



Examining the Impact of Positive Psychological Capital in Reducing Cynicism

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Abstract *The main purpose of present study is to provide empirical evidence on role of positive psychological capital in reducing cynicism in banks. It has been proposed that when employees have high positive psychological capital including high hope, optimism, resilience and self-efficacy; their cynicism level reduces. It's imperative that the employees must possess core values of Hope for a better future; Optimism to see the positive side of situations; Resilience to bounce back from adversity; & Self-efficacy for a feeling that "I can do it".*

The present study utilizes questionnaire survey method. Standard questionnaires were used to collect responses from employees of service sector firms. The sample for the present study includes employees of select Service sector firms from Tricity (Chandigarh, Panchkula, and Mohali). In total, the study has been conducted on 250 respondents from top 5 select service sector firms namely HDFC, ICICI, Kotak Mahindra, Bharti Airtel and Vodafone. The findings of the study revealed that positive psychological capital is significantly but negatively related with cynicism. Also, hope, resilience, self-efficacy and optimism were found to be negative and significant. The results were supported by previous studies conducted by (Luthans et al., 2004), (Avolio & Luthans, 2006), (Avey et al., 2011), (Yin et al., 2018) and others.

The present study suggests that service sector industry can reduce cynicism prevalent in its employees by influencing their positive psychological capital specifically by developing their hope, resilience, self-efficacy and optimism. The study also suggests that organizations must pay attention to positive psychological capital of individuals as a key source of enhancing their competitive advantage.

Keywords: *Positive Psychological Capital, Hope, Resilience, Self-Efficacy, Optimism, Cynicism*

INTRODUCTION

The idea of positive organization behaviour was introduced by Luthans, which includes the concept of positive psychological capital which may help in achieving competitive advantage to organizations and individuals, (Hodges, 2010). There is a growing body of research which demonstrates the benefits of higher order constructs of positive psychological capital in contemporary organizations, (Youssef & Luthans, 2010). Positive psychological capital has been found to produce high correlations with performance outcomes as compared to its individual components itself, (Luthans et al., 2005). Positive psychological capital is seen as a resource that goes beyond human capital (experience, knowledge, skills and abilities) and social capital (relationships, networks). It deals

with "who you are here and now", and "who you can become" in the proximal future if your resources are developed and nurtured in the workplace (Luthans et al., 2004), (Avolio & Luthans, 2006). Positive psychological capital has been found to exert 'synergistic effect' in which whole of positive psychological capital impact is greater than sum of its parts. Positive psychological capital can be developed by Positive psychological capital interventions (Luthans et al., 2007; 2008). Various researches have shown positive relationship between positive psychological capital and employee attitudes such as job satisfaction, organizational commitment and turnover intentions and employee behaviour such as organizational citizenship behaviour and job performance, (Avey et al., 2011).

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The roots of positive psychology can be found in ‘Optimistic Psychology’, which is the scientific method of discovering factors leading to growth and progress of individuals and groups, (Luthans, 2010). The capacities representing optimistic organization behaviour includes hopefulness, optimism, flexibility and self-efficiency; which are the same factors representing positive psychological capital (Luthans & Youssef, 2004). Positive psychological capital has considerable positive effects on the organizational desirable outcomes. Positive psychological capital leads to increase in creativity and entrepreneurship; decrease in work absence; increase in performance, organizational commitment, job satisfaction, and organizational citizenship behavior. Positive psychological capital includes actualization and development of the employees’ talent and potentials (Toor & Ofori, 2010), (Luthans et al., 2008; 2010), (Peterson et al., 2011), (Cetin, 2011), (Lewis, 2011), (Avey et al., 2008), (Clapp-Smith et al., 2009), (Luthans et al., 2007),

LITERATURE REVIEW

Psychological Capital

According to Luthans et al., (2007) “Positive psychological capital is the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace”. Psychologists have identified positive psychological capital as a set of personal traits contributing to human productivity (Luthans et al., 2005), (Luthans et al., 2007), (Gohel, 2012). According to Luthans & Youssef (2007) Positive psychological capital is a positive psychological state of development which has been characterized by:

1. Hope: Having perseverance toward goal accomplishment and redirecting paths to goals in future.
2. Self-efficacy: Having confidence to take on and put in the necessary effort for succeeding at challenges in life.
3. Optimism: Having a positive attribution about succeeding in present as well as in future.
4. Resilience: Having Sustainability and bouncing back even beyond when beset with problems and adversities, to attain success.

Bryant & Cvenegros (2004) and Luthans et al., (2007) stated that these four dimensions are conceptually independent and empirically valid.

The Basic Components of Positive Psychological Capital

The basics components of positive psychological capital as stated above are Self-efficacy, Optimism, Hope, and Self-Efficacy. Research has demonstrated that individuals with high positive psychological capital have high self-efficacy, higher optimistic expectations, and set higher goals for themselves; thereby helping them to strive and thrive at work successfully, (Lyubomirsky et al., 2005).

Hope

Hope represents the motivational force which helps in identifying the path to achieve goals, (Luthans et al., 2007). Hope also represents a belief to determine significant purpose and process in order to overcome obstacles by an individual (Çetin & Basım, 2011).

Individuals who have higher hope tend to have higher energy in goal persuasion, (Snyder, 1994, 2000), (Snyder et al., 1991, 2000).

According to (Snyder, 1994), Snyder et al., (1996, 2002), Hope is a positive motivational state which consists of interacting elements namely:

1. Agency: Goal directed energy; ability in initiating and sustaining action towards desired goal through motivation and determination.
2. Pathways: Planning to meet goals; perceived capability to develop plans to reach a goal.

The interaction between three factors namely goals, agency and pathways lead to hope.

The sense of agency provides individuals with an intrinsic determination and willpower for to interpolate their energy in accomplishing goals. Individuals with high hope tend to generate pathways for goal accomplishment; in case their original goals have been blocked due to some reason, hopeful individuals tend to have a capability to generate alternate ways to get things they want. Previous research has established positive impact of hope in clinical, educational and sports applications, still the research on the relationships with numerous constructs is emerging with promising results (Luthans & Youssef, 2004). Research has shown various characteristics of individuals with high hope; some of them are listed in table 1 below:

Table 1. Characteristic Traits of Hopeful Individuals

<i>Characteristics</i>	<i>Previous Studies</i>
1. Optimistic	Bressler et al., (2010), Erbası & Ozbek (2017), Dos Santos et al., (2018).
2. High Academic performance	Snyder (2000), Snyder et al. (2002), Gallagher et al., (2017), Ben-Naim et al., (2017), Marques & Lopez (2017), Carmona-Halty et al., (2018), Yotsidi et al., (2018).
3. Wellbeing	Diener (1984), Fritze et al., (2008), Griggs (2017), Vela et al., (2018), Martins et al., (2018).
4. Resilient	Brooks (1994), Avey et al., (2008), Youssef & Luthans (2007), Kim et al., (2017).
5. Independent Thinkers	Luthans et al., (2007), Nelissen (2017).
6. Agentic (goal directed) thinking	Snyder et al., (1998), Gilman et al., (2006), Holder (2007), Tuzun et al., (2018).
7. Risk Takers	Snyder (2002), Mishra et al., (2017).
8. Creative Problem Solving	Zhou & George (2003), Luthans et al., (2007).
9. High willpower	Larson & Luthans (2006), Muwonge et al., (2017).
10. Reduced Depression	Snyder et al. (1997), Bjornnes et al., (2018).

Source: Author

Resilience

In technical terms resilience has been defined as the elastic capacity of a substance to spring back into shape when an external force is applied on it. In Psychological terms, resilience of an individual is stated as the capacity to recover from difficulties by overcoming adversity and uncertainties to achieve success (Gooty et al., 2009; Luthans et al., 2006; Luthans et al., 2007). Research has shown that individuals who are resilient have positive attitude, optimism, ability to

regulate emotions, and ability to perceive failure as a helpful feedback for future actions (Tugade et al., 2004).

According to Luthans & Youssef (2004) resilience is composed of three components namely:

- (a) Accept: Acceptance of reality
- (b) Believe: Deep belief of meaningful life
- (c) Adapt: Improvising and adapting to changes

Research has shown various characteristics of individuals with high resilience; some of them are listed in table 2 below:

Table 2. Characteristic Traits of Resilient Individuals

<i>Characteristics</i>	<i>Previous Studies</i>
1. Optimistic/ Positive attitude	Klohn (1996), Fredrickson (2004), Youssef & Luthans (2007), Smith et al., (2008), Sourı & Hasanirad (2011), Segovia et al., (2012), Martinez & Ruch (2017), Kleiman et al., (2017).
2. Emotional Intelligence	McCrimmon et al., (2017), Di Fabio & Sakdofsk (2018).
3. Embrace failure positively	Goodman et al., (2017), Khan et al. (2017).
4. Flexible	Coutu, (2002), DesJardine et al., (2017), Shoss et al., (2018).
5. Survivors (Bounce back from setbacks)	Coutu (2002), Tugade & Fredrickson (2004), Jackson et al., (2007), Siebert (2009), Ogrea (2018).
6. Energetic towards life	Klohn (1996), Tengblad & Oudhuis (2018), Akhtar (2018).
7. Curious /Open-to-new experiences	Klohn (1996), Siebert (2006), Sonnet (2016), O'Herlihy (2016).
8. Humorous	Cohler (1987), Billig (2018), Akhtar (2018).
9. Creative explorers	Cohler (1987), Coutu (2002), Rego et al., (2012), Wu et al., (2018).
10. Innovative	Fredrickson (2004), Peterson et al., (2008), Williams & Anyanwu (2017), Hallak et al., (2018).
11. Adaptive to change	Luthans et al., (2007), Siebert (2009), Parsons (2010), Bimrose & Heame (2012).
12. Risk Takers	Hagevik (1998), Peterson et al., (2008), Siebert (2009),
13. Sense of Control	Masten (2001), Coutu (2002), Akhtar (2018).

Source: Author

The resilient individuals have a belief that in times of repeated failures, set-backs or in inherent discouraging skeptical social situations; they possess necessary staying

power to rebound or 'bounce back' from adversity (Masten, 2001), (Luthans, 2002), (Coutu, 2002), (Masten & Reed, 2002), (Bandura & Locke, 2003).

Optimism

Optimism can be defined as a positive outlook of future and a propensity to perceive positive events as within control of self (Luthans et al., 2007). According to Synder et al., (1991), Optimism is generalized expectations that individual hopes for the best and persistence for achieving the target. Individuals who are optimistic about their future and are confident about their abilities to succeed in whatever task they do are more inclined towards taking charge of their own career plan (Seligman, 1998). Optimism is generalized expectations that individual hopes for the best and persistence for achieving the target (Synder et al., 1991). Optimism has been supported as a state-like, malleable construct that is open to development (Schneider, 2001). Optimistic individuals are more adaptive towards changes in work settings and past failures with realistic evaluation and have positive expectation about future (Peterson et al., 2011). Optimism is making an internalized, moderately stable, and global worldwide attribution regarding positive events, for

example, goal accomplishment, and an external, relatively unstable, and specific cause for negative events like a failed attempt at reaching a goal.

According to Luthans & Youssef (2004), it refers to a positive explanatory style that attributes positive events to internal, permanent, and pervasive causes, and negative events to external, temporary, and situation specific ones. This allows individuals to take credit for favorable events in their lives, boosting their self-esteem and morale. Individuals who are optimistic attribute positive events as internally oriented and negative events as externally oriented and temporary in nature as specifically related to situational factors (Seligman, 1998), (Peterson, 2000).

Unlike hope, optimism has been applied not only to clinical applications, but also in organizational settings (Martin et al., 2003), (Carver & Scheier, 2002).

Research has shown various characteristics of individuals with high optimism; some of them are listed in table 3 below:

Table 3. Characteristic Traits of Optimistic Individuals

<i>Characteristics</i>		<i>Previous Studies</i>
1.	Positive attitude	Fry (1995), Avey et al., (2008), Kim et al., (2017)
2.	Future oriented	Peterson, C. (2000).
3.	Highly motivated	Wicker et al., (2004), Demetriou & Schmitz (2011), Durrah et al., (2017).
4.	Highly satisfied	Fry (1995), Chang et al., (1997), Puri & Robinson, 2007), Sahai & Singh (2017).
5.	Creative problem solving	Lyubomirsky et al., (2005), Peterson et al., (2008), Medlin & Green (2009), Kluemper et al., (2009), Michael et al., (2011), Sweetman et al., (2011), Rego et al., (2012), Rego et al., (2018).
6.	Competent	Wrosch et al., (2003), Petton et al., (2004), Wright (2005), El-Anzi (2005), (Luthans et al., (2008), Hassan (2010), Saleem et al., (2012),
7.	High wellbeing	Strutton & Lumpkin (1992), Seligman (1998), Chang et al., (2000), Sahai & Singh (2017).
8.	Self-efficient	Wright (2005), Karademas et al., (2007), Saleem et al. (2012), Kim et al., (2017).
9.	Resilient	Stein & Book (2003), Wright (2005), Thompson & Gaudreau (2008), Kim et al., (2017), Marinus & Nekimken (2017).

Source: Author

The optimistic approach is more predictable with Theory Y, which accept that the typical employee needs to work, enjoys important responsibility, can achieve objectives, and when all is said in done, requires only insignificant supervision. The part of the manager in this record is that of a mentor, asset acquirer, troubleshooter, change specialist, or potentially facilitator. Connection amongst managers and colleagues inside the optimistic structure depend on large amounts of trust and participation, and basic decision making is normally decentralized.

Self-Efficacy

Self efficacy can be understood as having confidence in one's own ability by mobilizing motivation, cognitive resources and available action course which is necessary for execution of specific task (Luthans & Youssef, 2004). According to Keles (2011), individuals who have higher self-efficacy tend to choose tasks which are challenging and overcome obstacles by developing complicated ways; they become persistent and oriented towards success during difficulties, (Shahnawaz & Jafri, 2009).

Research has shown various characteristics of individuals with high self-efficacy; some of them are listed in table below:

Table 4. Characteristic Traits of self-efficacious Individuals

Characteristics	Previous Studies
1. Perseverance	Bandura & Locke (2003), Markman et al., (2005), Shahnawaz & Jafri (2009), Laurencelle & Scanlan (2018).
2. Self-Motivated	Stajkovic & Luthans (1998), Barbaranelli et al., (2018).
3. Goal oriented	Shahnawaz & Jafri (2009), Vieira et al., (2018).
4. Self-confidence	Lim & Loo (2003), Bandura & Locke (2003), Gooty et al., (2009), Feltz & Oncu (2014), Halper et al., (2017), Laurencelle & Scanlan (2018).
5. High performance	Stajkovic & Luthans (1998), Bandura (2000), Bauer et al., (2007), Judge et al., (2007), Stajkovic et al., (2018).
6. High Commitment	Harris & Cameron, 2005), Lin et al., (2018).
7. Creative	Tierney & Farmer (2002), Starkey et al., (2017), Hallak et al., (2018).
8. Innovative	Bandura (1986), Orth & Volmer (2017), Klajnsen et al., (2017).

Source: Author

According to Bandura (1997), there are several approaches which help in successful development of self-efficacy which are listed as below:

- (a) Mastery experience
- (b) Modeling
- (c) Social Persuasion
- (d) Physiological/Psychological arousal

According to Luthans & Youssef (2004) these four dimensions of positive psychological capital meet the criteria for Positive Organization Behaviour as they are each positive, unique, measurable, developable and performance related. Culbertson et al., (2010) has stated that shared variance between each facet comprises of higher order factor, positive psychological capital.

Individuals who have high positive psychological capital demonstrated underlying characteristics (Avey et al., 2008; Luthans et al., 2007):

- (a) They develop new pathways (hope) to attain goals.
- (b) They possess high confidence (self-efficacy) which is necessary to achieve desired goals.
- (c) They have positive outlook and attribution for future (optimism).
- (d) They have tendency to bounce back from setbacks (resilience) during difficult times.

In everyday terms, there is a thin line of difference between four constructs of hope, resiliency, optimism, and efficacy. However, in positive psychology literature (Snyder & Lopez, 2002), and in positive organization behaviour (Luthans &

Youssef, 2007), authors have clearly differentiated these positive capacities and have also empirically analyzed them and proved discriminant validity among them (Bryant & Cvenegros, 2004; Luthans, 2007; Youssef & Luthans, 2007), (Snyder & Lopez, 2002), (Luthans & Youssef, 2007), (Bryant & Cvenegros, 2004), (Luthans, 2007), (Youssef & Luthans, 2007).

Organizational Cynicism

Dean et al., (1998) stated different types of cynicism such as social cynicism, employee cynicism, civil servant cynicism, work cynicism and organizational cynicism. Generally, cynicism is a personality trait which reflects negative perceptions about human behaviour (Abraham, 2000). Cynicism may occur from employment experiences, (Andersson, 1996), (Bruch & Vogel, 2006). Individuals who are cynics display negative feelings such as hate, anger, hopelessness, and disappointment towards staff and organization (Lewis 1985), (Andersson, 1996), (Reicher et al., 1997), (Ozler Ergun et al., 2010), (Ozler et al., 2011).

Dean et al., (1998) classified cynicism behaviour as:

Overt cynicism: It includes expression of negative feelings by using direct remarks or statements which question the integrity of the organization.

Covert cynicism: It includes expression of negative feelings by using sarcasm and non-verbal behaviour such as rolling eyes, smirks.

Individuals who suffer from cynicism possess an unfriendly attitude and frustration for their organization as they perceive that their organization lacks authenticity, morality and justice (Andersson & Bateman, 1997), (Brockway et al., 2002), (Johnson & O'Leary-Kelly, 2003), (Kalagan, 2009), (Nair & Kamalanabhan, 2010), such employees resist against improvements in their organization and thereby damage its status, (Abraham, 2000), (Arabacı, 2010). Organization cynicism is a learned response rather than a personality-based predisposition (Wanous et al., 2000).

(Dean et al., 1998) stated that there are three dimensions of organization cynicism as follows:

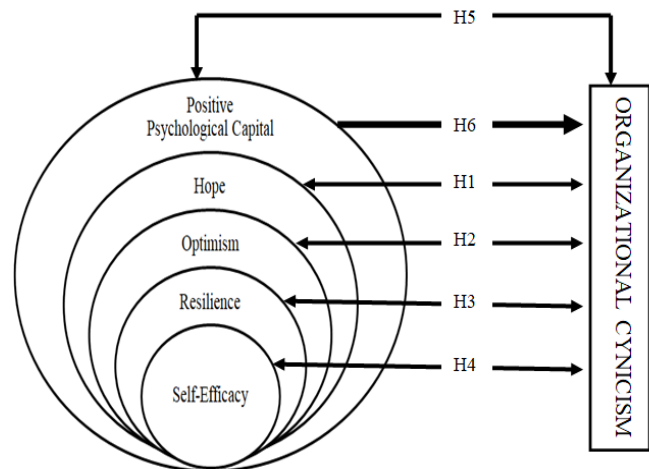
1. *Cognitive Dimension:* The cognitive dimension refers to employee's disbelief that there is lack of honesty in the organization and its practices lack in justice, authenticity and sincerity (Urbany, 2005). The employees thus feel betrayed, (Dean et al., 1998).
2. *Emotional Dimension:* The sensitive or emotional dimension refers to exemplified strenuous reactions towards organization. The cynics may feel disrespected and angry towards their organization; or they may also feel discomfort, hatred or even shame (Dean et al., 1998), or they may suffer from emotional reactions such as anxiety, shame, anger, disappointment (O'Leary, 2002) or rage/pessimism (Brandes, 1999) or disrespect, anger, boredom and shame (Abraham, 2000); when thinking about their organizations.
3. *Behavioral Dimension:* The behavioral dimension refers to negative humiliating and critical attitudes and expressions towards organization. In this dimension, the employee becomes assertive and fiercely criticize that his organization is lacking in honesty and sincerity (Dean et al., 1998), (Turner & Valentine, 2001). At this stage the employee voluntarily gets alienated from the organization, (O'Brien et al., 2004).

OBJECTIVES OF THE STUDY

- To study and find relationship between sub scales of positive psychological capital (namely: hope, optimism, resilience & self-efficacy) and organization cynicism in few public and private sector banks.
- To study and find the relationship between positive psychological capital and organization cynicism in few select public and private sector banks.
- To study and find the impact of positive psychological capital and organization cynicism in few select public and private sector banks.

Conceptual Framework for the Study

On reviewing literature a conceptual model has been proposed (Figure.1.) The following figure, Fig.1 depicts a conceptual model with positive psychological capital and its dimensions as independent variable and organization cynicism as dependent variable.



Source: Author; Conceptual model linking dimensions of positive psychological capital and organizational cynicism

Fig. 1.

2.2. HYPOTHESIS OF THE STUDY

On basis of literature review, following hypothesis were developed.

- H1:** There is significant relationship between hope and organizational cynicism in few public and private sector banks.
- H2:** There is significant relationship between optimism and organizational cynicism in few public and private sector banks.
- H3:** There is significant relationship between resilience and organizational cynicism in few public and private sector banks.
- H4:** There is significant relationship between self-efficacy and organizational cynicism in few public and private sector banks.
- H5:** There is significant relationship between positive psychological capital and organizational cynicism in few public and private sector banks.
- H6:** There is significant impact of positive psychological capital on organizational cynicism in few public and private sector banks.

RESEARCH METHODOLOGY

Sample and Data Collection

The Primary data for the study was collected using snowball sampling for analyzing a sample of 250 respondents of the selected service sector organizations. The target population for the study would be select top 10 Service sector firms in India with highest brand value that have shown positive earnings from last 5 years. A list has been generated by BRANDZ™ Top 50 brands in India, out of which Top 10 service sector firms have been selected. Employees of select Service sector firms from Tricity (Chandigarh, Panchkula, and Mohali). It has been proposed to contact 50 middle level managers with experience 1 year or more, from each selected firm. In total, the study proposes to choose 250 respondents from top 5 select service sector firms namely HDFC, ICICI, Kotak Mahindra, Bharti Airtel and Vodafone.

Measures

1. *Positive psychological capital:* The present study uses positive psychological capital scale (pcq-24) created by Luthans et al., (2007).

2. *Organization cynicism:* The present study uses organizational cynicism a scale designed by Wanous et al. (2000).

RESULTS AND DISCUSSION

The mean and standard deviation were computed before analyzing the correlation and regression analysis using SPSS 20 to see how the variables of interest were related to each other. The results are presented in the tables below:

Descriptive Analysis

The tables 5 below represent mean values of independent variable positive psychological capital and its dimensions namely: hope, resilience, optimism and self-efficacy and dependent variable organizational cynicism.

The mean of dimensions of positive psychological capital were found to be high with mean scoring as: hope (3.850 ±.650), optimism (3.635 ± .721), resilience (3.60±.698), self-efficacy (3.55 ± .612) and low organizational cynicism with mean value as (2.49 ± .695).

Further to examine the relationship between dimensions of positive psychological capital and organizational cynicism, correlation and regression analyses were conducted.

Variables	Dimension	Mean	Standard Deviation
Positive Psychological Capital	Hope	3.850	.65065
	Optimism	3.635	.72133
	Resilience	3.605	.69818
	Self-Efficacy	3.555	.61256
	Total Measurement	3.405	.65524
Organizational Cynicism	Total Measurement	2.495	.69530

Correlation Analysis

The table 6 below depicts correlational analysis between of independent variable positive psychological capital and

its dimensions namely: hope, resilience, optimism and self-efficacy and dependent variable organizational cynicism.

	Hope	Resilience	Optimism	Self-efficacy	Positive psychological capital
Cynicism	-.500**	-.205**	-.278**	-.699**	-.644**
	.000	.000	.000	.000	.000
**. Correlation is significant at the 0.01 level (2-tailed). N=250					

According to Table 6, the regression analysis between sub dimensions of positive psychological capital and organization cynicism are stated below:

- (1) There is a strong negative and significant relationship between hope and organization cynicism ($r=-.500^{**}$, $p<=.01$).

Hence Hypothesis H1 Accepted.

The results depict that when hope component of positive psychological capital is increased, cynicism decreases or vice-versa. The results may be due to the reason that employees strongly believed that they can find more than one way to achieve their goals

even under pressure and they perceive that they have successfully achieved most of the goals they have pursued.

- (2) There is a moderate negative and significant relationship between resilience and organization cynicism ($r = -.205^{**}$, $p < .01$).

Hence Hypothesis H2 Accepted.

The results depict that when resilience component of positive psychological capital is increased, cynicism decreases or vice-versa. The results may be due to the reason that employees strongly believed that they restore their normal mood quickly after unpleasant events as they prefer more than one route to achieve their goals when new and challenging tasks are given to them.

- (3) There is a moderate negative and significant relationship between optimism and organization cynicism ($r = -.278^{**}$, $p < .01$).

Hence Hypothesis H3 Accepted.

The results depict that when optimism component of positive psychological capital is increased, cynicism decreases or vice-versa. The results may be due to the reason that employees strongly believed that they usually expect the best and are optimistic about their future. They also ensured events run in continuity to achieve their goals.

- (4) There is a strong negative and significant relationship between hope and organization cynicism ($r = -.699^{**}$, $p < .01$).

Hence Hypothesis H4 Accepted.

The results depict that when self-efficacy component of positive psychological capital is increased, cynicism decreases or vice-versa. The results may be due to the reason that employees strongly believed that they have good chances to realize their goals in life. They also believed in finishing their work on time rather than keeping it pending for last minute. When things went wrong, these individuals preferred self reliance in finding a solution to problems.

- (5) There is a strong negative and significant relationship between positive psychological capital and organization cynicism ($r = -.644^{**}$, $p < .01$).

Hence Hypothesis H5 Accepted.

The results depict that when in totality positive psychological capital is increased, cynicism decreases or vice-versa. The results may be due to the reason that positive feelings make an individual more resilient, optimistic, hopeful and self-efficacious when facing negative circumstances.

Regression Analysis

The table below depicts regression analysis between independent variable positive psychological capital and dependent variable organizational cynicism.

Table 7. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.644 ^a	.415	.414	.53224	2.243

a. Predictors: (Constant), Positive Psychological Capital

b. Dependent Variable: Cynicism

The above table 7 provides the R and R^2 values. The R value represents the simple correlation and is 0.644. The R^2 value (the “**R Square**” column) indicates how much of the total variation in the dependent variable, organizational cynicism, can be explained by the independent variable, positive

psychological capital. In this case, 41.5% of variation in model can be explained; rest depends on other external factors. There is no autocorrelation in residual from a regression analysis as Durbin Watson value is 2.243, which is within standard range of 0-4.

Table 8. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	100.163	1	100.163	353.578	.000 ^b
	Residual	141.075	498	.283		
	Total	241.237	499			

a. Dependent Variable: Cynicism

b. Predictors: (Constant), Positive Psychological Capital

The above table 8 indicates that the regression model predicts the dependent variable significantly well. The “**Sig.**” column indicates the statistical significance of the regression model that was run. Here, $p < 0.0005$, which is less than 0.05, and

indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

Table 9. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.823	.126		38.254	.000
	Positive Psychological Capital	-.684	.036	-.644	-18.804	.000

a. Dependent Variable: Cynicism

The above table 9 provides us with regression equation as stated below:

$$\text{Cynicism} = 4.823 - .684 (\text{Positive Psychological Capital})$$

The regression analysis show that organizational cynicism is reduced when employees perceived themselves to be optimistic, hopeful, self-efficacious and resilient as they expected the best whenever they are faced with any uncertainty; and find themselves thinking more than one way to achieving their goals as they preferred self-reliance when finding solutions to problems and finish their work on time, also, such individuals bounce back from any adversity and restore their normal mood quickly after any event which is unpleasant.

Hence Hypothesis H6 Accepted.

RESEARCH FINDING

The findings of the present study support the view that the dimensions of positive psychological capital (hope, optimism, resilience, and self-efficacy) were negatively related with cynicism. The results clearly depicts that an increase in hope, optimism, resilience and self-efficacy will help in reducing organizational cynicism; thereby generating a direct causal effect of positive psychological capital on organizational cynicism in negative direction. However, there is lack of studies on this concept but several other studies support the concept and results of present stud such as: Brooks (1994), Snyder et al, (1997), Snyder et al., (1998), Coutu (2002), Tugade & Fredrickson (2004), Gilman et al., (2006), Jackson et al., (2007), Holder (2007), Youssef & Luthans (2007), Avey et al., (2008), Siebert (2009), Kim et al., (2017), Tuzun et al., (2018), Bjornnes et al., (2018), Ogreaan (2018) and others.

RESEARCH IMPLICATIONS

Theoretical Implications

Positive psychological capital is gaining momentum; still there is lack of empirical investigation on this subject in Indian context. The present study provides an extension to nascent theory of positive psychological capital by studying its impact on negative outcome such as cynicism.

Practical Implications

The present study provides few practical implications for the managers. Training interventions can be prepared by the managers to help their employees in building positive psychological capital. Such interventions may help employees to learn how to be hopeful, optimistic, self-efficacious and resilient; thereby enhancing their competitive advantage at workplace. Managers must remain cautioned in relegating unpleasant assignment to the individuals who scored low on positive psychological capital, as there is a high chance that such individuals may report work pressure which will ultimately lead to cynicism.

The manager must pay attention to build and strengthen the positive psychological capital of their workers. Positive psychological capital includes numerous practical guidelines and successful applications for enhancing hope, optimism, resiliency and self-efficacy.

Leaders must strive to enhance their own and that of their employee's positive psychological capital in order to improve their performance and competitive advantage.

In order to deal with increasing demands and pressure towards today's organization, managers must invest in positive psychology by encouraging learning among their employees. Research has shown that employees who are more hopeful, resilient optimistic and self-confident provide higher value to an organization as compared to employees with lower positive psychological capacities.

Managers must make sure that their employees identify themselves with the organization with strive for a higher organizational purpose, which will ultimately enhance employee's feeling that organization is a worthy place to work. Positivity at workplace will help to reduce cynicism, which will ultimately reduce turnover in the organizations as employees will feel more satisfied and well aligned the organizational culture. An organization can enhance its competitive advantage by developing and managing positive psychological capital which is an extension of human and social capital.

RECOMMENDATION

Present study has drawn various recommendations based to analysis of the results as discussed below:

1. In order to reduce the feeling of organization cynicism organizations must focus on the four competencies of positive psychological capital.
 - a. *Hope*: The present study recommend that the attitudes of employees are affected by hope which in turn influences the feelings of cynicism. Employees with higher levels of hope tend to have reduced organizational cynicism and vice-versa.
 - b. *Resistance*: The results of present study recommend that when an individual has high ability to be adaptive and flexible his levels of organizational cynicism drops. This is due to the fact that an individual who has the capacity and flexibility to cope with stressful circumstances tend to have lower negative feeling or reduced organizational cynicism.
 - c. *Optimism*: The results of present study recommend that when an individual is positive and optimistic about future his level of ability to deal with others in adverse circumstances increases thereby reducing the feelings of organizational cynicism.
 - d. *Self-efficacy*: The results of present study recommend that individuals who are confident in their abilities tend to have reduced feelings of cynicism.
2. There is a need for leaders and managers to get trained on developing the four capacities of positive psychological capital through training targeted to spread the spirit of hope and optimism and equip them with skills needed to deal with circumstances to ensure achieving positive feedback at the workplace.
3. Bank managers and employees must be given positive psychological capital interventions so as to enhance their level of competitive advantage which will help them to actualize various important goals of life such as reinforcement of meaning in work, organization citizenship behaviour, commitment, and performance by reducing the levels of organizational cynicism.
4. Deliberate interventions are needed to manage and increase positive psychological capital of bank employees. Use of short training sessions of one to three hour micro interventions must be encouraged in which positive psychological capital is measured before and after the intervention session.
5. Positive psychological capital can also be increased by SOAR (Strengths, Opportunities, Aspirations and Results) which is a strategic thinking framework which integrates whole system and strength based perspectives for creating process of transformation by focusing of sustainable value creation to achieve desired results, Nafei (2015).
6. Also, various positive psychological interventions are available which must be applied in organizational settings at individual level so as to enhance hope,

optimism, resilience and self-efficacy which will help to eliminate negative behaviours such as cynicism.

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