

of the variables undertaken for the present study on the employees of this sector. Out of all the services sectors, Banking, Retail and E-commerce sectors have been chosen for the present study due to the contribution of these sectors in the Indian economy and their dynamic and challenging nature. These are also the emerging sectors of the country with huge potential of growth in future and high employability rates (IBEF, 2021).

India's banking sector for instance, has been experiencing a phenomenal growth due to rapidly growing businesses, which rely on banks for their financial needs (IBEF, 2021). Due to advancements in technology, internet banking facilities have come to the forefront today. The sector at large, has been striving to enhance the customer's experience holistically, and is well poised to compete with its global peers. However, this requires building a strong army of motivated employees, who thrive at their work withstanding every pressure that comes their way.

India's growth in the retail sector is considered as one of the most fast growing, lucrative and dynamic industries globally, because of the emergence of several new and strong players, who've disrupted the markets from time to time. The Indian retail industry is projected to grow at a Compound Annual Growth Rate (CAGR) of 16.7 percent from 2015 to 2020. More than ten per cent of the country's Gross Domestic Product (GDP), and approximately eight per cent of the country's total employment is held by the retail sector. India is ranked the fifth major market in the retailing space in the whole world, and is slowly catching up with the front runners to transform into the fastest growing e-commerce market, driven by aggressive investments in the retailing industry, and a steady rise in the number of internet users, or the digitally-savvy populous (IBEF, 2021).

According to Associated Chambers of Commerce and Industry of India (ASSOCHAM), 2018, due to the rising awareness about both international and national brands amongst India's younger population, coupled with a higher financial ability of the upper class in metros, the e-commerce industry has been expanding rapidly in the country. Much of the growth of this industry is due to the increased number of smartphone users, coupled with far reaching internet facilities at an affordable price. The Indian e-commerce sector is anticipated to outperform the most powerful economy like the US to become the second leading e-commerce market in the whole world by 2034 (IBEF, 2021). It is quite evident from the above mentioned data that the Indian services market is very dynamic indeed. Thus, the key to success is when individuals, groups or organizations focus on enhancing existing skills, while learning new ones. The trend of continuous learning has been on the rise, and HR managers are well aware of the same.

Job resources are indeed important for employees, but so is an environment, where employees can develop their personal resources to sustain and flourish. Both personal and/or psychological resources also play a dominant role in the overall improvement of the employees, along with their 'wellbeing'. In order to retain employees, organizations must forge a culture of trust and engagement, and create an environment for employees to experience 'thriving at work'. Research has revealed that thriving at work is closely associated with organizational climate and culture surrounding an individual (Spreitzer et al., 2005). Another important factor that encourages 'thriving at work' is the way a supervisory support climate is created at work (Paterson et al., 2013). The present study offers an insight for the employers and its management to understand the role of self-efficacy, resilience, hope and optimism (psychological capacities) on thriving at work.

Psychological Capital (PsyCap)

PsyCap is a positive and evidence-backed core construct that both scholars and practitioners can still discover to tap the chiefly unexplored territories of personal resources such as human's excellence, strengths, and thriving (Luthans & Youssef-Morgan, 2017). PsyCap is conceptualized as a person's affirmative psychological state of development

characterized by four aspects: self-efficacy i.e. having confidence in one's self to merge victorious even when faced with daunting activities; resilience i.e. when confronted by difficulties, to keep going and bouncing back to normal to accomplish tasks and achieve success; hope i.e. remaining goal-oriented and turning the paths into goals in order to be successful; and optimism i.e. always keeping a positive attitude about succeeding both at present and in the future (Luthans, Youssef, & Avolio, 2007, p.3). PsyCap is considered as a 'state', and thus it may be developed through training and development programs/interventions within a short period (Luthans, Avey, Avolio, Norman & Combs, 2006).

PsyCap is considered as a predictor of employee performance (both self-rated and supervisor-rated); it leads to desirable attitudes, such as organizational commitment, job satisfaction, and psychological well-being (Avey, Reichard, Luthans, & Mhatre, 2011b). Further, Avey et al. (2011) found that PsyCap does have a negative relationship with undesirable behavior and attitudes such as cynicism, work stress, turnover intentions, anxiety and constructive relationship with desirable organizational citizenship behaviors. In fact, Avey, Wernsing, and Luthans (2008) established a direct connection between PsyCap and positive emotions. This affirmative nature of PsyCap may activate positive affective states in individuals, leading thereby to elevated levels of creativity (Luthans, Youssef, & Rawski, 2011) and a wider choice of pathways (Snyder 2000). Modern organizations require their employees to nurture a sense of responsibility, take proactive steps, and maintain superior standards of performance (Bakker, Schaufeli, Leiter & Taris, 2008). Employees are also expected to be committed and dedicated, full of energy and much absorbed in their work.

To endorse organizational engagement, personal capacities, such as optimism, self-efficacy and resilience may be nurtured by individual employees; these go to aid in work engagement (Bakker and Schaufeli, 2008).

Self Efficacy

Self-efficacy is considered as a very important construct supported by extensive research and a vast theory base. An important and essential aspect of self-efficacy is that it is a psychological resource essential for a positive frame of mind (Luthans, 2002b). Self Efficacious employees are confident about succeeding; therefore, they are expected to participate in assignments that amplify their ability to learn and boost their sense of vitality, which in turn enables them to thrive at work (Porath et al., 2012). On the contrary, individuals with low self-efficacy, become cynical, which could restrict their capacity to thrive at work (Porath et al., 2012).

Resilience

Resilience is defined in terms of a quantifiable characteristic found in individuals or groups, or a current situation that predicts an affirmative result in the future (Masten & Reed, 2002). According to Simons and Buitendach (2013), resilience can also be associated with coping methods that can help in the overall development of an individual.

Hope

Hope is all about having the required will power and the path to achieve one's desired goals (Luthans and Youssef, 2004). Hope can further be explained as an affirmative emotional state based on a flourishing agency, like goal-driven pathways and energy, referring to the planning process in order to accomplish goals (Snyder, Irving, & Anderson, 1991). Luthans, Avolio, Walumbwa, and Li (2005) carried out a study on the workers of a Chinese factory, and found that the level of hope of these factory workers was related to their supervisor's rating of their performance, and salary hike based on their merit.

Optimism

Among all the constructs of psychological capital, optimism is the only one that is intrinsically connected with the overall aspect of positive psychology (Luthans et al., 2004). It is practical and vibrant in nature, and can be learned and developed over a period of time

(Peterson, 2000). Seligman et al. (1998) found that the optimism levels of insurance sales agents exhibit significant and affirmative relationship with their job performance (while directly applicable to the workplace). Based on their study on the workers of a Chinese factory, Luthans et al. (2005) established that the workers' optimism levels have a significant relationship with their performance (rated).

Thriving at Work

Spreitzer et al. (2005) and Paterson et al. (2013) have taken forward the work on Psychological Capital, and have provided enough substance to validate it. These studies work as a base for the construct of 'thriving at work', although it is just a recommended relationship thus far, and not mandatory (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005; Paterson, Luthans, & Jeung, 2013). Therefore these are considered as fundamental studies in demonstrating any empirically tested relationship between psychological capital and thriving at work. Thriving may be defined as a higher order psychological state in which a sense of learning and vitality prevail among individuals, and consequentially, they experience energy and involvement (Spreitzer, et al., 2005; Patterson, et al., 2013). According to Spreitzer, Porath, and Gibson (2012), the predominant approach to enabling thriving at work include individual strategies for governing one's own level of thriving, coupled with organizational features that enhance the act of thriving in itself. Chaplin, John & Goldberg (1988), stated that the important aspect of thriving is that it is a subjective psychological state found in an individual, and might temporarily exist in states such as PsyCap. Therefore, thriving should be differentiated from the much related constructs like flourishing, well-being, self-actualization, and resilience (Spreitzer et al., 2005).

Vitality and learning are the main components of thriving (Spreitzer et al., 2005; Paterson et al., 2013); when these are in attendance together, it results in the improvement of self. Notably, self-development occurs when an individual accepts feedback, sets development centric goals, and further engages in activities

for accomplishing these goals to keep a track on their own progress (Paterson et al., 2013). Additionally, when these two elements are found together in an individual, they form a pattern, which in turn may enhance an employee's involvement at tasks, promote creativity and innovation, and have an affirmative impact on the overall well-being of the employee (Spreitzer & Porath, 2012).

Organizations should thereby create an environment at work, where employees feel extremely safe, and where there are ample opportunities for encouragement for them to develop their career. This does evoke a sense within employees that the organization is concerned about their well-being; it makes them feel valued, and thus, may experience thriving at work (Paterson et al., 2013). Further, at work, elevated levels of attention and task-oriented nature may be achieved through employees' perception of safety measures that are present at the workplace, vis a vis the meaning and/or importance of their job (Kahn, 1990; May, Gilson, & Harter, 2004). Proactive, self-reflective, and self-regulating behaviors help employees in magnifying the work aspect of thriving. These elements also help in creating an atmosphere, where the individual employee feels confident about taking crucial decisions, and where the employer or supervisor encourages the individual to exercise control and self-sufficiency (Spreitzer et al., 2005; Ryan & Deci, 2000). Importantly, thriving can further be enhanced when individuals have complete access to the information required for appropriate decision-making at work, and are very confident about the quality of such information. The final and essential element for thriving to flourish in an individual includes a sense of trust and respect as regards their work and the environment within the organization, creating thereby a feeling of self sufficiency, inculcating efficaciousness, and developing a deep sense of being appreciated (Spreitzer et al., 2005).

Psychological capacities (self-efficacy, resilience, hope and optimism) effect on thriving at work

One important aspect of PsyCap and thriving at work is that these are measured as 'states', which are temporary. It is vital for organizations to understand the implication of this 'temporary' nature, if they sincerely want to reap the benefits from employee PsyCap and thriving at work in the future. The main difference between psychological trait and psychological state is that 'trait' is a characteristic that is more permanent or stable in nature over an extended period of time; while a 'state' is a characteristic that is considered as being dynamic in nature, and may vary with time and different life occurrences (Chaplin, John, & Goldberg, 1988). Self-efficacy, resilience, hope and optimism (psychological capacities) form the larger construct of PsyCap, while 'thriving at work' (learning and vitality) includes psychological states. This indicates that the very existence of such capacities in any individual may be influenced over a period of time with the help of various intervention measures. Within an organization, one could consider traits as something that is already present in an individual during the time of recruitment; while states tend to be temporal in nature, and can be taught and cultivated over a period of time. Luthans, Avolio, Avey, and Norman (2007) stated that employees with elevated levels of self efficacy, resilience, hope, and optimism may presumably be much braver in confronting challenges pertaining to the dynamic and global environmental situations faced by organizations nowadays; in fact, better than those with lower levels of PsyCap. Paterson et al. (2014) found an indirect influence of PsyCap on thriving at work with the help of two mediators of heedful relating and task focus. Several other studies have postulated that PsyCap and thriving at work are feasible to be connected, as they emerge from literature of positive psychology. Further, Psycap and its dimensions are considered as job resources that facilitate individuals to grow and develop (Sweetman and Luthans, 2010), while thriving at work relates to the ability of the employees to grow, develop and learn (Spreitzer et al., 2005). Both PsyCap and thriving at work have been empirically linked for the first time in the study conducted by

Paterson et al. (2014). The results of this study provide evidence that Psycap does contribute to elevated levels of self-directed work behaviors, and therefore leads to thriving at work (Paterson et al., 2014). Rozkwitalska and Basinska's, (2016) study provided evidence that employees' organizational and personal resources can strengthen thriving at work. These empirical studies, based on personal resources have proposed that PsyCap does facilitate enhanced positivity, which in turn enables employees' thriving at work (Rozkwitalska and Basinska, 2016; Paterson et al., 2014). Employees with elevated levels of PsyCap have elevated levels of self-efficacy, resilience, hope and optimism. This helps them in turn to promote both dimensions of thriving at work i.e. vitality and learning (Luthans, Avolio, Walumbwa, & Li, 2005). On the contrary, employees experiencing lower levels of PsyCap are unlikely to encounter higher levels of learning and vitality in the workplace. Since employees with superior levels of PsyCap are anticipated to experience elevated sense of vitality and learning, we hypothesize that:

H1: Employees with higher levels of self-efficacy, resilience, hope and optimism (Psychological Capacities) will experience higher thriving at work.

Theoretical foundations and the conceptual model

The foundation of 'thriving at work' construct is based on the Self Determination Theory (SDT); it relates to the motivation levels in human beings, personality development and optimal functioning. It addresses an individual's inherent psychological needs (i.e. competence, relatedness, and autonomy), along with intrinsic growth tendencies. Further, SDT helps in understanding the extent to which an individual's behavior is guided by self-motivation and self-determination. Researchers studying SDT have been focusing their attention on two important areas, such as awareness and vitality and self regulation (Deci & Ryan, 2008). Psychological Capital (PsyCap)

operates on theories such as agentic conation, cognitive appraisals, social mechanisms, and positive emotions (Youssef & Luthans, 2013). Agentic conation refers to goal-directed energy that motivates individuals to produce more affirmative reactions, while facing hurdles in the process of chasing goals. On the other hand, positive cognitive appraisal is a process through which one can mentally reframe and reinterpret negative situations into a positive one. This encourages individuals to never give up on encountering obstacles (Youssef et al., 2013), all of which are the most essential essence of PsyCap in general (Luthans et al., 2007). Social support is considered as being significant in building an individual's 'efficacy' (Bandura 1997) and resilience (Masten, 2001; Masten, Cutuli, Herbers, Reed, 2009).

Figure 1 Authors' conceptual model indicating the relationship between self-efficacy, resilience, hope and optimism (Psychological Capacities) and thriving at work
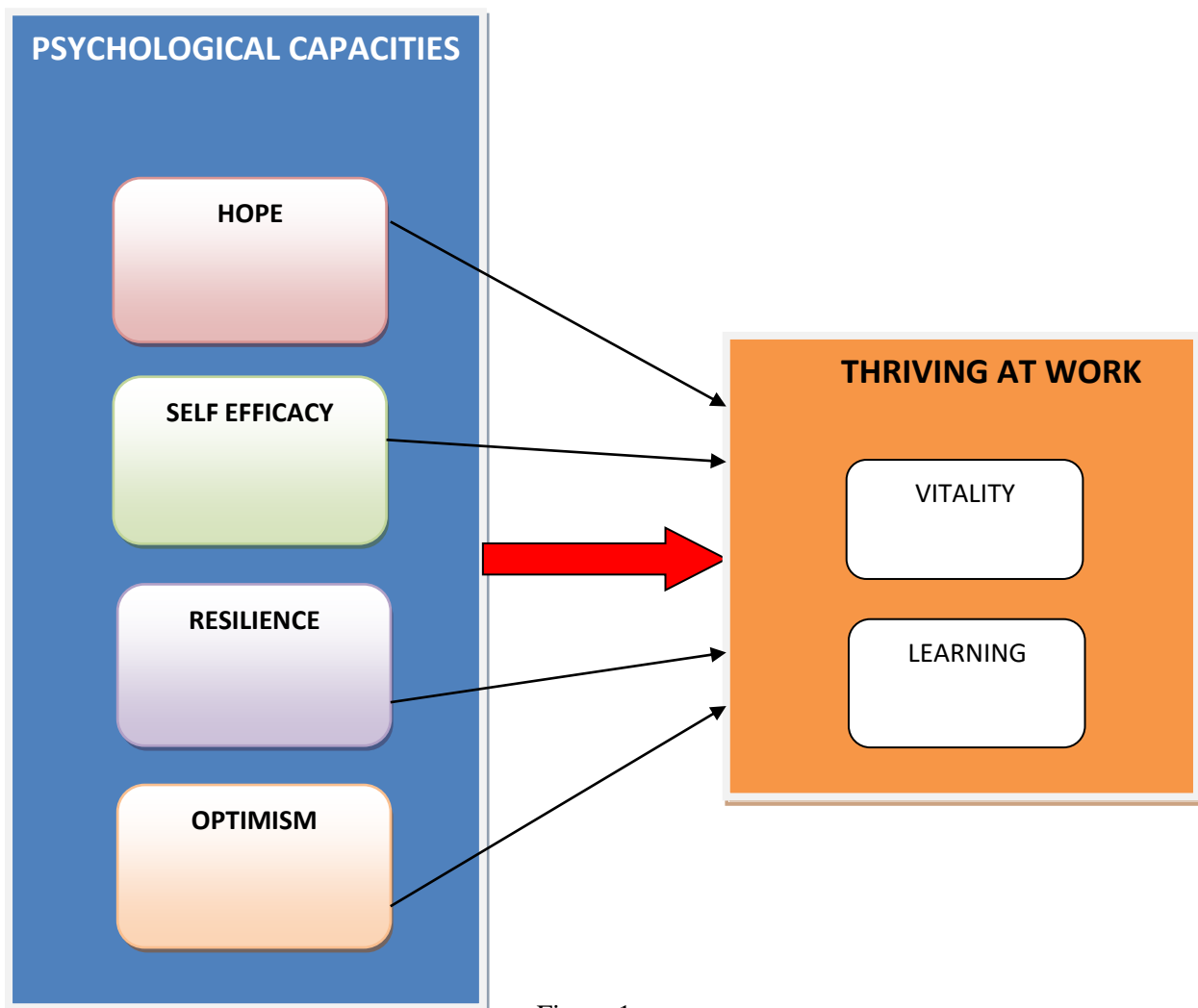

Figure 1

Research Design/Sampling Design

Both descriptive and quantitative research design were implemented in this study as the variables under investigation are continuous and it is constructed by collecting, analyzing and presenting data. The sample is collected from Bangalore organizations. The questionnaire was administered to over 500 respondents, out of which 203 respondents completed the scale with a response rate of 40 percent. The distribution of employees from each sector was banking (38.9%), retail (35.0%) and e-commerce (26.1%).

The sample size here is determined at 95% confidence level. A sample size of 119 is considered adequate if the population is 10,000 or lesser for continuous variable at 95% confidence level (Bartlett, Kotrlik, & Higgins, 2001). Therefore the sample size of 203 services employees was considered appropriate for the present study. According to IBEF (India Brand Equity Foundation), the service sector can be broadly categorized into six, namely, Travel, Transportation, Software, Business, Financial and Miscellaneous Services. Out of all these sectors, the present study will only consider specific sectors like Banking, Retailing, and E-commerce. Sample was drawn from the population consisting of employees working in the above mentioned specific services organizations. Stratified sampling technique was adopted to choose the organizations, and the strata were formed based on sectors and functional areas. Further, Judgmental sampling was used for selecting the pool of respondents. Notably, the respondents needed to have a work experience of minimum 24 months in the present organization, and must be a private sector employee of one of the three service organizations. Employees working in different departments and different job roles were taken to bring in diversity.

Survey method (Questionnaire) was used to collect data from the target sample. Two standardized, valid and reliable scales were administered to the target sample of private sector employees working in select services organizations like banking, retailing, and e-commerce. Data collection was done by the researcher by visiting the select services organizations to meet the prospective respondents, and administer the questionnaire to them personally. Additionally, it was also administered through e-mails and the digital mode, using Google forms. The employees were assured that their responses would not be shared with any organization or individuals, and would remain anonymous. The questionnaire was filled by the participants voluntarily, and they had the right to withdraw from the survey at any point in time during the study period.

Data Collection Measures

1. Psychological Capacities or Psychological Capital i.e. self-efficacy, resilience, hope and optimism were measured through Psychological Capital Questionnaire (Luthans, Avolio, & Avey, 2003), also known as PsyCap (PCQ-24), consisting of four dimensions i.e. self-efficacy (α =0.876), optimism (α =0.510), hope (α =0.871) and resilience (α =0.819). All the dimensions in PsyCap have been measured by six items each. The selected items under each dimension, used in the overall PCQ-24 have all been modified from established scales like efficacy (Parker, 1998), resilience (Wagnild & Young, 1993), hope (Snyder et al., 1996), and optimism (Scheier & Carver, 1985). Thus, the established scales of efficacy, resilience, hope, and optimism work as a base for the inclusion of these four items in the PCQ-24. The inclusion of the context 'at work' has been introduced to make the scale more domain-centric, while creating logic of the current situation under the present scale. Notably, three items were reverse-coded; one item of resilience was dropped.

2. 'Thriving at work' was measured by the scale constructed and validated by Porath, Spreitzer, Gibson, and Garnett (2012). It had two dimensions i.e. Learning (α = 0.919) and Vitality (α =0.910), whereby each dimension contained five items. A seven-point Likert scale has been used to capture the response to each item, where 'strongly disagree' is symbolized by 1, while 'strongly agree' is indicated by 7.

Respondents Profile

The sample distribution consisted of employees from banking (38.9%), retail (35.0%) and e-commerce (26.1%). 78.8 percent of the sample constituted of male respondents, while 21.2 percent of them were female. Each and every respondent had a minimum of 24 months' of work experience in their present organization.

Table I *Sector wise break-up (Banking, Retail, and E-commerce) of designation of employees (Managers, Officers/Engineers, and Employees/Executives)*

Sl No	Designation	Banking Sector	Retail Sector	E-Commerce Sector
1	Managers	47	20	20
2	Officers/Engineers	14	5	10
3	Employees/Executives	18	46	23
	Total	79	71	53

Table II *Details of Demographics across all the three sectors (Banking, Retail, and E-commerce)*

Sl. No	Particulars		Banking Sector	Retail Sector	E-Commerce Sector	Total
1	Gender	Male	61	61	38	160
		Female	18	10	15	43
2	Educational Qualification	High School	-	1	-	1
		12th standard or equivalent	-	19	2	21
		Graduation	39	41	22	102
		Post-Graduation	33	10	27	70
		Above Post Graduation	-	-	-	-
		Professional Degree	7	2	-	9
3	Total Years of Experience	2-5 years	34	33	31	98
		6-10 years	31	24	17	72
		11-15 years	13	10	4	27
		16-20 years	1	3	1	5
		20 years and above	-	1	-	1
4	Marital Status	Married	36	35	16	87
		Single	43	35	37	115
		Others	-	1	-	1
5	Age	<25 years	4	10	6	20
		26-30 years	47	32	36	115
		31-40 years	27	23	10	60
		41-50 years	1	5	1	7
		>50 years	-	1	-	1

Most of the respondents' were graduates (49.8%), followed by post-graduates (39.4%), while the remaining was 12th standard or equivalent (10.8%). Most of the respondents were in the age group of 26–30 years (56.7%), followed by 31 years and above (33.5%), and less than 25 years (9.9%). The total work experience of the respondents was 2-5 years (48.3%), 6-10 years (35.5%) and 11 years and above (16.3%).

Results

Objective 1: Service employees' level of self-efficacy, resilience, hope and optimism (psychological capacities) and thriving at work

It was found that service employees experienced high self-efficacy (score of 5.21) (i.e. confidence in one self to attain victory at challenging activities), and least on optimism (score of 4.49) (i.e. positive attitude about succeeding at present and future).

Table 1 *Self-efficacy, resilience, hope and optimism (psychological capacities) and thriving at work*

Psychological Capital					
	N	Minimum	Maximum	Mean	Std. Deviation
1. Self-efficacy	203	3.17	6.00	5.2053	.64102
2. Hope	203	3.33	6.00	5.1240	.68925
3. Resilience	203	2.83	6.00	4.7545	.53515
4. Optimism	203	2.17	6.00	4.4934	.55620
Thriving at work					
	N	Minimum	Maximum	Mean	Std. Deviation
1. Vitality/Energy	203	2.80	7.00	6.1557	.78539
2. Learning	203	2.80	7.00	6.1123	.83772

The other two dimensions of psychological capital include resilience (score of 4.75) (i.e. to keep going when confronted by difficulties and bouncing back to normal), and hope (score of 5.12) (i.e. goal oriented). In case of thriving at work (i.e. an individual's affirmative psychological state involving sense of vitality and learning), the respondents have been high on the vitality dimension (score of 6.16) (i.e. sense of being alive or energetic), and least on learning (score of 6.11) (i.e. growth coming from acquiring skills and knowledge) (Luthans, Youssef, & Avolio, 2007; Porath et al., 2012; Spreitzer & Porath, 2012) (Ref. Table 1).

Table 2 *Correlation between the constructs of Psychological Capacities (Self Efficacy, Resilience, Hope and Optimism) and Thriving at Work*

		Efficacy	Hope	Resilience	Optimism
1.	Hope	.732[**]			
2.	Resilience	.598[**]	.641[**]		
3.	Optimism	.446[**]	.397[**]	.582[**]	
4.	Thriving at work	.631[**]	.752[**]	.488[**]	.352[**]

Note: ** Correlation is significant at the 0.01 level (2-tailed).

Table 3 *Model Summary, Analysis of variance (ANOVA), and Coefficient values of Self Efficacy, Resilience, Hope and Optimism (Psychological Capacities) and Its Influence on Thriving at Work*

MODEL SUMMARY [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763[a]	.582	.574	.50726

a. Predictors: (Constant), Optimism , Hope, Resilience , Self-Efficacy

b. Dependent Variable: Thriving at work

Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	71.047	4	17.762	69.027	.000[b]
2. Residual	50.948	198	.257		
Total	121.995	202			

a. Dependent Variable: Thriving at work

b. Predictors: (Constant), Optimism , Hope, Resilience, Self-efficacy

	Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.403	.360		3.893	.000
Self-Efficacy	.207	.085	.171	2.424	.016
Hope	.726	.082	.644	8.847	.000
Resilience	-.085	.099	-.059	-.857	.393
Optimism	.076	.080	.054	.948	.344

a. Dependent Variable: Thriving at work

Objective 2: Self-efficacy, resilience, hope and optimism (psychological capacities) are strongly correlated to thriving at work

The results depicted in Table 2 indicate that statistically significant correlation exists among the constructs of self-efficacy, resilience, hope and optimism (psychological capacities), and

thriving at work. Further, the results indicated that the strongest relationship was established between hope and thriving at work (0.752), followed by hope and self-efficacy (0.732), hope and resilience (0.641), self-efficacy and thriving at work (0.631), self-efficacy and resilience (0.598); optimism and resilience (0.582); resilience and thriving at work (0.488); optimism and self-efficacy (0.446), optimism and hope (0.397), optimism and thriving at work (0.352).

Hypothesis: Employees with higher levels of self-efficacy, resilience, hope and optimism (Psychological Capacities) would experience higher thriving at work.

Multiple Regression analysis has been used to understand whether the psychological capacity dimensions i.e. self-efficacy, resilience, hope and optimism significantly predicted thriving at work or not. The results of the regression analysis indicate that the predictors of psychological capacities explained 58.2% of variance (R^2=.582, $F(4,198)$= 17.762, $p<.001$); and $p< 0.001$ symbolizing thereby that on the whole, the model applied is significantly good in predicting the dimension of 'thriving at work' (Table 3). Further, it may be observed from Table 3 that dimensions of psychological capacities, i.e. self-efficacy ($t(202)$ = 2.424, $p<.05$) and hope ($t(202)$ = 8.847, $p<.01$) significantly predicted 'thriving at work'.

The regression equation:

Thriving at work = 1.403 + 0.207 (Self-efficacy) + 0.726 (Hope)

Discussion

In the realm of organizational behaviour research, PsyCap is a trending topic. Several academics are doing study to understand its antecedents and effects, particularly in the organizational environment, due to its inherent advantages. In a similar study, Sihag and Sarikwal (2015) discovered that psychological capabilities were positively linked with a variety of work-related outcomes, including performance, commitment, engagement, OCB, and job satisfaction. PsyCap moderated the link

between positive leadership and work-related outcomes such as job satisfaction, OCB, and work engagement, according to a study by Amunkete and Rothmann (2015).

Rensburg (2010) conducted another study on call centre employees to see if there was a link between PsyCap, work engagement, and organizational commitment. The researcher discovered that PsyCap had an effect on both job engagement and organizational commitment of the questioned call centre employees. However, because the respondents for the present study were core and frontline employees in competitive service sectors such as retail, banking, and e-commerce, the nature of their jobs is more volatile for them, requiring them to have hope, mental resilience, belief in their own abilities (self-efficacy), and be optimistic about the outcomes. As a result, it's possible that this is why PsyCap had a substantial influence on thriving at work in this study.

Psychological resources portray a dominant part in the overall development of the employees along with their wellbeing. In order to retain employees, the organizations need to build a culture of trust and engagement, and provide ample opportunities for their growth and development. Further, it may be observed that dimensions of psychological capacities i.e. self-efficacy and hope significantly predicted thriving at work (Table 3). Adams, Snyder, Rand, King, Sigman, and Pulvers (2002) established in their study that organizations, where the respondents reported elevated level of hope, tend to flourish more than those where inferior level of hope is reported by the respondents. Another study conducted on the production level workers of a small and middle western factory revealed that the workers' hope levels were connected to their levels of job satisfaction and organizational commitment (Larson & Luthans, 2006). Previous research works on both hope and self-efficacy have also revealed that this leads to job satisfaction, organizational commitment, flourishing, job performance, creativity, innovation, etc.

The purpose of this study was to examine the role of self-efficacy, resilience, hope and

optimism (psychological capacities) on thriving at work among the employees in services organizations. The results reveal that self-efficacy, resilience, hope and optimism (psychological capacities) significantly influence thriving at work among employees in the service organizations selected (Table 3). The results also indicate that there's a statistically significant correlation between the constructs of self-efficacy, resilience, hope and optimism (psychological capacities) and thriving at work (Table 2). This would forge a stronger foundation for elevated performance levels, improved satisfaction levels, higher commitment levels and a high appetite for creativity and innovation at workplace.

Proactive, self-reflective, and self-regulating behaviors help in magnifying the work aspects of 'thriving'. In the Social cognitive theory, human behavior is largely regulated and motivated by a continuous process of self-influence (Bandura, 1991). Self-regulation operates through certain mechanisms, such as monitoring one's own behavior, finding out what determines such behavior, and what its impact could be; in other words, judging one's behavior in contrast to others based on personal standards and the larger environmental situation. The mechanism of self-efficacy does have a strong impact on one's motivation levels, thoughts, actions, and affect (Bandura, 1991). People generally possess self-reflective and self-reactive competencies that allow them to have some control over their feelings, motivation, thoughts and action (Bandura, 1991). This in turn helps in evaluating oneself from various perspectives, and assesses the need for adopting new competencies, and/or modifying current behavior, which would possibly enhance the performance in the long run, and improve the job satisfaction levels. Human behavior is also purposive in nature, and is regulated by forethought, which helps in guiding the actions in an anticipated or proactive way for the results desired (Bandura, 1991). It also helps in foreseeing opportunities and threats in the workplace relating to an individual, and thereby enables oneself to take proactive measures to develop one's capabilities, yearning for the desired outcome.

Thus, pro-active, self-regulative and self-reflective mechanisms or behavior can help in enhancing 'thriving at work'.

From the above findings, it is amply clear that to yield a 'desirable behavior and attitude' from its employees, organizations must ensure an environment, where its employees would have multiple opportunities for career development, and where the work atmosphere would be filled with positivity and trust. The organization, as a consequence, would benefit from this positive environment, would be successful under all parameters in relation to its employees. Importantly, the success of an organization would also depend on its ability to foresee future trends and requirements, while adopting an affirmative and proactive approach towards the overall development and well-being of its employees.

Implications

The current study reveals that self-efficacy, hope, optimism and resilience significantly influence 'thriving at work' among the employees in select services organization. The study has future implications for both employees and employers of service sector organizations. Today, the market is very dynamic, and the trend of continuous learning is on the rise. Appropriate strategies need to be adopted by the organizations in the services industry to ensure upgradation of their employees' skills and knowledge. Organizations that excel at ensuring a proper work-life balance (WLB) for their employees, would continue to reap its benefits in the long run. The management must therefore adopt a proactive approach in developing aspects like psychological capital of its employees through training interventions, motivational programs, etc., which would be helpful for them both in the short-run and the long run as well. Active participation in management decisions would also help the organization in making the employees feel valued, which in turn would enhance 'thriving at work'. From a larger perspective, it would prepare the employees for facing other adversities, both in their

professional and personal lives, and help them overcome the same.

When learning and vitality elements of thriving at work are present together in an individual, they tend to encourage employee participation, promote innovation and creativity, and comprise an optimistic or favorable outcome on the overall well-being (Spreitzer & Porath, 2012). Luthans and Youssef-Morgan, (2017) stated that the development of PsyCap interventions are much more than technical trainings, and the need to be administered in the right place and the right time to yield effective results is possibly the need of the hour. Notably, these interventions do not necessarily focus on mere trainings for developing specific skill sets and behavioral patterns, rather they encourage and promote positive thinking patterns, and help in eliminating or changing the rigid, deep-rooted assumptions and beliefs over time; this is possible only when a positive organizational climate is created, which encourages and supports the employees.

Importantly, these positive outcomes can be expanded beyond the workplace, and can have significant impact on other domains of life, leading to elevated stages of well-being at all levels (i.e. individual, team, organizational, family, and community) (Luthans & Youssef-Morgan, 2017).

Based on the research outcome of the current study, the Select Services Organizations should understand the importance of nurturing psychological capacities (i.e. self-efficacy, resilience, hope and optimism) among their employees. Additionally, these organizations could work more effectively towards the development or betterment of these capacities by designing appropriate strategies and consequentially encourage 'thriving at work' among employees.

Limitations and Suggestions for future research

As the study was carried out only in select service organizations in Bangalore, the results cannot be generalized to all service sectors or service organizations in the country. Further research needs to focus on other service sectors for an enhanced understanding of the effects of the constructs undertaken for this study. The other limitation of this study is that only private sector organizations were considered; future research could focus on a comparative study between private and public sector employees of service organizations. Specifically, in the retail sector, it is quite hard to get employees with minimum 24 months of work experience within their present organizations because of high attrition rates. The self-report instruments elicit the respondents' feelings, beliefs and attitudes, which in turn are representative of the respondents at only one particular point in time. Thus, in order to diminish this bias, the questionnaire was administered personally to the respondents, where a few items in the scale were even reverse coded. The respondents of these select service organizations were also contacted and met at different stages of time during the course of the study. Further research could concentrate solely on a qualitative research method involving interviews, or adopt a mixed approach comprising both quantitative and qualitative methods for a better understanding of the influence of self-efficacy, resilience, hope and optimism (psychological capacities) on 'thriving at work'. Moreover, longitudinal studies could also prove to be beneficial to track the responses over an extended period of time in understanding the effects of the construct.

Conclusion

This study indicates that self-efficacy, resilience, hope and optimism (psychological capacities) significantly predict thriving at work among employees in select service organizations. The employees must employ self-efficacy, resilience, hope and optimism (psychological capacities) to experience thriving at work. Furthermore, research has shown that in the present global scenario and critical organizational situations, employees who have elevated levels of hope, optimism, self-efficacy, and resilience are most likely to survive the difficulties and challenges as opposed to those with lower psychological

capacities. Organizations therefore, should aid in the process of developing these psychological capacities in their employees. Importantly, they must believe in their employees, and motivate them by providing an atmosphere, where the employees can freely engage in developmental activities for accomplishing their goals. Training interventions are necessary for enhancing such capacities of employees, which consequentially would encourage 'thriving at work'. Notably, when vitality and learning elements of 'thriving at work' are present together in an individual, they form a particular pattern, which enhance work involvement, promote creativity among individuals, and have a much greater impact on employees' job satisfaction levels, their commitment towards the job and the organization, and the overall well-being of individuals. Obeying rigid organizational structures and following bureaucracy can be intolerable for employees working in competitive environments like banking and retail. Therefore, organizations must resort to flatter structures and empower confident and valued employees by allowing them to practice self-leadership principles. According to studies, developing self-leadership techniques in a business may increase employee job engagement, lower attrition rates, and improve customer satisfaction (Mauno, Kinnunen, Makikangas & Feldt, 2010). As a result, psychological capacities of employees play a critical role in enabling them and modern-day companies to survive and grow (thrive at work).

Reference

[1] Adams, V.H., Snyder, C.R., Rand, K.L., King, E.A., Sigman, D.R., &Pulvers, K.M. (2002). Hope in the workplace. In Giacolone, R., & Jurkiewicz, C. (Eds.). Workplace spirituality and organization performance. New York: Sharpe

[2] Amunkete, S., &Rothmann, S. (2015). Authentic leadership, psychological capital, job satisfaction and intention to leave in state-owned enterprises. Journal of Psychology in Africa, 25(4), 271-281.

[3] Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011b). Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. Human resource development quarterly, 22(2), 127-152.

[4] Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors. The journal of applied behavioral science, 44(1), 48-70.

[5] Bakker, A. B., Schaufeli, W. B., Leiter, M. P., &Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. Work & Stress, 22, 187-200.

[6] Bandura, A. (1991). Social cognitive theory of self-regulation. Organizational behavior and human decision processes, 50(2), 248-287.

[7] Bandura, A. (1997). Self-Efficacy: The Exercise of Control. New York: Freeman.

[8] Bartlett, J.E., Kotrlik, J.W. and Higgins, C.C. (2001) Organizational Research: Determining Appropriate Sample Size in Survey Research. Information Technology, Learning, and Performance Journal, 19, 43-50

[9] Chaplin, W. F., John, O. P., & Goldberg, L. R. (1988). Conceptions of states and traits: dimensional attributes with ideals as prototypes. Journal of personality and social psychology, 54(4), 541-557.

[10] Deci, E. L., & Ryan, R. M. (2008). Facilitating Optimal Motivation and Psychological WellBeing Across Life's Domains. Canadian Psychological Association, Vol. 49, No. 1, 14 –23.

[11] Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33 (4), 692-724.

[12] Larson, M., & Luthans, F. (2006). Potential added value of psychological capital in predicting work attitudes. Journal of leadership & organizational studies, 13(1), 44-61.

[13] Luthans, F. (2002b). Positive organizational behaviour: developing and managing psychological strengths. Academy of Management Executive, 16, 57–72. doi:10.5465/AME.2002.6640181

[14] Luthans, F., Avey, J.B., Avolio, B.J., Norman, S.M. & Combs, G.J. (2006). Psychological capital development: Toward a micro-intervention. Journal of Organizational Behaviour, 27(3), 387-393.

[15] Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. Personnel psychology, 60(3), 541-572.

[16] Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. Management and Organization Review, 1(2), 249-271.

[17] Luthans, F., Youssef, C. M., & Avolio, B. J. (2015). Psychological capital and beyond. Oxford University Press, USA.

[18] Luthans, F., Youssef, C.M., & Avolio, B.J. (2007).Psychological capital developing the human competitive edge. University Press: Oxford.

[19] Luthans, F., & Youssef, C.M. (2004). Human, Social, and now positive psychological capital management: Investing in people for competitive advantage. Organizational Dynamics, 33(2), 143-160.

[20] Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. Annual Review of Organizational Psychology and Organizational Behavior, 4, 339-366.

[21] Luthans, F., Youssef, C. M., & Rawski, S. L. (2011). A tale of two paradigms: The impact of psychological capital and reinforcing feedback on problem solving and innovation. Journal of Organizational Behavior Management, 31(4), 333-350.

[22] Masten, A. S. (2001). Ordinary magic: Resilience processes in development. American psychologist, 56(3), 227-239.

[23] Masten, A.S., Cutuli, J.J., Herbers, J.E., Reed, M.G.J. (2009). Resilience in development. See Lopez & Snyder 2009,pp. 117–31

[24] Masten, A.S., & Reed, M.G. (2002).Resilience in development. In C.R. Snyder & S.J. Lopez (Eds.), The handbook of positive psychology (pp.74-88). New York, NY: Oxford University Press.

[25] Mauno, S., Kinnunen, U., Mäkikangas, A., &Feldt, T. (2010). Job demands and resources as antecedents of work engagement: A qualitative review and directions for future research. Handbook of employee engagement: Perspectives, issues, research and practice, 111-128.

[26] May, D. R., Gilson, R. L., & Harter, L. M. (2004).The psychological conditions of meaningfulness, saftey, and availability and the engagement of the human spirit at work. Journal of Occupational and Organizational Psychology, 77(1), 11-37.

[27] Paterson, T. A., Luthans, F., &Jeung, W. (2013, November 14). Thriving at work: Impact of psychological capital and supervisor support. Journal of Organizational Behavior, 35, 434-446.

[28] Petersen, K. (2015). Authentic leadership and unit outcomes: additive and interactive contributions of climate and psychological capital (Doctoral dissertation, PhD Thesis, Bellevue University of Bellevue, NE).

[29] Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. Journal of Organizational Behavior, 32(2): 250 - 275.

[30] James, M. R., & Suresh, A. M. (2016). Psychological Capital Research in India: A Review and Critique. The International Journal of Indian Psychology, 4(75), 206-213.

[31] Rozkwitalska, M., & Basinska, B. A. (2016, September). Positive psychological capital enhances thriving in the multicultural work environment of multinational corporations. In 9th Annual Conference of the EuroMed Academy of Business.

[32] Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. American psychologist, 55(1), 141-166.

[33] Seligman, M. E. P., Abramson, L. Y., Semmel, A., & Von Bayer, C. (1998). Learned Optimism. New York: Pocket Books.Snyder, C.R. (2000). Handbook of Hope. San Diego: Academic.

[34] Sihag, P., &Sarikwal, L. (2015). Effect of perceived organizational support on psychological capital-A study of IT industries in Indian framework. EJBO: Electronic Journal of Business Ethics and Organizational Studies.

[35] Snyder, C.R., Irving, L.M., & Anderson, S.A. (1991). Hope and health: Measuring the will and the ways. Handbook of social and clinical psychological psychology: The health perspective. Elmsford, New York: Pergamon.

[36] Spreitzer, G. M., Lam, C. F., & Fritz, C. (2010). Engagement and human thriving: Complementary perspectives on energy and connections to work. Work engagement: A handbook of essential theory and research, 132-146.

[37] Spreitzer, G., Porath, C. L., & Gibson, C. B. (2012). Toward human sustainability: How to enable more thriving at work. Organizational Dynamics, 41: 155-162.

[38] Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. (2005). A socially embedded model of thriving at work. Organization science, 16(5), 537-549.

[39] Sweetman, D., & Luthans, F. (2010). The power of positive psychology: Psychological capital and work engagement. Work engagement: A handbook of essential theory and research, 54-68.

[40] Youssef, C. M., & Luthans, F. (2013). Developing psychological capital in organizations: Cognitive, affective and conative contributions of happiness. Oxford handbook of happiness, 751-766.