Psychological Capital: An Empirical Study of Efficacy, Hope, Resiliency and Optimism in Managers

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Abstract

The empirical study documents the role of psychological capital (efficacy, hope, resiliency and optimism) of employees in organization. The positive core construct of psychological capital (or simply PsyCap), consisting of the psychological resources of hope, efficacy, resilience, and optimism, has recently been demonstrated to be vital to human resource development (HRD) and performance management. The research stream on PsyCap has now grown to the point that a quantitative analysis of its role in employees' attitudes, behaviors, and especially performance is needed. Recently, theory and research have supported psychological capital (PsyCap) as an emerging core construct linked to positive outcomes at the individual and organizational level. The study tested the prediction that psychological capital is significant. In addition, employees of different job categories were compared with respect to these variables. The findings were explained in the light of current conceptualizations of psychological capital. Major implications were suggested for intervention programme.

Key words: Efficacy, Hope, Resiliency, Optimism, Psychological Capital

1. Introduction

With the rising recognition of human resources as competitive advantage in today's global economy, human capital and, more recently, social capital are being touted in both theory, research, and practice. By eschewing a preoccupation with personal shortcomings and dysfunctions and focusing instead on personal strengths and good qualities, today's leaders and their associates can develop confidence, hope, optimism, and resilience, thereby improving both individual and organizational performance. Traditionally, economic capital (both financial and tangible assets such as plant and equipment) has received all the attention. But enlightened managers today recognize the importance not only of tangible assets, data, and physical resources, but also of this intangible human capital (sometimes called intellectual capital)—"human" referring to the people working at all levels of the organization, and the economic term "capital" referring to the resources that are invested for future anticipated returns.

Psychological capital, or simply PsyCap, has been conceptually identified by Luthans and colleagues (Luthans, 2002a, 2002b; Luthans & Youssef, 2004; Luthans, Youssef, & Avolio, 2007) as consisting of the four positive psychological resources of hope, optimism, efficacy, and resilience, which, when combined, have been empirically determined to be a second-order core construct (Luthans, Avolio, Avey, & Norman, 2007). A second-order construct is the shared variance between the four first-order constructs (hope, optimism, efficacy, and resilience).

In defining what constitutes a psychological capital resource, Luthans (2002a, 2002b) suggested that it be based in theory and research, amenable to valid measurement, state-like and thus open to development and change, and have performance impact. Given these criteria, the resources drawn from positive psychology that were determined to meet these inclusion criteria best were efficacy, hope, optimism, and resilience (Luthans, 2002a, 2002b; Luthans, Youssef, & Avolio, 2007). Stajkovic (2006) also has advanced the same four constructs in his proposed motivational model called "core confidence," confirming the inclusion of these four components by Luthans and his colleagues.

Research found that high Psycap employees performed better than low Psycap employees. This difference in performance can be explained by their psychological constructs which manifest themselves in their cognitions and motivations. The influence on the employee's performance is stronger while referring to Psycap than for each of its components, meaning, Psycap explains more than its components combined.

Despite initial studies and conceptualizations, the field of psychological capital is still in its infancy. Further research regarding precise antecedents, processes and consequences of psychological capital is needed. The challenge currently awaiting psychological capital is to bring about a more profound understanding of the real impact of positive states for organizational functioning and how these states can be enhanced within the work place.

2. An Overview of Literature

Psychological capital (PsyCap) is a positive state-like capacity that has undergone extensive theory-building and research. Psychological capital is defined as "an individual's positive psychological state of development and is 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 and expectation (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." --Luthans, Youssef & Avolio, *Psychological Capital* (Oxford University Press, 2007, p. 3),

Thus, PsyCap consists of **efficacy, optimism, hope and resilience** and when combined has been shown to represent a second-order, core factor that predicts performance and satisfaction better than each of the four factors that make it up (Luthans, Avolio, et al., 2007).

Published research on PsyCap has found that it is related to multiple performance outcomes in the workplace: lower employee absenteeism, less employee cynicism and intentions to quit, and higher job satisfaction, commitment, and organizational citizenship behaviors. Research has also found PsyCap can be enhanced by a supportive work climate. In terms of being state-like, PsyCap has been developed by short training sessions in both classroom and field settings and electronically through the internet (Luthans, et al, 2007).

Building on the foundation laid by Seligman, Luthans contends the need for an examination of positive organisational behaviour (Luthans, 2002a, 2002b) that moves beyond the popular style of self-help publications for practicing managers towards research-backed, theoretically sound solutions to real-world problems. Thus, positive organisational behaviour (POB) is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement," (Luthans, 2002a, p. 59). The measurable and manageable nature of these capacities is most critical to developing relevant scholarship; by focussing on those factors that can be thus affected.

Extending further the POB framework for organisations, Luthans and Youssef (2004) present an argument for a combined construct, positive psychological capital (PPC), as a key contributor to the competitive advantage of organisations. PPC is comprised of positive psychological capacities that, as POB dictates, are measurable, open to development, and manageable(Luthans & Youssef, 2004); specifically. These refer to the positive psychological resources confidence, hope, optimism, and resilience.

2.1. The Positive Psychological Capital

As stated, PsyCap has been demonstrated conceptually (Luthans, Youssef, & Avolio, 2007) and empirically (Luthans, Avolio, et al., 2007) to be a core construct.

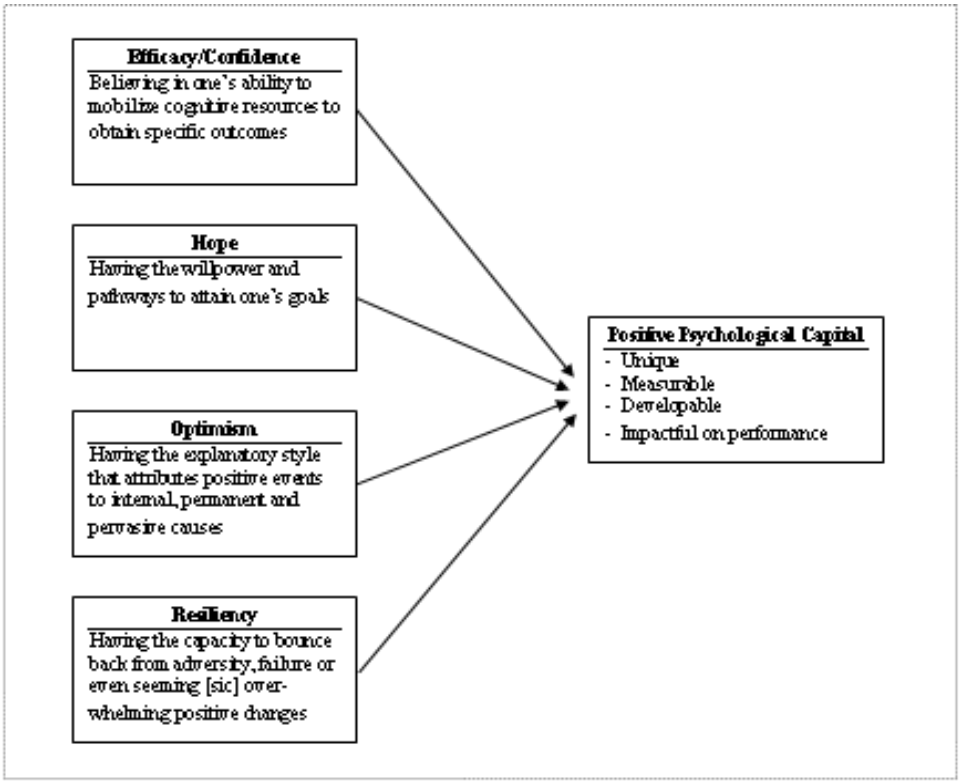

Figure 1: Dimensions of Positive Psychological Capital (Luthans & Youssef, 2004, p. 152)

Specifically, it is a second-order factor comprised of the shared variance-between the four recognized positive psychological resources of hope, optimism, efficacy, and resilience. Each of these positive constructs meets the criteria for PsyCap of being

grounded in theory and research with valid measures, being state-like and open to development, and having a positive impact on attitudes, behaviors, and performance (Luthans, Youssef, et al., 2007). An extensive review of the four components is beyond the scope of this article, but the components are briefly defined below. These definitions are then followed by the theoretical rationale for overall Psy-Cap and the study hypotheses are derived.

The Efficacy Resource of PsyCap. Efficacy is the positive psychological construct that perhaps has the most extensive theory and research support (e.g., Bandura, 1997, 2005). Multiple meta-analyses have concluded that self-efficacy has considerable impact on performance outcomes (Sadri & Robertson, 1993; Stajkovic & Luthans, 1998). With roots in Bandura's (1997) social cognitive theory, applied to the workplace, efficacy has been defined as "the individual's conviction or confidence about his or her abilities to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task within a given context" (Stajkovic & Luthans, 1998, p. 66).

Efficacy differs from the other positive psychological constructs in important ways. For example, efficacy is a belief within the boundaries of a specific task and/or context, whereas optimism is a general expectation of positive out-comes. Also, efficacy is a perception or belief about the process and results of applying one's personal abilities. Whereas optimism is a positive expectation about outcomes that is less connected to one's personal ability. Organizational participants can be efficacious about a particular aspect or task within their job or work context and still be pessimistic, expecting to be laid off or fired eventually, regardless of their abilities. Likewise, employees may have low efficacy about their abilities in a particular task or context for their job. Yet these same employees may still be optimistic that they will ultimately be successful on the job and/or in other domains of life.

Bandura (1997) has identified four widely recognized sources of efficacy development. First, when individuals successfully accomplish a challenging task, they are generally more confident in their abilities to accomplish the task again. This task mastery enables personal efficacy over that specific task. Second, personal efficacy is influenced when individuals vicariously learn by observing (i.e., modeling) relevant others accomplish a given task. If a relevant other is successful at a given task, personal efficacy to follow suit is increased. The impact of such modeling is dependent on how similar the individual sees him- or herself with regard to the role model who success-fully accomplished the task. The more similar/relevant the role model, the more effective the efficacy development process becomes (Bandura, 1997).

Third, individuals can be persuaded by respected and/or relevant others to be more confident. A simple example would be a respected leader informing one of his or her employees that she believes this associate has the capability to accomplish a given task. This, coupled with providing feedback to the employee that progress is being made, would both be expected to build the efficacy of the associate. The effectiveness of this method of building efficacy is dependent on the degree to which the persuader has credibility with the recipient (Bandura, 1997).

Finally, psychological, physiological, or emotional arousal and/or wellness may influence levels of personal efficacy. A classic example is the organizational leader who provides caring emotional support and appreciation to employees to prevent burnout and to help keep employees mentally and physically fit.

This process and development from these four sources helps to explain the significant impact that efficacy has on performance outcomes in the workplace (Stajkovic & Luthans, 1998).

The Hope Resource in PsyCap. The construct of hope in positive psychology has considerable theoretical development, research support, and is generally considered to be an "empowering way of thinking" (Snyder, 1994, p. 2). In formulating his hope theory, Snyder began with the assumption that people are generally goal oriented; that is, people behave in such a way that they are trying to accomplish something. Snyder determined there were two components comprising hope: agency (willpower) and pathways (Snyder, 2000; Snyder, 2002).

Agency represents an individual's capacity or motivation to both start work on a given goal and to continue down the path of accomplishing that goal. Although motivation to accomplish given goals is important at all points in goal pursuit, it becomes especially critical in times where impediments or goal blockages arise (Snyder, 2000). The agentic capacity of hope within individuals can be heard when people express "positive self talk" comments such as "I can do this" or "I will not be stopped" (Snyder, Lapointe, Crowson, & Early, 1998).

If agency is the willpower required to execute a given route to goal accomplishment effectively, pathways thinking in Snyder's (1994, 2000, 2002) hope theory is the ability to generate those necessary routes. A high-hope individual is one who proactively generates one or more pathways to goal accomplishment in a given situation. When those with advanced path-ways thinking are executing a given pathway (e.g., progressing toward a project goal) and it becomes blocked (e.g., a technical breakdown), they show the capacity to launch into predetermined alternative pathways to continue toward goal accomplishment.

In addition to demonstrated positive impact on athletic, academic, health outcomes, and psychological adjustment in clinical applications, hope has also been found to lead to higher work performance outcomes across a number of independent studies (Luthans, Avolio et al., 2007). The mechanism of agency appears to support organizational participants to be more motivated toward accomplishing work-related goals, which in turn positively affects their performance. In addition, pathway thinking provides managers and their employees with the capacity to generate multiple ways to attain a given goal (e.g., contingency plans), especially where some pathways become blocked. Thus, hope as defined here can be developed through a short training intervention process in the workplace.

Though not as theoretically rich or as widely re-searched or applied to the workplace as confidence, hope can nonetheless make an important contribution to positive psychological capital. Commonly used in everyday language, Snyder, Irving and Anderson (1991) define it precisely as "a positive motivational state that is based on an interactively derived sense of successful (a) agency (goal-oriented energy) and (b) pathways (planning to meet goals)." There is considerable evidence of its positive impact on academic and athletic performance. However, only a few direct and indirect studies have examined its impact on workplace performance. Nevertheless, these workplace studies are promising.

The Resilience Resource of PsyCap. Resilience "refers to a class of phenomena characterized by patterns of positive adaptation in the context of significant adversity or risk," which enables individuals to bounce back quickly and effectively from adverse events (Masten, 2007). Resilience is the difference between those who recover well after adversity and those who remain devastated and unable to move ahead. Masten (2001) argues that those higher in resilience bounce back psychologically (including emotion and cognition) to levels at, or even beyond, previous levels of homeostasis or equilibrium.

Personal assets are those measurable characteristics that predict positive outcomes and adaptation to adverse circumstances. These assets are often referred to as resources, and in the workplace may take the form of a promotion or mentorship program (Masten, 2001). By contrast, risk factors are those measurable characteristics that predict negative outcomes and poor adaptation and in the workplace may be threats such as an abusive supervisor or losing a big customer account. Developing assets and minimizing risk factors are the targets of resilience development interventions (Masten, 2001).

Considering that resilience is developable, it is found that resilience does in fact change over time. Considerable work supports the notion that resilience can be developed through training interventions and lends support for the state-like nature of this important positive resource in today's turbulent environment.

Main stay of positive psychology coming mostly out of child psychopathology, resilience has received scant attention in organizational behavior and HRM research. Yet this capacity to "bounce back" from adversity or even dramatic positive changes is particularly relevant in today's turbulent business environment. At first, resilience was thought to be quite rare in people, but now, says Masten (2001), there is evidence that it can come "from the everyday magic of ordinary, normative human resources" and "has profound implications for promoting competence and human capital in individuals and society."

The Optimism Resource in PsyCap. Carver and Scheier (2002, p. 231) note "optimists are people who expect good things to happen to them; pessimists are people who expect bad things to happen to them" and the difference between the two is not trivial, as optimists "differ in how they approach problems and challenges and differ in the manner and success with which they cope with adversity." There are two major complementary theoretical streams by which optimism is explained in positive psychology. Seligman (1998) uses an attribution framework (i.e., explanatory style) whereby optimists make internal, stable, and global causal attributions of positive events and external, unstable, and specific attributions of negative events. Carver and Scheier (2002), on the other hand, take an expectancy perspective for their theoretical framework. A primary mechanism constituting this optimistic process is the expectation that a desirable outcome will result from increased effort. Carver and Scheier (2002) note that when people have this positive expectancy, they will continue to put forth effort even in the face of increasing adversity. By contrast, pessimists often lack the positive expectation of a desirable outcome to even initiate an action toward arriving at the desired outcome. Thus, it follows that increased effort would generally lead optimists to perform better than pessimists.

Although individuals may be more or less optimistic, there is potential to develop optimism, which provides theoretical support for being a positive state like capacity that can be enhanced through intervention.

Because of the theory and research of Seligman, optimism is perhaps more closely associated with overall positive psychology than the other constructs. Like hope, optimism is a commonly used term, but Seligman's (1998) definition draws from attribution theory in terms of two crucial dimensions of one's explanatory style of good and bad events: permanence and pervasiveness. Specifically, optimists interpret bad events as being only temporary ("I'm exhausted"), while pessimists interpret bad events as being permanent ("I'm all washed up"). The opposite is true for good events, for which the optimist makes a permanent attribution ("I'm talented") and the pessimist a temporary attribution ("I tried very hard on this one"). Whereas permanence has to do with time, pervasiveness has to do with space. For bad events, optimists make specific attributions ("I had a problem with this computer program"), while pessimists make universal attributions ("I'm just computer illiterate"); again, the opposite is true for good events (an optimist is "a computer whiz," while a pessimist "does know Excel"). Seligman (1998) provides some evidence of the positive impact of measured optimism on desirable workplace out-comes, reporting salespersons' high performance and retention at the Metropolitan Life Insurance Company.

In view of the importance of these constructs, it is useful to investigate the role of these parameters in a cporporatye setting. It is also crucial to examine the pattern of associoation amongst these variables.

The main objective of the present research is to examine the role of psychological capital in managers. The other objective is to examine the role of job level in this context. The purpose is to generate specific implications for gearing intervention programs aimed at enhancing adaptation.

3. Methods of Study

The method involves a sequence of activities.

3.1. The Design of Study

The study involved two levels of managers: (seniors and juniors). Managers of two levels (senior level: E6 to E8 and junior level: E1 to E5) have been drawn from Head Quarter of Mahanadi Coalfields Limited (MCL), a public sector undertaking. The participants were from different functions. There were 60 participants in total (30 each from senior and junior managers). Care was taken to equate income, position and power base across the categories within the level as far as possible. The dependent variables were self-efficacy, hope, resiliency and optimism.

3.2. Sample

Sixty managers were randomly sampled from among the managers of a public sectors undertaking (i.e. MCL HQ). Within the organization, two levels (i.e. senior level -from E6 to E8 and junior level - from E1 to E5) were chosen from different functions. Care was taken to maintain the level of power, position and emoluments similar within the organization, functions and levels.

3.3. **The Measure of Psychological Capital**

The formal definition of psychological capital is "an individual's positive psychological state of development that is 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" (Luthans, Youssef, & Avolio, 2007, p. 3).

Luthans (2007) have developed and validated the scale of psychological capital. The scale has 24 items to which the participant has to respond on a 6 point Likert-type scale: 1 ~ *strongly disagree,* 2 ~ *disagree,* 3 ~ *somewhat disagree,* 4 ~ *somewhat agree,* 5 ~ *agree,* and 6 ~ *strongly agree*. The sum of scores across items is indicative of an individual's psychological capital. However for question no. 13, 20 & 23 the points will be taken opposite to the point marked by the respondent i.e. if marked 1 then point to be taken as 6, if marked 2 point to be taken as 5 likewise.

The 24- items- scale contains four parameters (efficacy, hope, resiliency and optimism). Each parameter has 6 items.

Measure of Efficacy Self-efficacy gauges an individual's perceived belief that he/she can competently execute a task. Respondents are asked to indicate their level of confidence that they can execute a work despite such obstructions. There are 06 items (item no.1 to 6) to which the respondents are to answer. A sample item reads: "I feel confident analyzing a long-term problem to find a solution" and the respondent has to respond on a 6-point-scale as mentioned above. The sum of scores across items is indicative of an individual's efficacy.

Measures of Hope People are generally goal-oriented. People behave in such a way that they are trying to accomplish something. There are two components comprising hope: agency (willpower) and pathways. Considering this, 06 items (item no.7 to 12) are there to which the respondents are to answer. A sample item reads: "There are lots of ways around any problem" and the respondent has to respond on a 6-point Likert-type scale. The sum of scores across items is indicative of an individual's hope parameter.

Measure of Resiliency Resilience is the capacity of individual to cope successfully in the face of significant change, adversity or risk. Everyone has some resilience; it occurs every time we pull through stressful experiences. There are 06 items (item no.13 to 18) to which the respondents are to respond. One of the items reads: "I usually manage difficulties one way to another at work" and the respondent has to respond on a 6-point Likert-type scale. The sum of scores across items is indicative of an individual's resiliency.

Measure of Optimism Optimists are people who expect good things to happen to them; pessimists are people who expect bad things to happen to them. There are 06 items (item no.19 to 24) the respondents are to answer. One of the items reads: "I always look on the bright side of things regarding my job" and the respondent has to respond on a 6-point scale. The sum of scores across items is indicative of an individual's optimism.

3.4. Procedure

The participants were contacted in their work place. All the measures were administered as a single unit. The quantitative data were generated with respect to each of th e dependent measures.

4. Result

The purpose of present investigation is to compare senior and junior managers with respect to several dimensions of the psychological capital.

The association is examined in form of Pearson's correlation coefficients. The inter-correlation matrix is examined in the context of junior managers. The result shows significant relation between self-efficacy and hope, r (28) = .63, p < .001. It implies that with increase in hope, self-efficacy also increases. A significant association can be seen between efficacy and resiliency, r (28) = .50, p < .01. It implies that with increase in efficacy, resiliency increases. A significant association can be seen between efficacy and overall psychological capital, r (28) = .76, p < .001. It implies that with increase in

Table1: Inter-correlation Amongst Measures Obtained from Junior Mangers (n=30)

		1	2	3	4	5
1	**Efficacy**					
2	**Hope**	**0.63*** **				
3	**Resiliency**	**0.5****	**0.43***			
4	**Optimsm**	**0.06**	**0.41***	**0.00**		
5	**Overall Psychological Capital**	**0.76*** **	**0.90*** **	**0.68*** **	**0.54****	

*** p< .05 ** p< .01 *** p< .001**

Efficacy, overall psychological capital increases. A significant relation can be seen between hope and resiliency, r (28) = .43, p < .05. It implies that with increase in hope, resiliency increases. A significant association can be seen between hope and optimism, r (28) = .41, p < .05. It implies that with increase in hope, optimism increases. A significant association can be seen between hope and overall psychological capital , r (28) = .90, p < .001. It implies that with increase in hope, overall psychological capital increases. A significant relation can be seen between overall psychological capital and resiliency, r (28) = .68, p < .001. It implies that with increase in resiliency, overall psychological capital increases. Also a significant association can be seen between optimism and overall psychological capital, r (28) = .54, p < .01. It implies that with increase in optimism, overall psychological capital increases. The result shows non-significant association between efficacy and optimism, r (28) = .06.n.s.. There is no relation between resiliency and optimism.

The inter-correlation matrix is examined in the context of senior managers. The result shows significant relation between self-efficacy and hope, r (28) = .53, p < .01. It implies that with increase in hope, self-efficacy also increases. A significant association can be seen between efficacy and overall psychological capital, r (28) = .56, p < .01. It implies that with increase in efficacy, overall psychological capital increases. A significant association can be seen between hope and optimism, r (28) = .45, p < .05. It implies that with increase in hope, optimism increases. A significant association can be seen between hope and overall psychological capital , r (28) = .67, p < .001. It implies that with increase in hope, overall psychological capital increases. A significant relation can be seen between overall psychological capital and resiliency, r (28) = .60, p < .001.

Table2: Inter-correlation Amongst Measures Obtained from Senior Mangers (n=30)

		1	2	3	4	5
1	**Efficacy**					
2	**Hope**	**0.53****				
3	**Resiliency**	**0.00**	**0.09**			
4	**Optimsm**	**0.29**	**0.45***	**0.28**		
5	**Overall Psychological Capital**	**0.56****	**0.67*****	**0.60*****	**0.81*****	

*** p< .05 ** p< .01 *** p< .001**

It implies that with increase in resiliency, overall psychological capital increases. Also a significant association can be seen between optimism and overall psychological capital, r (28) = .81, p < .001. It implies that with increase in optimism, overall psychological capital increases. The result shows non-significant association between efficacy and optimism, r (28) = .29.n.s., between hope and resiliency, r (28) = .09, n.s., between optimism and resiliency, r (28) = .28.n.s.. There shows no relation between resiliency and efficacy.

The inter-correlation matrix is examined in the context of all managers (both senior and junior). The product moment correlation coefficients obtained from all managers shows a significant association between hope and general-efficacy, r (58) = .62, p < .001. It implies that with increase in general-efficacy, the resiliency also increases. A significant association can be seen between resiliency and efficacy, r (58) = .30, p < .05.

Table3: Inter-correlation Amongst Measures Obtained from All Mangers (N=60)

		1	2	3	4	5
1	**Efficacy**					
2	**Hope**	**0.62*** **				
3	**Resiliency**	**0.30***	**0.31****			
4	**Optimsm**	**0.14**	**0.43*** **	**0.15**		
5	**Overall Psychological Capital**	**0.71*** **	**0.82*** **	**0.64*** **	**0.63*** **	

*** p< .05 ** p< .01 *** p< .001**

It implies that with increase in efficacy, the resiliency also increases. A significant association can be seen between efficacy and overall psychological capital, r (58) = .71, p < .001. It implies that with increase in efficacy, the overall psychological capital also increases. A significant relation can be seen between resiliency and hope, r (58) = .31, p < .01. It implies that with increase in hope, the resiliency also increases. A significant association can be seen between hope and optimism, r (58) = .43, p < .001. It implies that with increase in hope, the optimism increases. A significant association can be seen between hope and overall psychological capital, r (58) = .82, p < .001. It implies that with increase in hope, the overall psychological capital also increases. A significant association can be seen between resiliency and overall psychological capital, r (58) = .64, p < .001. It implies that with increase in resiliency, the overall psychological capital also increases. A significant association can be seen between optimism and overall psychological capital, r (58) = .63, p < .001. It implies that with increase in optimism, the overall psychological capital also increases. The result shows non-significant association between efficacy and optimism, r (58) = .14.n.s., between optimism and resiliency, r (58) = .15.n.s..

The comparison is directed to examine difference on self-efficacy. The result shows significant effect, t (58) = 3.48, p < .01. Thus senior managers report a greater degree of job efficacy as compared to junior managers. As shown by Table-4, senior managers report more efficacy than junior managers (M = 31.30 and 28.50, respectively). Groups are compared on hope and the result shows that senior managers tend to report a greater degree of hope when compared with junior managers, though the t-value does not reach the level of statistical significance (p < .10). As shown by Table-4, senior managers tend to report higher degree of hope than junior managers (M=30.00 and 28.30, respectively).

Table 4 : Mean Psychological Capital Scores Obtained from all Participants

Variables	Groups				t- value
	Senior managers		Junior managers		
	Mean	SD	Mean	SD	
Efficacy	31.30	2.55	28.50	3.59	3.48**
Hope	30.00	2.35	28.30	4.19	1.94
Resiliency	26.70	3.96	25.80	3.88	0.92
Optimism	25.60	4.38	25.60	3.57	0.32
PsyCap	114.00	8.95	108.00	11.00	2.08*

When groups are compared on resiliency, the t-value shows non-significant effect, t (58) = 0.92, n.s.. As shown by Table-4, senior managers tend to exhibit as much resiliency as shown by junior managers (M=26.70 and 25.80, respectively). Groups are compared on optimism and the t-value shows non-significant effect, t (58) = 0.32, n.s.. As shown by Table-4, senior managers exhibit same level of optimism as shown by junior managers (M=25.60 and 25.60, respectively).

When groups are compared on composite value of all the four variables, the t-value shows significant effect, t (58) = 2.08, $p < 0.05$. As shown by Table-4, senior managers tend to exhibit higher psychological capital than junior managers (M=114.0 and 108.0, respectively).

4.1. Summary of Result

The findings of the study generate a number of salient features.

1. There is no difference across two groups (senior managers and junior managers) with respect to any of the components of psychological capital except that senior managers display a greater degree of job-efficacy as compared to junior managers and senior managers tend to display greater hope than junior managers.

2. Senior managers display greater Psy cap than do junior managers.

3. As predicted, the psychological capital components (efficacy, hope, resiliency, and optimism) are significantly inter-related with each other. This is in harmony with our predictions. Each component is strongly related to overall psychological capital.

5. Discussion

There is no difference across two groups (senior managers and junior managers) with respect to the component of psychological capital except that senior managers display higher job-efficacy compared with junior managers. It may be due to the fact that senior managers, with greater and longer exposure to mastering experiences, strengthen their self-efficacy beliefs. In addition, they experience cumulative feedback over years.

The psychological capital (efficacy, hope, resiliency, and optimism) are attitudinal structures. An organization provides a homogeneous environment where all the managers work in the same ambience, there are no major differences across the groups with respect to other components. However, senior managers tend to display higher hope than the junior managers.

The psychological capital dimensions (efficacy, hope, resiliency, and optimism) are significantly inter-correlated with each other. This is in harmony with our prediction. It means the managers who are resilient show greater general-efficacy as well as job-efficacy and they are also optimistic. Data obtained both from junior managers and senior managers show high degree of inter-correlation amongst hope and job-efficacy as well as hope and optimism. This is because organizational realities present difficulties and obstacles. In the midst of difficulties, people with a robust sense of self-efficacy continue with perseverant effort to be successful. Self-efficacy can be strengthening through intelligent structuring of initial experiences.

Optimism is a positive expectation about outcomes that is less connected to one's personal ability. Organizational participants can be efficacious about a particular aspect or task within their job or work context and same employees may be optimistic that they will ultimately be successful on the job and/or in other domains of life. Seligman (1998) pointed out that optimism not only as a means to individual well-being, but also as a powerful aid in finding your purpose and contributing to the organisation. With a firm belief in a positive future you can throw yourself into the service of that which is larger than you are.

Managers are generally goal-oriented and behave in such a way that they are trying to accomplish something. There are two components comprising hope: agency (willpower) and pathways. The mechanism of agency appears to support organizational participants to be more motivated toward accomplishing work-related goals, which in turn positively affects their performance. In addition, pathway thinking provides managers with the capacity to generate multiple ways to attain a given goal.

Both individual and organizational performance is improved by developing good qualities like self-confidence (efficacy), optimism and resilience. This has been demonstrated theoretically and empirically to be a higher-order core factor that Luthans and colleagues termed as psychological capital or PsyCap. (Luthans & Youssef, 2004).

5.1. Implications

The analysis of data reveals that senior managers show greater job-efficacy, greater hope as well as greater overall psychological capital than junior managers; this reflects positive role of wok experience. Organizational realities present difficulties and obstacles. Self-efficacy can be strengthening through intelligent structuring of initial experiences. Thus senior managers got wide range of experiences as well as on and off job training which made them more efficacious.

The study may be taken up with a larger sample in more than one organizations. Managers of different job environments may be considered for study. Both male and female managers may also be included for the study. The participants may be from two different functions - line functions in which managers are directly involved in production and staff functions in which managers are not directly involved in production but they help the line managers in production. Such an increase in the sampling frame may provide much more useful information.

Findings obtained from the examination of role of components of psychological capital (efficacy, hope, resiliency and optimism) variables provide inputs for interventions. Since junior managers exhibit less job efficacy, hope and overall psychological capital, it is suggested psychological capital building measures especially efficacy building measures should be adopted for junior managers. They should be trained in the art of structuring their initial tasks, exposing themselves to mastering experience, identifying and imitating role models from their vicinity.

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