

PSYCHOLOGICAL CAPITAL AND WORK ATTITUDES: A CONCEPTUAL ANALYSIS

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Abstract: *The major thrust of the present paper, pertaining to employees' growth and development at work, attempts a systematic analysis of attitudinal outcomes and performance improvement due to psychological capital. The constructs, namely psychological capital, and work attitudes like job involvement, job satisfaction, organisational commitment, cynicism, and turnover intention have been described. Based on far reaching Indian as well as western literature and findings, it is suggested that psychological capital would be positively related to desirable attitudes like job satisfaction, organisational commitment, and job involvement whereas negatively related to undesirable attitudes like organisational cynicisms and turnover intention. Through extensive literature and findings, the researcher is aiming to formulate a conceptual model of psychological capital based on propositions and to show how psychological capital is related to job attitudes. With respect to organisational development, this paper also covers practical implication where systematic intervention of psychological capital is given utmost priority. With reference to various organisations and workplaces, how psychological capital can be applied in a scientific direction through proper training, workshop, and web-based programme in order to promote healthy and balanced life.*

Keywords: *Psychological Capital, Job Satisfaction, Organisational Commitment, Job Involvement, Organisational Cynicism, Turnover Intention*

INTRODUCTION

The concept of "capital" is usually thought as an advancement in economic sciences. Capital is generally referred as investment of resources with expected returns in the market place (Lin, 2001). It is a broader concept, specific to economics, commerce and sociology but it has different notion in behavioural science. This paper focuses the psychological aspect of capital and tries to portray the significance of human potentiality through some series of questions: what resources do individual invest for performance improvement? Why do individuals invest resources? How do they invest the resources? What kind of returns do they expect? In all questions, the answer lies with a single standpoint i.e., individual capacity in one hand and organisational outcome in the other hand, which are completely psychological, can be developed, generated and managed successfully. Fred Luthans, a positive psychologist of university of Nebraska, audaciously proposed "capital" in the form of psychological way which reflected the positive approach towards the "human at work". By the beginning of the twentieth century, the term "capital" has been explained with the spirit of positive psychology approach. It has wide

application and important ingredients to social and human services (Radey & Figley, 2007; Ronel, 2006), leadership (Avolio, Gardner, Walumbwa, Luthans & May, 2004; Gardner & Schermerham, 2004; Luthans & Avolio, 2003), management (Ghoshal, 2005), and organisational sciences (Cameron, Duttan & Quinn, 2003; Duttan, 2003; Luthans, 2002a, 2002b). Luthans attempts to classify capital into four categories which are essential and shows its values to human at work and research development. These are "traditional economic capital" or "what you have" (Luthans, Luthans & Luthans, 2004), "human capital" or "what you know" (Luthans *et al.*, 2004), "social capital" or "who you know" (Putnam, 1993), "positive psychological capital" or "who you are" (Luthans *et al.*, 2004; Luthans & Youssef, 2004).

Psychological capital is an important construct of positive organisational behaviour (POB) research (Luthans, Vogelessand, & Lester, 2006; Luthans & Youssef, 2004). Psychological capital is one of the most influential areas of positive psychology because of its relevance to industries and organisations and has been believed a recent approach emerged from positive organisational behaviour (Luthans, 2002a, 2000b), which primarily stresses upon "strength

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based approach” and avoids “deficits based approach” (Fineman, 2006). Positive organisational behaviour plays a vital role for developing a conceptual and ideological foundation of positive constructs for psychological capital. Such positive constructs include hope, optimism, self-efficacy and resiliency (Luthans, 2002; Luthans & Avolio, 2003; Luthans & Youssef, 2004; Youssef & Luthans, 2007). These constructs are state-like approach rather than trait-like approach which can be measured, developed and effectively managed for performance improvement in today’s workplace (Luthans, 2002).

PSYCHOLOGICAL CAPITAL AS RESOURCE AND FACTOR THEORIES

It would be interesting to see how authors interpreted psychological capital through their systematic effort in order to portray clear clarification. According to Bhatnagar (2005), psychological empowered employee show high commitment towards their work. It is proved that psychological factor would play a vital role for both employee and organisational effectiveness. Specifically, ‘resource theories’ are playing the significant role in defining psychological capital. The most important resource is inner-self which is unknown to us but if we realize and aware inner-self then we can explore the ultimate truth of power, an essential component of human survival (Malhotra, 2010). Recourses can be psychological, individual or more importantly human multiple component resources. This theory not only support the theory construction but it looks how immensely favors within the component of psychological capacities. Two prime dimensions of psychological capital including optimism and resiliency are brought from theory of sense of coherence (Antonovsky, 1979) and theory of hardiness (Kobasa, 1979) respectively. Psychological capital also conceptually originates the theory of individual level resources (Thoits, 1994). This theory consists of four major resources such as self-efficacy, optimism, resiliency, and degree of goal pursuit (hope), which are fundamental for human beings in accordance to their adaptation with different resources and achieve favorable outcomes. The idea of Psychological capital has also been derived from psychological resource theories (Hofboll, 2002). According to him, individuals’ psychological capacities are primarily focusing to the theory construction of psychological capital. Besides resource theories, the researchers have also strived initially to discuss psychological capital as a subset of human capital to address the psychological strength of human beings at work (Fitz-enz, 2000). According to him human capital consists of four independent dimensions like psychological capital, instinctual capital, emotional capital and social capital, abbreviated as “PIES”. Despite his endeavour for stating correct structure of psychological capital, he didn’t establish the appropriate distinction between psychological capital and human capital. Based on this,

Luthans *et al.*, (2004), argued “psychological capital can be differentiated from human capital (what you know), social capital (who you are) and financial capital (what we have)”. With respect to the positive development, they also viewed psychological capital as “who you are” and “what you become” (Avolio & Luthans, 2006). The most acceptable conceptual clarification of psychological capital has been defined as an individual’s positive psychological state of development and is characterized by confidence (self-efficacy), being optimistic, hope and resilience (Luthans, Youssef & Avolio, 2007). These four dimensions are state-like higher order construct which represents the unique characteristics among four components. It can be conceptually defined (Luthans *et al.*, 2004; Luthans & Youssef, 2004; Luthans & Youssef, 2007) and empirically applied (Avolio *et al.*, 2007). However, Singh and Mansi (2009) have used psychological capital with two different dimensions such as optimism and self-efficacy on Indian sample. This study shows these two dimensions of psychological capital significantly contribute to psychological well-being. In addition to that, when original psychological capital questionnaire was used in South African sample, it is evidently noted through exploratory factor analysis that there are only three factor model contribute to psychological capital because their sample cannot differentiate between hope and self-efficacy (Plesis & Barkhuizen, 2012). The three factors of Psychological capital, according to them, are hopeful-confidence, optimism and resiliency. It is also renamed as Potential South African- Psychological Capital (PSA-PsyCap) instrument.

Components of psychological capital

Hope

Hope is a prime component of psychological capital. It is a state-like construct, which involves clear defined goals, along with the perceived capacities to produce the routes to those goals. So both agency (goal directed energy) and pathways (planning to meet goals) are important component of hope (Snyder, Irving, & Anderson, 1991). Snyder’s basic postulate is that hope is a cognitive state which helps the individual to become more realistic about his or her expectations to the desired goals through self determination, perception and energy. In the line of this idea, Snyder and his colleagues defined hope as an agency and will power. Later, the concept of hope was modified slightly as “agency” and “way power” because the individuals having these components are capable of generating an alternative ways to the desired goals (Snyder, 2000; Snyder, Ilardi, Michael, & Cheavens, 2000). Hopeful thinking is more beneficial in work related behaviour. Indeed hope can characterise the productive work setting or company as well as successful worker. Hope theory suggests that the person in work setting identifies the important goals to break larger goals into sub-goals that are easier to reach and to

Table 1: Historical overview of constructs – Psychological Capital

Authors	Year of publication	Theories related to psychological capital	Dimensions of psychological capital
Antonovsky and Kobasa	1979	Multiple component resource theories: like sense of coherence theory and hardiness theory	Optimism and resiliency
Thoits	1994	Individual level resources theories	Self-efficacy, optimism, resiliency, and degree of goal pursuit (a major component of hope)
Fitz-enz	2000	Theory of human capital	Psychological capital, instinctual capital, emotional capital and social capital,
Hofboll	2002	Psychological resource theories	Individual psychological capacities
Luthans, Youssef and Avolio	2007	Psychological capital	Hope, optimism, self-efficacy and resiliency
Singh and Mansi	2009	Psychological capital	Optimism and self-efficacy
Plesis and Barkhuizen	2012	Psychological capital	Hopeful-confidence, optimism and resiliency

Source: prepared by the researchers based on extensive literature

learn to reach desired goals by alternative routes especially in stressful situation (Luthans & Jensen, 2002).

Optimism

Optimism is an important state-like construct of psychological capital. Martin Seligman, a psychologist from University of Pennsylvania and formerly known for his “helplessness theory” defined optimism as causal attribution to explain positive and negative experiences or events. Helplessness theory is the theoretical root to explain optimism. Optimism can be classified into two forms - learned optimism (Seligman, 1998) and dispositional optimism (Scheier & Carver, 1985). Luthans took Seligman’s learned optimism concept as one of the most valuable component of psychological capital. Learned optimism can also be defined in terms of distance between negative outcomes (past) and positive outcomes (future). That means the individual always tries to maintain distance from past and links himself positively to the future, called optimism. In order to achieve high performance at work, learned optimism proves to be the best tool for developing psychological strength. Following Seligman’s theoretical framework on explanation style of optimism, Schneider (2001) explores three components for establishing complete ideology of optimism in the context of workplace which include - leniency for the past, appreciation for the present and opportunity seeking for the future.

Resiliency

Resiliency is another important state of psychological capital. Like hope, optimism, and self-efficacy, resiliency is measurable (Block & Kremen, 1996, Wagnild and Young, 1993). Positive emotionality is the important determinant

of resilient people (Block & Kremen, 1996) or have greater ability to rebound from negative circumstances, especially when recognize threats (Masten, 2001). It is the capacity of the individual to adapt positively to the different negative environmental occurrences like conflict, adversity, difficulty and failure or positive events with individual like increased status and responsibility (Luthans, 2002). Masten and Reed (2002) define resilience as a process of positive adaption to the different adversities and risk. So it is essential for life, because society is competitive and ever changing. In an organisation, resiliency in an employee is must. It is applicable and related to performance in the workplace (Coutu, 2002; Luthans *et al.*, 2005; Luthans Vogelgeslang, & Lester, 2006; Waite & Richardson, 2004).

Self-efficacy

If we raise a question of ‘what a person can do’? Or ‘how can a person do a task’? The answer will probably reflect upon individuals’ competencies or beliefs like ability, skill, and knowledge - popularly termed as “self-efficacy”. It can be viewed interchangeably as individuals’ confidence and conviction in order to examine their complete enrichment. According to Bandura (1997), self-efficacy has been defined as “people’s belief in their capabilities to produce desired effects by their own actions”. Some Indian psychologists argued the relevance of self-efficacy in different work environments (Gupta & Sawhney, 2010; Varma, 2010; Punia & Kaushik, 2012). Self-efficacy helps in fostering competence for performance (Pethe, Chaudhari, & Dhar, 1999). According to them occupational self-efficacy has six independent factors like confidence, command, adaptability, personnel effectiveness, positive attitudes and finally individuality. Self-efficacy can be inculcated through

four ways - employee' task mastery, modeling behaviour, positive feedback, and physiological and psychological arousal (Bandura, 1997).

Job attitudes

An attitude is a cognitive evaluation in the world. We can develop our attitude through the affect and cognition associated with an object (Zanna & Rampel, 1988). In organisational psychology, researchers have given special focus towards job attitudes, which is based on employees' feelings, liking or disliking, preferences or choices towards the job. Depending upon the situation, employee may show either positive or negative attitudes. Positive attitudes are job satisfaction, organisational commitment, job involvement, employee engagement while cynicism and turnover intention are considered negative attitude.

Job satisfaction

Job satisfaction simple refers to employee's level of positive feelings about his/ her job. This is one among such attitudes where many researchers in recent periods, studied widely in organisational research. Job satisfaction can be defined as pleasurable emotional state resulting from appraisal of one's job or job experience (Locke, 1976). According to Luthans (1998), job satisfaction can be interpreted in three ways, namely as an emotional response, individual expectations about outcomes and related aspects of work like pay, promotion, work itself, facilities, nature of work, coworkers etc. It may be defined as an individual's positive or negative attitudes about the intrinsic and extrinsic aspects of one's job.

Organisational commitment

Organisational commitment is the employees' psychological attachment towards their organisation. It simply refers to the positive attitude of employees and their relationship with organisation. According to Porter, Steers, Mowday and Boulian (1974), commitment is the relative strength of an individual's identification and involvement in a particular organisation. It has also been defined as employee's loyalty to the organisation, eagerness to attempt on behalf of the organisation, and aspire to preserve membership (Bateman & Strasser, 1984). There are three independent dimensions of organisational commitment (Meyer & Allen, 1991). These are affective, continuity and normative. Affective commitment is defined as an emotional attachment of employees' towards organisation. The term 'affect' is a behavioural component where an employee is mostly regulated through his/ her identification and involvement with particular task in a job. The employees with affective commitment give importance to their values and beliefs

about organisation. For example, an employee may dislike his/ her boss, job, organisational administration etc. or may show favourable reaction to the same with own values and personal standpoints. There are some factors identified by Steers (1977) and Mottaz (1988), influenced to the antecedents of affective commitment. These are job characteristics, job performance, perceived organisational support, and dependence. Continuance commitment refers employees' commitment with economic as well as non-economic perspectives. Economic perspectives are playing as major role for employee existence as far as finance matter is concerned. Employees' working relationship with co-workers, job security, job skills for particular task, retirement investment, career investment, community involvement are non-economic resources which are non-transferable and important determinant for continuance commitment (Jha, 2011). Finally normative commitment is the third component which simply denotes the ethical and moral reasons of employees' commitment. Normative commitment characterizes as "the general value of loyalty and duty" (Wiener, 1982). Other studies also indicated the moral obligation of employees' to their organisation based on their goals and values (Becker, Randall & Reigel, 1995). One comparative study conducted by Mangaleswaran and Srinivasan (2012) on public sector employee of both India and Sri Lanka. In their sample, they found a significant difference of organisational commitment between peoples of both countries. By focusing the analyses of this study, they argued that, with compared to Sri Lanka, bank employees of India have more organisational commitment

Job involvement

When a person is involved psychologically in his or her job, it is called job involvement. It is linked to individual's daily routine task or life related to his/ her job (Reitz & Jewell, 1979). According to Kanungo (1982), the employees whose involvement in job is high can be said that the job is important to individual's self-image. Job involvement measures the degree to which a person identifies psychologically with his/her job and consider the perceived performance level important to self-worth.

Organisational cynicism

Organisational cynicism is a negative attitude towards one's employing organisation, composed of the belief that the organisation is untrustworthy and lacking in integrity (Abraham, 2000). According to Dean and his associates (1998), organisational cynicism is a critical behaviour towards the organisation which comprises three dimensions; they are a belief that the organisation lacks integrity, negative effect towards the organisation, and tendencies to disparaging and

critical behaviour those are consistent with these beliefs and effect. Research evidences suggests that cynicism results in lowered job satisfaction, reduced commitment and deterred citizenship behaviour (Abraham, 2000).

Turnover intention

As indicated earlier, turnover intentions are well-advised an undesirable employee attitude (Avey, Reichard, Luthans, & Mhatre, 2011) as well as an outcome variable in industrial and organisational psychology. Turnover intention is a behavioural intention where an employee develops an attitude about leaving his/ her organisation. It can be at both organisational and individual level. At organisational level, turnover may happen due to situational factors in organisation, especially when organisation is in trouble position. It may be due to poor production and lesser demand of products. But when we think how is it related to individual; in individual perspectives intention to quit or leave is more or less psychological. For instance, research evidences suggests a strong relationship between stress and intention to quit, as well as actual turnover (Saks & Ashforth, 1997).

PSYCHOLOGICAL CAPITAL & WORK ATTITUDE

A number of researches have tested the relationship between psychological capital and employee attitudes. Employee attitude is a functional aspect of employees associated with their concerned organisation or technically it might be interpreted in terms of positivity (desirable aspect) or negativity (undesirable aspect). In order to gain profitability, the organisation lays emphasis upon employees' desirable attitude like job satisfaction, organisational commitment, and job involvement. On the other hand, the most significant undesirable employees' attitude like cynicism is also observed in various organisation.

A study conducted by Youssef (2004) on 1000 managers found that there was a positive relationship between hope and job attitudes like job satisfaction, work happiness, and organisational commitment. Hopeful employees show consistent attachment to their work which results in increased performance including employee satisfaction, commitment, and other desirable attitudinal outcomes such as psychological engagement and identification (Cogner & Kanungo, 1988; Hackman & Oldham, 1980; Harter, Schmidt & Hayes, 2002). Hope was also found to be a significant predictor of work engagement (Othman & Nasurdin, 2011). In connection with this related literature the researcher can assume that the hope might be found positively related to job involvement. Hopeful employees are better at understanding or imagining the multiple pathways in order to reach the goal. Research experts viewed that employee with high in

hope capacity actually reduced the perceived need to quit the work place (Avey *et al.*, 2010).

Research evidences on Chinese workers suggest that optimism was significantly related to employee performance, job satisfaction, work happiness, and organisational commitment (Youssef & Luthans, 2007). In connection to this study, Indian psychologists found affective and normative commitment was significantly positively related to transformational leadership (Ramchandran & Krishnan, 2009). Following this work, in the year 2010, Amarjit Gill, Alan B Flaschner, Charul Saha and Ishan Bhutani reported that employee job satisfaction was associated with perceived transformational leadership. One of classic researches has also revealed that those who are rated as high transformational completely are influenced by positive psychological traits which include hope, optimism and resiliency (Peterson, Walumbwa, Byron & Myrowitz, 2009). According to them, positive psychological traits are related positively to transformational leadership. Research evidences indicating that learned optimism predicts higher productive work records (Seligman & Schulman, 1986), more satisfaction in inter-personal relationship (Fincham, 2000). Extensive study is there to support the relationship between optimism and employee performance and their consistent engagement (Jensen, Luthans, Lebsack, & Lebsack, 2007). Employee engagement is mostly characterized by continuous involvement and dedication. Based on these findings researcher can assume that optimism would be positively related to work attitude such as job satisfaction and organisational commitment and job involvement. Stajkovic and Luthans (1998) reported that optimistic people have more perseverance of facing obstacles. These people are non-quitter because they are always looking at the bright side of the future.

Research findings indicate that resiliency was positively related to job satisfaction, organisational commitment and work happiness (Youssef & Luthans, 2007; Pepe, 2011). Resiliency is also assumed to be an important determinant of job involvement. Though there are not enough findings between resiliency and job involvement but there are some studies with work engagement. One of the important works on 422 staff nurses indicated positive relationship between resiliency and work engagement (Othman & Nasurdin, 2011).

A meta-analysis work by Stajkovic and Luthans, (1998), consisting 114 studies highlights the strong relationship between self efficacy and job related performance. In a study conducted in India by Sinha, Talwar and Rajpal (2002), it was observed a positive relationship between organisational commitment and self-efficacy. According to some experts, employee self efficacy is very important for any organisation and is positively related to many relevant organisational attitudinal outcomes like job satisfaction, organisational commitment, and preparedness for organisational change (Schyns, 2004; Schyns & von Collani, 2002).

Though occupational self-efficacy does not have strong relationship with organisational commitment but shows the positive correlation between occupational self-efficacy and organisational commitment (Rathi & Rastogi, 2009). Another study shows that there is a significant positive relationship between occupational self-efficacy and employee engagement (Kumar & Sia, 2013). In this study they have observed that affective commitment was significantly related to employee engagement. Self-efficacy has also been found to be positively related with work engagement among business executives in India (Chaudhary, Rangnekar & Barua, 2012). So we can assume from these studies, self-efficacy will also be positively related to job involvement.

Research evidences suggests that the employee having high Psychological capital state-like constructs of hope, optimism, self-efficacy and resiliency report being more satisfied (Luthans *et al.*, 2007) and more organisational commitment (Luthans *et al.*, 2008). It is also argued that employee show high level of commitment where organisations are able to satisfy their need of self-efficacy and other PsyCap states. In line with this argument, employees are involved enthusiastically to their work, termed as employee engagement. Another study conducted by Cetlin (2011) on 213 employees of Turkey, found that psychological capital was positively related to organisational commitment and job satisfaction attitudes.

Job involvement is subjective in nature which implies employee's personnel as well as psychological level towards his or her job. Employee engagement is work-related, which simply identifies the employee attachment to his or her work through rigorous dedication, vigor and absorption (Schaufeli & Bakker, 2004). Though both job involvement and work engagement are different but they have slight similarities in terms of their connectivity to work environment. There

are not enough studies showing relationship between PsyCap and job involvement but prevails some studies with employee engagement. According to Avey *et al.*, (2008), psychological capital is significantly related to employee engagement and positive emotion plays an important recourse which is associated with the desired attitude of an organisation. Sweetman and Luthans (2010) gave clear cut proposition that PsyCap would be positively related to work engagement. So referring to this standpoint, we can assume that psychological capital would definitely be related to job involvement.

Organisational cynicism attitude is an undesirable attitude. Positive employees are helpful for positive change in organisation. There are some reasons 'why do high PsyCap employee experience lower level cynicism'. Two major components of PsyCap capacities like hope and optimism are important source for generating positive emotion (Snyder *et al.*, 1991). These can make the employees more comfortable to increase their success probability and target accomplishment through positive appraisal. Second, employees' argentic and pathways thinking flourishes the alternative route achieve success. And finally, employees way power plays an important role to experience fewer negative feelings in different obstacles (Snyder *et al.*, 2000). They exhibit lesser deviance and less cynical and more citizenship behaviour (Avey *et al.*, 2008). Psychological capital has also been found negatively related to cynicism (Avey *et al.*, 2010).

Though turnover intention is believed as a big threat for individual as well as organisation, psychological capital can be best thought as a tool for lower turnover intention. One study indicates that there is a significant negative relationship between psychological capital and turn over intention (Avey *et al.*, 2009). It means that, PsyCap employees have lower

Fig. 1: Conceptual framework of relationship between psychological capital and work attitudes

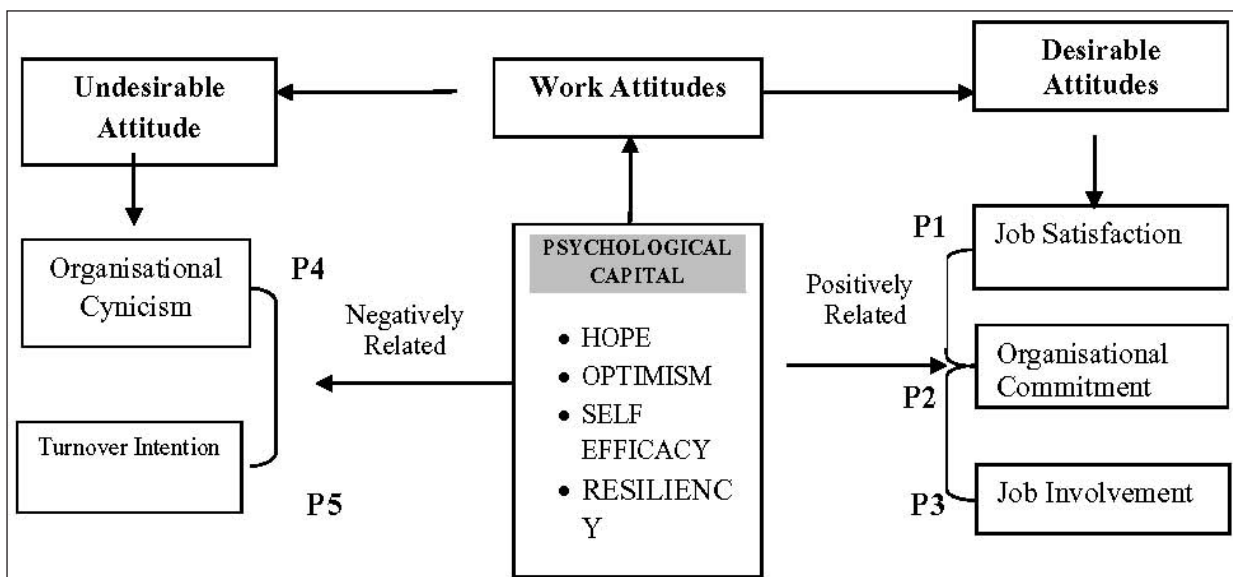


Table 2: Psychological capital in terms of the outcomes.

Independent dimension	Author and year of publication	Findings
Psychological capital	Snyder, Harris, Anderson, Holleran, Irving, Simon and Wu, 1991;	Psychological capital negatively related to organisational cynicism;
	Luthans, <i>et al.</i> , 2007;	Psychological capital and job satisfaction;
	Luthans, Norman, Avolio and Avey, 2008; Avey, Wernsing, and Luthans, 2008; Avey <i>et al.</i> , 2008;	Psychological capital and organisational commitment; psychological capital is negatively related to cynicism; Psychological capital and job engagement;
	Avey, Luthans and Jensen, 2009; Peterson <i>et al.</i> , 2009	Psychological capital and turnover intention; positive relationship between trait psychological capital and transformational leadership;
	Sweetman and Luthans, 2010; Avey, Luthans and Youssef, 2010	Psychological capital and its positive relation to work engagement; Psychological capital and its negative relation to cynicism and intention to quit;
	Cetlin, 2011.	organisational Psychological capital was positively related to organisational commitment and job satisfaction attitudes
Independent Dimensions of Psychological Capital		
Hope	Youssef, 2004	positive relationship between hope and job attitudes
	Harter <i>et al.</i> , 2002; Cogner & Kanungo, 1988; Srivastara, 1986;	Relationship between hope and increased performance including employee satisfaction, commitment and other desirable attitudinal outcomes such as psychological engagement and identification
Optimism	Gill <i>et al.</i> , 2010; Ramchandran, & Krishnan, 2009	Employee job satisfaction was associated with perceived transformational leadership; affective and normative commitment was significantly positively related to transformational leadership
	Youssef and Luthans, 2007; Jensen <i>et al.</i> , 2007	Optimism was significantly related to employee performance, job satisfaction, work happiness and organisational commitment; relationship between optimism and employee performance and their consistent engagement
Resiliency	Pepe, 2011; Othman & Nasurudin, 2011;	Resiliency is significantly related to both job satisfaction and work commitment. positive relationship between resiliency and work engagement
	Youssef and Luthans, 2007	resiliency was to be positively related to job satisfaction, organisational commitment and work happiness
Self efficacy	Rathi & Rastogi, 2009;	positive correlation between occupational self-efficacy and organisational commitment;
	Schyns, 2004; Schyns & von Collani, 2002; Sinha <i>et al.</i> , 2002	Self efficacy was positively related to organisational attitudinal outcomes like job satisfaction, organisational commitment and preparedness for organisational change
	Chaudhary, Rangnekar and Barua, 2012; Kumar & Sia, 2013	Positive relationship between self-efficacy and work engagement

intention to leave organisation because they possess higher hope, optimism, self-efficacy and resiliency. Psychological capital has also been negatively related to intention to quit (Avey *et al.*, 2010).

Based on literature and findings from various studies including Indian and others, we may frame following propositions on the relationship between psychological capital and work attitudes,

- P1:** Psychological capital will be positively related to job satisfaction.
- P2:** Psychological capital will be positively related to organisational commitment.
- P3:** Psychological capital will be positively related to job involvement.

P4: Psychological Capital will be negatively related to organisational cynicism.

P5: psychological capital will be negatively related to turnover intention

Let us move towards the final touch, a conceptual model, constituted by five propositions, is to be represented in this way,

CONCLUSION

We have come across many literature covering the relationship between psychological capital and work attitudes, which reflected a very simple and crispy explanation i.e., importance of psychological capital and its contribution for employees

to overcome difficulty at workplace and achieve balanced life. Based on propositions, the above conceptual model projects the relationship between psychological capital work attitudes. If we intervene psychological capital properly and systematically, we would definitely be at a position to make a beautiful platform for employees' performance improvement by fostering positive work attitude like job satisfaction, organisational commitment and job involvement. Then complete well-being of an employee will automatically follow. In reality, some companies have failed to understand the employees' problem and always focus the profit side, which makes clear gap between employees and supervisor. So, in connection with these issues, the researchers as well as HR professionals should stand on behalf of employees' interest and propose a training module on psychological capital. Since it has enormous positive effects, it should be taken up as regular intervention in order to reach optimum work output. It cannot be restricted to employees working in an industry, but it can be applied to any sector.

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