

Psychological capital and career commitment: the mediating effect of subjective well-being

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Abstract

Purpose – The purpose of this paper is to discover the role of psychological capital (PsyCap) as a predictor of subjective well-being (SWB) and career commitment (CC). Further, it aims to analyze the mediating role of SWB in the relationship between PsyCap and CC in the Indian manufacturing sector.

Design/methodology/approach – A quantitative survey-based research design employing data from 300 employees in the National Capital Region (NCR) of India was used in the present research.

Findings – The results demonstrated that PsyCap acted as a predictor for SWB and CC. Additionally, SWB partially mediated the relationship between PsyCap and CC.

Research limitations/implications – 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- and upper-middle-class Indian employees working in the NCR having knowledge of English language and computer skills. Perhaps, future research works should take into account a wider sample in terms of the regions across India and not only the NCR. Although the findings showed that SWB reduced the relationship between PsyCap and CC, still that relationship was significant statistically. Further research studies might also explore various moderators while simultaneously studying SWB. In the research, SWB acted as a significant mediator of the relation between PsyCap and CC, yet at the same time, it may be the scenario that employees who are committed toward their career would be more inclined to espouse a greater sense of SWB (i.e. mediator is caused by the outcome). Hence, the authors duly recognize the need to test this substitute model. 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 other measures in addition to SWB in comprehending a person's psychological health is desirable (Diener *et al.*, 1997).

Practical implications – 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 PsyCap to increase their SWB. Consequently, the supervisors will, in turn, need to recruit employees already having the four dimensions of PsyCap, 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 SWB) and increased CC.

Social implications – Employees who develop within themselves a state of being hopeful, efficacious, resilient and optimistic will also be strongly oriented toward having greater life satisfaction, positive affect and lower levels of negative affect. This, in part, would help them achieve the required commitment toward their career and hence, help them in sticking with their jobs.

Originality/value – The present study advances the existing work on positive organizational behavior by exhibiting the noteworthy role of PsyCap in predicting SWB and CC. Further, it helps in demonstrating the inevitable role of SWB in partially mediating the relationship between PsyCap and CC.

Keywords Positive psychology, Career development, Work psychology, Career commitment, Psychological capital, Subjective well-being

Paper type Research paper

1. Introduction

The contemporary researchers have restored their faith in the area of positive organization behavior since it puts forward the need for adopting a positive approach while learning about human beings, organizations and their combination (Luthans *et al.*, 2009). 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 (Luthans *et al.*, 2007). 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 and 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 (Sheldon *et al.*, 2003b). 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 purpose of the study was twofold. First, the aim was to explore psychological capital (PsyCap) as a predictor of subjective well-being (SWB) and career commitment (CC) in the Indian employees. Second, the intention was to probe the role of SWB as a mediator in the association between PsyCap and CC. A survey was conducted to examine the possibility that SWB will mediate the established positive relationship between PsyCap and CC. It was hypothesized that people high on PsyCap will experience higher levels of CC in part because they also tend to experience higher feelings of SWB than do people low on PsyCap. Statistically, SWB was expected to eliminate or significantly reduce the relationship between PsyCap and CC.

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 toward 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 and Hickinbottom, 2008). There is no dearth of research works claiming that the SWB as a construct has been researched more in a western than eastern context (Stocks *et al.*, 2012) but what makes this study relevant in the Indian context is the fact that SWB is influenced by the disparities between individualism and collectivism (Diener *et al.*, 1995). India being a collectivist society has a diverse cultural and societal background as we have citizens speaking more than 15 officially identified languages, practicing 7 recognized religions and having different castes (Biswas and Varma, 2007). Indians derive their meaning of life from five domains, namely, family, spiritual, social, recreational and sexual (Singhal and Rastogi, 2015). Consequently, this ethos of the Indian identity has a direct impact on management system and proceedings (Arora and 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 2 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 (*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 and 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.

2. Theoretical framework and development of hypotheses

According to the broaden and build theory, positive emotions advance one's reasoning and behavior toward new prospects and this expansion develops well-being due to the 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 and 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 SDT, a study discovered that a "good day" came to be positively correlated with the attainment of these three needs (Reis *et al.*, 2000). In this study, we will be basing our hypotheses using tenets of both the theories.

2.1 Relationship between PsyCap and CC

Positive organizational behavior and its derivate PsyCap have been largely drawn from the theory and research in positive psychology applied to the workplace. It is defined as being, "an individual's positive psychological state of development characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals, and when necessary, redirecting Paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success" (Youssef and Luthans, 2007). Blau (1988) defined CC as "one's attitude towards one's profession or vocation." In numerous studies, the positive relationship between PsyCap and CC 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 CC of the foodservice industry employees (Niu, 2010). In another research, CC 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 SDT (Ryan and Deci, 2000) in this context, it can be claimed that a person's PsyCap will predict CC 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 toward their career. When an individual will be hopeful then she/he will take up more challenging tasks and succeed in it. In a research, CC had the power to predict career success only for the employees who had moderate to strong perception of emotions. 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 CC. 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 CC?

Consequently, the following hypothesis has been formulated:

H1. PsyCap will be positively related to CC.

2.2 Relationship between PsyCap and SWB

SWB is the person's evaluation of her/his own life which includes first, an affective component that caters to the positive affect (experiencing pleasant emotions and mood) and negative affect (experiencing unpleasant emotions and mood) and second, 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 toward a higher SWB which further leverages wide range of positive outcomes like physical and psychological health (Ryff and Singer, 2003), gaining satisfaction in important domains of life (Diener and Chan, 2011) and personal striving as well as coping up with stress.

The broaden and build theory posited that positive emotions increases 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.*, 2002) 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 hypothesis has been formulated:

H2. PsyCap will be positively related to SWB.

2.3 Relationship between SWB and CC

CC 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 and Galpin, 2012). The employees get committed to their career goals through the experience of SWB in order to maximize the performance toward their goal settings (Locke and 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 and Hagerty, 2006).

The choice of SWB as the mediator involved instituting a significant interrelation between PsyCap (predictor) and CC (outcome). 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 *et al.*, 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). Therefore, the following hypotheses have been formulated:

H3. SWB will be positively related to CC.

H4. SWB will mediate the relationship between PsyCap and CC.

Hence, the following model of the study has been proposed (Figure 1). Path c denotes a significant relationship between PsyCap (predictor) and CC (criterion) in Figure 1(a). Further, path a in Figure 1(b) shows a significant relationship between PsyCap (predictor) and SWB (mediator). Additionally, path b indicates that SWB (mediator) is associated with CC (criterion), controlling for the impact of PsyCap (predictor) on CC (criterion). Finally, path c' signifies the reduction in the strength of the relationship between PsyCap (predictor) and CC (outcome) on incorporating SWB (mediator) to the model.

3. Methods

3.1 Sample and procedure

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, only those organizations were taken that had an annual social capitalization of over 500 crores using Centre for Monitoring Indian Economy (CMIE). Out of 11 companies shortlisted based on the CMIE database only 5 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 getting a negative response the permission was sought for the data collection in the official hours. A total of 500 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 500 initial people contacted, we received a total of 350 responses out of which 50 were discarded due to missing values giving 60 percent response rate. Our final sample consisted of 175 males and 125 females with ages ranging from 25 to 60 years.

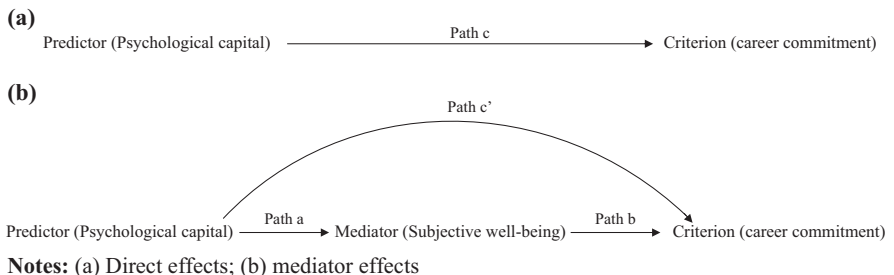


Figure 1.
Diagram of paths in
mediation models

The demographic analysis of the sample revealed the average age (years) to be 38 (SD = 9.7) with males and females reporting 42 (SD = 5.85) and 39.52 (SD = 7.48), respectively. In total, 72 percent of the respondents had finished their higher studies (PG). In total, 62 percent of the respondents and 82 percent of their spouses were employed in the private sector. The average working experience (years) in the present organization was 15 (SD = 6.43) for the respondents and 15.84 (SD = 5.75) for their spouses (in other organizations). The average period of marriage was 15.98 years (SD = 8.65). Majority of the respondents hailed from urban middle- or upper-middle-class background and just about 74 percent of them bore at least one child living with them. Most of them (84 percent) drew an annual income of more than ten lakhs per annum. All the respondents were dealt with in consonance with the ethical codes provided by APA.

3.2 Measures

3.2.1 PsyCap. The participants of the present research filled the widely used 24-item PsyCap questionnaire (Luthans *et al.*, 2007). It encompassed four subscales (each containing six items) that gauged hope, efficacy, resilience and optimism. The response choices spanned from 1 (“strongly disagree”) to 6 (“strongly agree”) on a six-point Likert scale. Some of the items included were: “I feel confident analyzing a long-term problem to find a solution,” “When things are uncertain for me at work, I usually expect the best.” The corresponding subscales reported a favorable internal consistency (hope: 0.76; optimism: 0.79; self-efficacy: 0.84; and resilience: 0.72) on the desired sample (Nunnally, 1979).

3.2.2 SWB. To assess the cognitive component of SWB a five-item “Satisfaction with Life” scale was utilized (Diener *et al.*, 1985). The response choices spanned from 1 (“strongly disagree”) to 7 (“strongly agree”) on a seven-point Likert scale. Some of the items included were: “In most ways my life is close to my ideal,” “So far I have gotten the important things I want in life.” In the present study, Cronbach’s α came out to be 0.82 for the scale. For measuring the affective component, a 20-item positive and negative affect schedule was administered (Watson *et al.*, 1988). The responses were reported on a five-point Likert scale ranging from 1 (“very slightly or not at all”) to 5 (“extremely”). Sample items included the words and phrases that would describe the feelings and emotions of the participants like “strong, active, scared etc.” The Cronbach’s α for the positive affect and negative affect scales ranged from 0.83 to 0.85 for the different time instructions.

3.2.3 CC. CC was measured by administering a 12-item CC measure (Carson and Bedeian, 1994) Participants reported their responses on a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Sample items included: “My line of work/career field is an important part of who I am,” “I have created a plan for my development in this line of work/career field.” The reported α value of the scale was 0.81.

3.3 Control variables

In order to prevent inaccurate results and alternative interpretations of the statistical analyses, various extraneous variables were controlled in the study. Previous research works have found a significant effect of age and gender on SWB (Chang, 2011; Westerhof and Barrett, 2005). Gender and age acted as important predictors for PsyCap and SWB (Khan, 2013; McMurray *et al.*, 2010). Similarly various demographic variables like age, gender and education qualification were linked to the commitment of the employees (Affum-Osei *et al.*, 2015). Hence, the adverse effects of age, gender and educational qualification on endogenous variables were controlled by coding the gender variable as (1) for males and (2) for females. Similarly, educational qualification was coded as (1) for graduates and (2) for post graduates and recording participants’ age (in years).

3.4 Analyses

First, correlations between all the variables were conducted to understand the relationships among PsyCap, SWB and CC. In order to probe further hierarchical multiple regression was conducted to discover the pivotal predictors (from the components of PsyCap measured) of SWB and CC and to discover the extent to which SWB mediated the relationship between PsyCap and CC in the Indian employees from manufacturing sector.

4. Results

The kurtosis and skewness indices were checked to ensure normality of the data. The maximum threshold values were 4.65 (less than 7) and 1.02 (less than 2) for kurtosis and skewness, respectively (Finch *et al.*, 1997). 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 22 percent variance and hence, proposing common-method bias not to be a concern in the present research. Table I shows the means, standard deviations and correlations among constructs.

First, to put *H1* to test, “Psychological capital will be positively related to career commitment,” correlations between total PsyCap and CC scores were calculated and the results (Table I) confirmed a significant positive correlation ($r = 0.441, p < 0.05$) between the two. With a view to further test the contribution of overall PsyCap on CC, multiple regression analyses were performed by utilizing a total PsyCap and total CC scores. The results (Table II) revealed a significant positive effect ($\beta = 0.561, p < 0.01$) and 4.5 percent of the variance being accounted for by PsyCap on CC.

Similarly to test *H2*, “Psychological capital will be positively related to subjective well being,” correlation analysis (Table I) exhibited a significant positive ($r = 0.432, p < 0.01$) correlation between PsyCap and SWB. Additionally, multiple regression analysis (Table II) using a total PsyCap and total SWB score displayed that PsyCap had a significant positive impact ($\beta = 0.425, p < 0.01$) on SWB and explained 17 percent of the variance in SWB of the employees. Hence, *H1* and *H2* revealed that PsyCap acted as a significant predictor of SWB and CC of the Indian employees working in the manufacturing sector.

Table I.
Standard deviations, means, and intercorrelations of the variables

Variable	Mean	SD	1	2	3	4	5	6
1. Gender	2.21	0.286	–					
2. Age	2.76	0.564	0.363**	–				
3. Education Level	1.82	0.382	0.032	0.254**	–			
4. SWB	3.52	0.325	0.161*	0.011	0.214**	(0.72)		
5. PC	2.11	0.421	0.032	0.062	0.220**	0.432**	(0.82)	
6. CC	3.27	0.428	0.042	0.211	0.052	0.232*	0.441*	(0.81)

Notes: $n = 300$. SWB, subjective well-being; PC, psychological capital; CC, career commitment. * $p < 0.05$; ** $p < 0.01$

Table II.
Hierarchical multiple regression analysis: direct effect between PsyCap and CC; PsyCap and SWB

Predictor variables	β (Step 1)	β (Step 2)	CC R^2	ΔR^2	ΔF	β (Step 1)	β (Step 2)	SWB R^2	ΔR^2	ΔF
<i>Step 1 (control variables)</i>			0.006	–	1.718			0.006	–	1.718
Gender	–0.074	0.023				–0.074	–0.041			
Age	0.056	0.041				0.032	0.027			
Educational qualification	0.121	0.053				0.102	0.041			
<i>Step 2</i>			0.310	0.045**	135.747**			0.185	0.179**	67.448**
PC		0.561**					0.425**			

Notes: $n = 300$. SWB, subjective well-being; PC, psychological Capital; CC, career commitment. ** $p < 0.01$

Correspondingly, the correlation analysis (Table I) for *H3* “Subjective well being will be positively related to career commitment” gave a significant positive correlation ($r = 0.232, p < 0.05$) between SWB and CC of the employees. Moreover, the results of the regression analysis (Table II) pointed toward a significant positive effect ($\beta = 0.381, p < 0.01$) and 17 percent variance in CC scores by the SWB of the employees.

Tables II-IV presented the results of the mediation analysis obtained through multiple hierarchical regressions. The analysis pursued the four necessary conditions (Baron and Kenny, 1986) to be attained for one variable to act as a mediator in the relationship between other two variables. According to the procedure laid out for mediation testing CC (criterion) was initially regressed on the PsyCap (predictor) to establish that PsyCap was related to CC among Indian employees (step 1). The results (Table II) demonstrated that the standardized coefficient of regression ($\beta = 0.561$) linked with the impact of PsyCap on CC came out to be significant at $p < 0.01$ level thereby, confirming with the step 1 of mediation analysis by rendering significance to path c (Figure 1). Further, to test the significance of path a, SWB (mediator) was regressed on the PsyCap (predictor). The results (Table II) demonstrated that the standardized coefficient of regression ($\beta = 0.425, p < 0.01$) linked with the effect of PsyCap on SWB was significant thereby rendering path a to be significant and hence, satisfying the second prerequisite for mediation in step 2. Additionally, the standardized coefficient of regression ($\beta = 0.381, p < 0.01$) associated with the link between SWB (mediator) and CC (criterion) was also significant (Table III) thus, rendering path b to be significant in step 3. The fourth condition of mediation testing asserted that the relationship between PsyCap (predictor) and CC (criterion) must be either eliminated or significantly reduced when controlling for SWB (mediator), that is, a measure of path c'. As Table IV acknowledged, when SWB was controlled the coefficient of relationship between PsyCap (predictor) and CC (criterion) reduced from ($\beta = 0.561, p < 0.01$ to $\beta = 0.461, p < 0.01$).

Predictor variables	β (Step 1)	β (Step 2)	CC R^2	ΔR^2	ΔF
<i>Step 1 (control variables)</i>					
Gender	-0.074	-0.041	0.006	-	1.718
Age	0.061	0.051			
Educational qualification	0.122	0.023			
<i>Step 2</i>					
SWB		0.381**	0.185	0.179**	67.448**

Notes: $n = 300$. SWB, subjective well-being; PC, psychological capital; CC, career commitment. ** $p < 0.01$

Table III.
Hierarchical multiple regression analysis: the direct effect of SWB on CC

Predictor variables	β (Step 1)	β (Step 2)	CC β (Step 3)	R^2	ΔR^2	ΔF
<i>Step 1 (control variables)</i>						
Gender	-0.074	0.023	0.021	0.006	-	1.718
Age	0.056	0.041	0.034			
Educational qualification	0.121	0.053	0.061			
<i>Step 2</i>						
PC		0.561**	0.461**	0.310	0.045	135.747**
<i>Step 3</i>						
SWB			0.195**	0.339	0.028**	13.128**

Notes: $n = 300$. SWB, subjective well-being; PC, psychological capital; CC, career commitment. ** $p < 0.01$

Table IV.
Hierarchical multiple regression analysis: mediating effects

PsyCap accounted for 2.8 percent (vs 4.5 percent with SWB uncontrolled) of the variability in CC scores. Hence, SWB in the present research acted as partial mediator variable thereby partially supporting *H4*. Further, Sobel test implied that SWB significantly reduced the relationship between PsyCap and CC, $z = 3.40, p < 0.001$.

The analysis of the hypotheses lead us to decipher that SWB partially mediated the relationship between PsyCap of the employees and consequently their CC, that is, the positive psychological traits of hope, efficacy, resilience and optimism bring about an elevated commitment toward one's career because they give rise to a greater sense of SWB, which sequentially induces more CC in the employees. Speaking in the language of causation we can duly assert that PsyCap (predictor) preceded both SWB (mediator) and CC (outcome).

5. Discussion

In the present research, the intention was to examine PsyCap as a predictor of SWB and CC in the Indian employees. Second, the aim was to explore the mediating effect of SWB on the relationship between PsyCap and CC. It was discovered that employees who are high on PsyCap, that is, hopeful, efficacious, resilient and optimistic people do, as the prior research points out, feel more committed to their career. Further, the tendency of employees possessing PsyCap and experiencing a sense of SWB significantly reduced the relationship between PsyCap and CC.

5.1 Relationship between PsyCap and CC

H1 postulated that PsyCap will act as a predictor variable for CC. The findings revealed that PsyCap did act as a predictor variable for CC among Indian employees. Hence, illustrating that PsyCap was significantly related to CC. 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 toward her/his career to devote efforts to organizational success (Carless and Bernath, 2016). PsyCap leads people toward their career goals by strengthening their excellence, capacity and optimal functioning and give them a more meaningful and productive lives by making them realize their potential (Kondratuk *et al.*, 2004). Each of the four constructs of PsyCap, i.e. hope, efficacy, resilience and optimism has been proved to be related to performance outcomes (Luthans *et al.*, 2008). Since, personal and work attributes like SWB and CC, respectively, have been associated with performance in the past researches (Aryee and Tan, 1992), subsequently, each of the PsyCap constructs can be celebrated to be linked to these personal and work facets. Additionally, based on the prior theoretical research PsyCap as a whole stands out as a better and a stronger predictor than each of the four constructs independently (Luthans *et al.*, 2007).

5.2 Relationship between PsyCap and SWB

H2 posited that PsyCap will act as a predictor variable for 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 *et al.*, 2008). 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 and 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. This implies that employee with a strong PsyCap experiences life

satisfaction, job satisfaction, autonomy, development and growth (Bedeian *et al.*, 1991; Srivastava *et al.*, 2010). Consequently, such employees experience an increased positive affect and a reduced negative affect.

5.3 Relationship between SWB and CC

According to *H3*, SWB will be positively related to CC. The findings validated that there was a significant positive relationship between SWB and CC. According to a body of research (Sheldon *et al.*, 2003a), 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 *et al.*, 2017). According to SDT (Ryan and 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 toward self-concordant goals (Sheldon and 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 *et al.*, 2002). Presumably, an increased well-being due to the self-identified goals will lead to a greater satisfaction (Emmons, 2003) and hence, more commitment toward the career goals. CC 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 SWB and eventually an advanced commitment to further work toward their career goals as it will prove to be a mutually rewarding experience.

H4 hypothesized that SWB will mediate the relationship between PsyCap and CC in such a way that the relationship between PsyCap and CC will reduce significantly when SWB will be controlled statistically. In other words, employees high on PsyCap will experience higher levels of CC 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 CC hence, partially retaining *H4*. Relationship between CC 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 CC, 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 backdrop the credible approach to achieving career goal is associated with gaining SWB. If SWB gets escalated in the employees' life 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 toward 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 and Bradley, 2007). As evidenced by the research works 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 toward the work (Briscoe and Hall, 2006). We have realized the recognition of CC 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 *et al.*, 2008).

6. Contribution to the theoretical framework and implications

The findings of the present research not only confirm with the broaden and build theory and SDT in saying that the PsyCap will successfully predict SWB and CC of the employees because of the positive emotions of hope, efficacy, resilience and optimism, but also empirically assert that the SWB will act as a partial mediator between PsyCap and CC. The study makes a significant contribution in the current SDT by adding that well-being induced due to the attainment of relatedness, competency and autonomy will further lead to an increment in the CC 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 *et al.*, 2010). Since, leadership as a construct has been shown to be causally associated with PsyCap (Luthans *et al.*, 2009), well-being (van Dierendonck *et al.*, 2004) and commitment (Emery and 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 CC, 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 CC; 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 toward having greater life satisfaction, positive affect and lower levels of negative affect. This, in part, would help them achieve the required commitment toward 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 toward 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 toward 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 and 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 *et al.*, 2012).

7. Limitations and directions for future 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- and upper-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 NCR. Although our findings showed that SWB reduced the relationship between PsyCap and CC, 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 CC, yet at the same time it may be the scenario that employees who are committed toward 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 model. 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 other measures in addition to SWB in comprehending a person's psychological health is desirable (Diener *et al.*, 1997).

8. Conclusion

The results demonstrated that SWB partially mediated the relationship between PsyCap and CC. Further, PsyCap acted as a predictor variable for SWB and CC. Hence, the research highlighted a new mediator variable in the relationship between PsyCap and CC. The study exemplified the power of PsyCap in predicting SWB and CC 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 *et al.*, 2008).

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