PSYCHOLOGICAL CAPITAL AND CONTENTMENT; IS THERE A CORRELATION?

Malisa Rogan

A Dissertation

Submitted to Franklin University in partial fulfillment of
the requirements for the degree of

DOCTORATE OF BUSINESS ADMINISTRATION

June 2021

Committee:

Michelle Geiman, Ph.D., Committee Chair

Brenda Jones, Ph.D., Committee Member

Tim Reymann, Ph.D., Committee Member

Franklin University

This is to certify that the dissertation prepared by

Malisa Rogan

"Psychological Capital and Contentment: Is There Correlation?"

Has been approved by the committee as satisfactory completion of the dissertation requirements for the degree of

Doctor of Business Administration

Michelle Geiman

Michelle Geiman (Jun 16, 2021 21:56 EDT) 06/16/2021

Dr. Michelle Geiman, Committee Chair and Adjunct Faculty,
Franklin University

Brenda Jones (Jun 17, 2021 07:03 EDT) 06/17/2021

Dr. Brenda Jones, Committee Member and Department Chair,
Communications and Behavioral & Natural Sciences
Franklin University

Tim Reymann (Jun 17, 2021 07:05 EDT) 06/17/2021

Dr. Tim Reymann, Committee Member and Program Chair, DBA
Franklin University

06/17/2021

Dr. Wendell Seaborne, Dean, Doctoral Studies
Franklin University

FRANKLIN UNIVERSITY
Doctoral Studies

Abstract

Organizations continue to strive for quality by looking for ways to retain and attract top talent. Shifting an organization's focus from production to human capital can be done, when the emphasis is placed on leadership and follower development (Wu, et al., 2018). This quantitative study examines the possible role of Psychological Capital (PsyCap) and the relationship with follower contentment in a stratified sample of government contractors that operate in the administrative, non-clinical healthcare sector (N = 200) from the United States. The Psychological Capital Questionnaire (PCQ) is used to measure psychological capital (hope, efficacy, resilience, optimism). This is a non-experimental, correlational study. It is proposed that contentment levels may be correlated with increased PsyCap scores. There is no further segregation regarding age, gender, or marital status.. The sample consists only of government contractors. Implications of the study, and suggestions for further research were discussed.

DEDICATION

"Education is the most powerful weapon which you can use to change the world."

- Nelson Mandela

There are many things that I am thankful for, and many people who have helped mold me into the woman I am. I could likely write another manuscript to express my heartfelt thanks and appreciation to the people in my life who have enabled me to get here. But, that's not going to happen, I already wrote one dissertation, I am not eager to write another at this moment.

I would not be the human that I am today if it were not for my parents, thank you for teaching me to work hard, adapt to change, never settle, and work for what I want. My sisters, thank you for being my forever friends, and making me laugh daily.

My two sons. You both have no idea how proud it makes me to be your mama. You are each uniquely brilliant, caring, and strong. I am so thankful to be a part of your lives, and I hope you know that you are both capable of anything. There is nothing worth having that doesn't require hard work, sacrifice, and grit. Keep doing you and strive for greatness. I will be right there with you, cheering you on. Thank you for believing in me, I love you both.

The final person in the dedication, is the most important. My husband. You have been my rock through-out this entire process, always cheering me on, offering support, lending an ear, whatever it took, you did it. You never stopped believing in me, and knew how important this process was to me, I will never be able to thank you enough. You will forever be my best friend, I love you.

ACKNOWLEDGEMENTS

I would like to take this opportunity to offer thanks and appreciation to a few people who have helped me along my academic journey.

- Faculty and staff of Franklin University- thank you for your continued excellence and emphasis on the non-traditional student. Your support has made this process much easier.
- My Committee- Thank you Dr. Reymann and Dr. Jones for all of your feedback, ideas, and encouragement. You have made me a better learner, writer, and scholar.
- My Chair- Dr. Geiman, thank you for the countless phone calls and emails helping me get through this process. Your dedication is appreciated, and you've made me better.

Table of Contents

List of Figures

List of Tables

Chapter 1: Introduction

This research investigated the correlation between employee contentment and Psychological Capital (PsyCap) in government contractors that operate in the administrative, non-clinical healthcare sector. PsyCap is a part of Positive Psychology and was introduced to the workplace by Fred Luthans and Carolyn Youssef in 2004. PsyCap derives from the general theory of Positive Psychology, developed by Martin Seligman. The focus of Positive Psychology is to emphasize positive attributes and positive experiences that have allowed for a more positive outlook in the lives of people (Gable & Haidt, 2005; Seligman & Csikszentmihalyi, 2000). Luthans and Youssef (2004) expanded on the original theory, adding four components, hope, efficacy, resilience, and optimism; thus moving from medical view to an organizational setting (Luthans & Youssef, 2004). Previous research regarding PsyCap and contentment has focused on healthcare professionals, educators, and active-duty military personnel (Zarecky, 2014; Bonner, 2016; Burke, 2018). Government contractors are unique insofar they are not permanent employees of an organization, nor are they federal employees (Berman, Bowman, West, & VanWart, 2019). Krahmann (2016) suggests that there is often a lack of engagement and contentment within government contractors. Bonner (2016) recommends focusing on PsyCap can increase employee contentment and has shown remarkable progress for organizations in the realm of retention and recruiting. However, there appears to be a gap in the current literature concerning the specific population of government contractors that operate in the administrative, non-clinical healthcare sector (Ng, 2017; Berman et al., 2019).

Organizations continually seek the ability to keep employees engaged and focused on daily operations (Adil & Kamal, 2016; Bonner, 2016). A study conducted by Bonner (2016),

suggests that there was a significant correlation between worker engagement and PsyCap levels. Employees that feel valued are often at a reduced risk to leave the company (Burke, 2018). Organizations that take intentional interest in employee engagement and morale can often significantly reduce undesirable behaviors, and ultimately increase the financial gain (Ng, 2017).

This study investigated how PsyCap levels and contentment in government contractors that operate in the administrative, non-clinical healthcare sector may be correlated. Berman et al. (2019) suggest that contentment and PsyCap levels are essential for an organization's competitive edge. Burke (2018) agrees that employees who are valued and have a higher level of PsyCap are happier in their job. The potential benefits of this study could include increased retention, higher levels of satisfaction, and increased worker engagement (Adil & Kamal, 2016; Bonner, 2016; Haider et al., 2015).

Background of the Study

This study includes an examination of PsyCap and its relationship with job contentment in government contractors. Further, there is also discussion of the impact that PsyCap can have on retention, productivity, and engagement. Ng (2017) suggests that because positive psychology refers to conditions that promote positivity, organizations could primarily benefit by implementing PsyCap into their daily operations. Further, due to the evolution of positive psychology over the past fifteen years, resilience and employee well-being has increased in organizations that choose to embrace the positive psychology theory (Ng 2017; Lomas, 2015). Gaps found in the current research of PsyCap and contentment show a void in the specific population of government contractors that operate in the administrative, non-clinical healthcare sector (Ng, 2017; Ashby, 2017; Ferrick, 2019).

Relevant Theories

Two theories are examined in this study: Positive Psychology and PsyCap. PsyCap falls under the scope of Positive Psychology and therefore is vital for review (Ng, 2017). PsyCap is composed of four components: hope, efficacy, resilience, and optimism (Luthans & Huang, 2015). These components are dependent on each individual, which allows the opportunity for learned behavior (Ng, 2017; Shiah, 2016).

PsyCap is a small part of a larger body of research in Positive Psychology. Similarities and differences were discussed to highlight varied models that may benefit relating to government contractor contentment. PsyCap shows increased levels in engagement within organizations (Bonner, 2016). Ng (2017) argues that organizations that place value on the involvement of employees benefit financially and often increase their competitive advantage. Despite numerous studies examined, most populations for research consisted of healthcare professionals, financial organizations, active duty service members and educators (Zarecky, 2014; Bonner, 2016, Admil & Kamal, 2016; Knight, Menges, & Burke, 2018).

Gaps in Knowledge

Many research studies have centered around PsyCap in an organizational setting (Zarecky, 2014; Bonner, 2016; Admil & Kamal, 2016; Knight, Menges, & Burke, 2018). Luthans and Huang (2015) state that employers are beginning to focus more on individual creativity for their employees. Allowing employees the flexibility to create their insights and draw from their own skills sets has shown promise regarding competitive advantage and profitability within organizations (Luthans & Huang, 2015). However, most of the focus is on healthcare workers and educators (Zarecky, 2014; Bonner, 2016; Burke, 2018). There is minimal understanding of how PsyCap levels and contentment relate to government contractors

within an organization (Ng, 2017; Burke, 2018). Ng (2017) suggests that a lack of understanding of the importance of PsyCap within a workplace is an error in research. This lack of knowledge may cause a gap in the usefulness of PsyCap and employee contentment within government contractors (Ng, 2017).

Need for the Study

While researchers have studied various forms of PsyCap, there is a void on how it relates to contentment in government contractors that operate in the administrative, non-clinical healthcare sector (Bonner, 2016; Admil & Kamal, 2016; Ng, 2017). Studies conducted by Adil & Kamal (2016) show a positive correlation between PsyCap levels and retention, which suggests that job contentment, is evident. Organizations strive for consistency with quality and productivity (Bonnder, 2016). Haider et al. (2015) indicate that emphasizing employee morale is a crucial component to ensuring the organizational goals can be met (Bonner, 2016; Haider et al., 2015).

Burke (2018) suggests that organizations that desire reduced turnover, higher engagement, and overall employee well-being should ensure that PsyCap is a consistent practice for the organization. Ng (2017) supports that engaged employees produce higher quality work. This study may add to the current body of knowledge of PsyCap and contentment, as it relates to government contractors.

Purpose of the Study

The purpose of this quantitative correlated study was to investigate a sample of 200 (n= 200) government contractors to see if there is a correlation between PsyCap levels and contentment. The focus was to understand how contentment and PsyCap level correspond. The data from this study contributes insight into how PsyCap levels can influence satisfaction.

Creswell (2014) states that a correlational design is appropriate when the researcher's desire to measure the association between two or more variables or score sets. Creswell (2014) continues that survey research can be beneficial when generalizing from a sample to a population, thus allowing for a better understanding of the findings. The Psychological Capital Questionnaire (PCQ) survey was used for the study. The participants are most likely not familiar with PsyCap as a theory; however, they are probably familiar (indirectly) with the components of PsyCap: hope, efficacy, resilience, and optimism. The participants were provided with a brief overview of PsyCap, and the PCQ was included (see Appendix B for PCQ). The PCQ is considered valid and reliable for analyzing data for evaluation of PsyCap (Kamei, Ferreira, Valentini, Peres, Kamei, & Amásio, 2018). Quantitative survey research studies rely on the data trends of a population to analyze the intent of generalizing from the given sample to a population (Creswell, 2014).

Research Question and Hypothesis

The research question below guided the study:

RQ- Is there a correlation between PsyCap levels and job contentment in government contractors?

$H_0$1- There is no statistically significant correlation between PsyCap levels and contentment in government contractors that operate in the administrative, non-clinical healthcare sector.

H_A1- There is a statistically significant correlation between PsyCap levels and contentment in government contractors.

Definition of Terms

The following definitions below relate to this study.

Positive Psychology: The science of focusing on the positive and happiness of the individual (Compton & Hoffman, 2019).

Psychological Capital (PsyCap): The theory developed from Positive Psychology and adapted to organizational practice. This concept consists of four constructs: hope, efficacy, resilience, and optimism (Luthans, Youssef, Avolio, 2006; Huang & Luthans, 2015).

Employee Contentment: Employee satisfaction within the current position held and no intention of resignation (de Andrade et al., 2017).

Rationale for Methodology

The focus of this quantitative study was to determine if PsyCap is correlated to job contentment in government contractors that operate in the administrative, non-clinical healthcare sector within Pennsylvania, Maryland, and South Carolina.. A quantitative research methodology utilizing the PCQ was used to collect and generalize results for the population (Creswell, 2014). Due to the study attempting to establish if a relationship and correlation exist between the variables (PsyCap and job contentment), the quantitative design was best suited for the study (Creswell, 2014).

The main viewpoint for this study is based on Positive Psychology theories, specifically the area of Psychological Capital (PsyCap). Positive Psychology allows for structure and parameters for evaluation, where PsyCap is the theory for research (Huang & Luthans, 2015). This structure helps to provide a focus for various organizational behaviors.

PsyCap was the theory selected for this research due to the four components (hope, efficacy, resilience, and optimism) that allow for individual application within an organization

(Huang & Luthans, 2015). Ali, Schalk, van Engen, and van Assen (2018) suggest that self-efficacy is a crucial attribute to the amount of contentment an employee feels. Further, studies have indicated that resilient employees perform better in their daily activities (Ayub, Kokkalis, & Masood, 2017; Babaloa et al., 2019).

There are two variables within the study, PsyCap level, and contentment. Altaf and Shazad (2018) support that PsyCap is an individual skillset; however, it often takes training to capitalize on the benefits. PsyCap focuses on four main components: hope, efficacy, resilience, and optimism (Luthans, 2012). The combination of these skills enables employees to obtain contentment within their employment role (Burke, 2018). Luthans and Youssef (2004) suggest that employees capable of recognizing the individual components of PsyCap are often more satisfied in their professional roles. Further, hope, efficacy, resilience, and optimism are standard skill sets that individuals possess. Luthans and Youssef (2004) argue that there are ways to refine and increase an individual's utilization of them.

Few studies have shown that employee contentment and PsyCap are connected (Lamorte, 2018; Compton & Hoffman, 2019; Hitt et al., 2017). While PsyCap levels are based on an individual level, leadership can help facilitate an environment in which the four components can be heightened and refined (Adil & Kamal, 2016). The combination of leadership, training, and an individual's willingness to self-improve can increase contentment for employees (Awasthi, 2015).

Researchers found that quality, productivity, and employee morale are increased when PsyCap levels are elevated in employees (Adil & Kama, 2016; Bonner, 2016). These are significant findings that employee contentment is necessary to facilitate organizational success

(Avramchuk, 2011). Focusing on individual PsyCap levels could produce an increase in profitability and reduce turnover (Idris & Manganaro, 2017).

Assumptions and Limitations

Assumptions**.** The first assumption is that all participants were honest regarding their response to the PCQ (Creswell, 2014). The second assumption is that the confidentiality of the participants and the data will be maintained.

Limitations**.** Limitations are possible problems, or weaknesses within the research study that are identified by the researcher (Creswell, 2014). Limitations of this research study include:

1. Identifying an organization that employs government contractors willing to participate in the analysis. Despite several research studies conducted by Luthans (2012), Youssef (2014), and Seligman (2018), there is minimal research conducted with the specific population of non-military government contractors that operate in the administrative, non-clinical healthcare sector (Lopez, Pedrotti, & Snyder, 2019).
2. The findings may not generalize to all government contractors within the tri-state (Maryland, South Carolina, Pennsylvania) regions of the United States.
3. The findings may not generalize to other geographical regions of the United States as the target population involved government contractors within three states.

The use of convenience sampling reduced the representativeness of the population, thereby decreasing the generalizability of the results (Creswell, 2014).

Organization of the Remainder of the Study

A quantitative, correlational design study was selected as the approach to this research. Creswell (2014) stated that when the opinions and attitudes of a population are to be captured

and generalized, a quantitative approach is appropriate. This was consistent with the goals for this study.

Creswell (2014) states that quantitative survey design research begins with generalizations and then draws inferences. This method allows for a standard format and specific information to be obtained. The population was government contractors that operate in the administrative, non-clinical healthcare sector within Pennsylvania, Maryland, and South Carolina within multiple organizations in the United States.

Summary

Chapter 1 provided an introduction and background of the problem, purpose, research question, gaps in the literature, and assumptions and limitations of the study. Chapter 2 will provide an in-depth review of the literature regarding Positive Psychology and Psychological Capital (PsyCap) as they relate to employee contentment. Chapter 3 outlines the research question, hypothesis, purpose of the study, and research design. Chapter 4 will provide data results and findings. Chapter 5 discusses the findings and how they can be useful in organizations with government contractors. A quantitative, correlational study was the approach to this research. The quantitative approach was the best method for this review.

Chapter 2: Literature Review

This chapter explored Positive Psychology and Psychological Capital (PsyCap) theories and concepts as they relate to government contractors' job contentment. The literature review contains sections to aid in the understanding of Positive Psychology, PsyCap levels, and how they may correlate to job contentment within government contractors. After a review of the literature, appropriate research methods will be discussed.

PsyCap is a part of the broader theory of Positive Psychology and focuses predominately on the non-scientific application within educational settings and organizations (Luthans, 2012). The literature review will provide context regarding varied positive psychology theories (Marič, Milglič & Jordan, 2017; Nacif, 2019). Bonner (2016) and Mg (2017) conducted studies regarding the benefits of how PsyCap positively correlates with engagement and the overall happiness of employees tie into employee contentment?. However, limited research has been done with a specific population of government contractors that operate in the administrative, non-clinical healthcare sector (Bonner, 2016; Mg, 2017; Ng, 2017).

PsyCap has been tied to employee contentment by several researchers. Bonner (2016) and Ng (2017) all suggest that an increase in contentment is evident when PsyCap levels are elevated. In Bonner's (2016) study, 137 Registered Nurses (RN) were surveyed utilizing the Psychological Capital Questionnaire (PCQ)to investigate if a connection between contentment and PsyCap levels were noticeable. The study revealed there was a positive correlation with the RN's contentment levels and increased PsyCap scores. Ng (2017) concurs, adding an individual's response in a work-place environment is consistent with their level of PsyCap. Ng (2017) continues that employees who exhibit higher levels of PsyCap are more engaged and further fulfilled in their professional positions. Employee contentment is also referred to as

employee engagement, employee well-being, and employee morale (Johnson & Pike, 2018). Haider, Aamir, Hamid, & Hashim (2015) suggest that monetary incentives are beneficial for retention and overall happiness for employees. However, Thompson (2014) argues that employee contentment is often a result of more meaningful interaction with leadership. Ng (2017) states that traditional psychology disciplines have expanded to include positive psychology, and as a result, organizations have seen an increase in employee contentment and engagement.

Johnson and Pike (2018) state organizations often use engagement as a measurement for the reduction of turnover. Ahmed (2019) found that employees that are highly engaged in their position are less likely to leave their job. Further, his study showed that productivity and quality of work were increased (Ahmed, 2019). Ahmed, Sattar, and Nawaz (2017) argued that focusing on the individual employee's contentment or engagement may increase an organization's competitive advantage and decrease overall turnover.

Methods of Searching

This review of the literature focuses on current research on PsyCap and employee contentment in the government contractor sector. Databases included ProQuest, Google Scholar, Academic Search Premier, Business Source Complete, LexisNexis Academic, PsycARTICLES, SocINDEX with full text, and Franklin University Library. Of the 150 journal articles obtained, 78 are reviewed in this chapter. The literature review focused on the last five years to ensure the most recent articles were used in the analysis. Search terms for the study-included the following keywords: positive psychology, positive organizational behavior, positive organizational scholarship, social cognitive theory, worker contentment, employee contentment organizational, PsyCap, and culture.

Theoretical Framework

The theoretical framework of this study is PsyCap, as it relates to contentment for government contractors. Though PsyCap is associated with Positive Psychology, it shares a commonality with Bandura's Social Cognitive Theory (SCT). Bandura (1986) believes that SCT is based on a model of reciprocal action based on other causes such as change, environment, and behavior. According to Bandura (1986), it is essential to review the external factors that an employee is exposed to understand the behavior displayed by employees. External factors such as personal stress levels, job position, family life, and financial status are all situations that can have a direct effect on an employee's behavior (Lorenz, 2016). PsyCap may be a contributing factor to enable the contentment levels of an employee within an organization (Lorenz, 2016). Further, organization's that support a social PsyCap has four components, hope, efficacy, resilience, and optimism. These components are considered personally learned traits; the job environment may be a significant factor (Lorenz, 2016).

PsyCap is a significant finding in the realm of positive psychology (Burke, 2018). These different contributions help with the production of the organization, as suggesting in PsyCap literature (Burke, 2018). These attributes include employee retention, reduced company turnover, productivity, and job contentment (Burke, 2018).

Literature Review

This literature review investigated how PsyCap at the individual level relates to government contractors' contentment with their job. The studies in this literature review suggest that individual PsyCap levels are significant with employee contentment. Employee contentment influences morale, retention, and overall happiness (Marič et al., 2017).

Positive Psychology. Positive Psychology has gained significant attention over the past twenty years (Seligman et al., 2005; Ng, 2017). Positive Psychology has been connected to various theories, such as Social Cognitive Theory (SCT) (Tougas, Hayden, McGrath, Huguet, & Rozario, 2015), Strength-Based Leadership (SBL) (Awasthi, 2015), and Leader-Member Exchange (LMX) (Brender-Ilan & Sheaffer, 2018). Martin Seligman is credited as the founder of positive psychology, and bringing it into current psychological practice (Ng, 2017).

In 2005, Seligman presented at the American Psychological Association (APA), speaking about the importance of Positive Psychology (Seligman, 2005). He suggests that too much emphasis is placed on non-productive or negative behavior instead of focusing on good behavior (Seligman et al., 2005). He continues to adapt the theory of Positive Psychology as recent as 2018, where he builds on the idea that increased optimism and hope encourages flourishing behavior (Seligman, 2018).

Nacif (2019) stated that Positive Psychology would not replace traditional psychology as a science or medical field; instead Positive Psychology may help organization's relationships with employees. Sims (2017) suggests a significant reason for the interest in positive psychology at an organizational level, is changing the organizational mindset to focus on an individual's strengths and providing opportunities to increase those strengths. Eryilmaz (2015) conducted a study with 72 higher education students, focusing on positive interaction and engagement. The study was conducted utilizing academic achievement tests, The Positive and Negative Affect Scale, and Engagement Scales. The findings of the survey results suggest that there is a positive correlation and increase in engagement when positive behavior is encouraged and acknowledged. Further, there was a statistical significance in positive interaction with the students, when teacher engagement was increased (Eryilmaz, 2015). Based on this, focusing on

individual strengths can be beneficial to the organization as a unit; when the focus is placed on strengths instead of weakness (Sims, 2017; Nacif, 2019). PsyCap may be an avenue to increase employee strengths within organizations (Nacif, 2019; Bonner, 2016).

Psychological Capital (PsyCap).

PsyCap is linked to employee attitudes, behavior, and performance at various levels in organizations (Newman, Ucbasaran, Zhu, & Hirst, 2014). While PsyCap is under the realm of Positive Psychology, its application is predominantly focused on organizations and employee behaviors within the workplace (Newman et al., 2014). Organizations continue to be interested in ways to boost and maintain their competitive edge in an ever-growing economy (Luthans, Avey, Avolio, & Newman, 2007; Luthans & Youssef, 2004; Bonner, 2016).

Over the past 20 years, several studies have investigated the relationship between PsyCap and employee attitudes, behaviors, and performance from an individual focus (Avey, Luthans, & Youssef, 2010; Johnson & Wood, 2017; Nacif, 2019). Bonner (2016) investigated PsyCap leadership levels and subordinate engagement in a study of 137 registered nurses and found a positive correlation regarding increased leader PsyCap levels and follower engagement in their job duties. Despite self-reporting and utilizing a convenience sample, the study showed that there was a decrease in burnout rates and turnover, supporting that leadership PsyCap levels can influence follower engagement (Bonner, 2016).

Luthans, Avey, Call-Smith, and Li (2008) defined PsyCap as a state, or learned behavior, (opposed to trait-like), which can be developed through training. Luthans (2012) describes PsyCap as an individual's positive state of mind that includes four positive psychological components: self-efficacy, optimism, hope, and resilience, often referred to in acronym form

HERO. Each of the four components of PsyCap are measured utilizing the Psychological Capital Questionnaire (PCQ) and are explained below.

Hope. Luthans et al., (2007) refers to hope as a person's motivation to succeed at a given task. Specifically, desiring to do the best job an employee can to complete the task. Huang and Luthans (2015) support that hope is specific to goal-directed thinking, in which people believe that they are on the correct path to obtaining their personal goals. Zubair and Kamal (2015) suggest the common thread for hope to be a learned skill is the willingness and personal value one places on the goal. Zubair and Kamal (2015) also state that hope is incorporated into PsyCap based on the theory-building research of positive Psychologist, Rick Snyder, who distinguished the difference between hope, efficacy, and other psychological resources. Bunjak and Černe (2018) conducted a study with 291 professionals, utilizing hope and work engagement. The participants were asked to complete an online survey regarding their level of engagement and hopefulness in their job. The findings of the research support hope is related to performance in varied environments, including the workplace.

Efficacy. Marič, et al., (2017) suggest efficacy can be defined as one's personal belief about their motivation, resources, and actions needed to act on their motivation, to accomplish their goals. Zubair and Kamal (2015) also viewed efficacy as a positive quality that can be a predictive value in studies that have been linked to higher job satisfaction levels for followers. Alessandra, Vecchione, Tisak, Deiana, Caria, and Capara (2012) conducted a study of 203 participants regarding self-efficacy and life satisfaction, utilizing the surveys. Their population used for analysis was a group of professionals; employees for a national insurance company, who reportedly worked in high-stress positions. This study suggests a significant positive relationship between a participant's self-efficacy tendency and overall engagement within an

organization (Alessandra et al., 2012; Sharna & Bhargave, 2016). Sharna and Bhargave (2016) found that engaged employees are more likely to reach personal contentment if they feel competent in their job duties, and have a positive viewpoint in their professional outlooks. Thus, a sense of personal efficacy is important regarding ones' work competencies.

Resilience. Resilience refers to the person's ability to recover from adversity, failure, or the unknown circumstances to which they find themselves (Mache, Vitzthum, Wanke, David, Klapp, & Danzer, 2014). Sharna and Bhargave (2016) conducted a study of 70 professionals that support an association between employee engagement and leadership. Though the study reveals some limitations, such as lack of time and focusing on one industry, in one country, the results show a significant correlation between resiliency and leadership (Sharna & Bhargave, 2016). When resiliency is increased, supervision and innovation increase from the leader down, thus providing more resilient subordinates (Yu, Gong, Zhao, Luo, & Li 2018). Yu, et al., (2018) state that resilience is a learned behavior, and therefore can be improved. They further suggest that resilience is a direct result of a sound and strong mind, continuing that resilience is about mental health. Thus, Yu et al. study found that resilience can, be used as a competitive advantage for organizations that provide focused leadership (Yu et al., 2018). Mache, et al. (2014) found that resilience can be developed through the enhancement of physiological, cognitive, affective, and social assets, managing risk factors, and implementing various other processes to increase resiliency. Support from studies by Seligman (2011) and Luthans, et al. (2007) suggest that resilience can be a learned trait.

Moreover, Paul, Bamel, and Garg (2016) offer resilience as a form of commitment. They suggest that if organizations focus targeted efforts on training resilience, the commitment from employees within the organization will increase (Paul, Bame, & Garg, 2016). Their research

sample consisted of 345 manufacturing employees and focused on their current role within the organization. The results of their hierarchical study suggest that resilience is directly correlated with their feeling of contentment and commitment to the organization (Paul, Bame, & Garg, 2016).

Optimism. Scheier, et al., (2006) refer to optimism as a person's expectation of positive outcome. Wrosch, Jobin, and Scheier (2017) argue in their study of 171 adults, that optimism is an emotional benefit that produces increased productivity. The study suggests that employees that viewed tasks and overall responsibilities with an optimistic outlook had increased productivity and higher levels of engagement within the organization (Wrosch, Jobin, & Scheier, 2017). Human strengths for prime functioning consist of self-esteem, life satisfaction, and optimism (Scheier et al., 2006; Wrosch, Jobin, & Scheier, 2017). Miller and Harvey (2001) argue that these strengths are paradoxical. They further suggest that tragic encounters can force discipline, which could be mistaken for optimism. Like hope, optimism has been theorized and measured as both an individual trait (Scheier et al., 2006; Pykett & Enright, 2016) and skill that can be learned (Seligman, 2011; Puklek Levpušček, Rauch, & Komidar, 2018). While optimism is considered a personal resource, it has been demonstrated as having a crucial influence on well-being and an individual's ability to cope with work-related stress (Mache, 2014). Pykett and Enright (2016) report that learned optimism is a self-help coping tool and is often used within organizations. Puklek Levpušček et al. (2018) conducted a study with 336 participants utilizing the Individuation Test for Emerging Adults (ITEA) regarding career optimism. Their study produced an element of PsyCap, optimism. Moreover, learned optimism might be beneficial for psychological maturity as well as positive work experiences within an organization (Puklek Levpušček et al., 2018).

Luthans (2012) states that PsyCap is a form of Positive Psychology that has been applied to organizations to aide in engagement, retention, and overall moral betterment. Bonner (2016) conducted a study with 137 registered nurses that worked in high-stress environments. Her results suggest a statistically significant correlation between worker engagement and elevated PsyCap scores. Encouraging employees to focus on four distinct components: hope, efficacy, resilience, and optimism allows employees to be present and active in their self-development and take ownership of their ability to find positives within their current working environment (Sims, 2017).

Employee Contentment.

De Andrade, et al., (2017) state that over the past 30 years, there has been an increase in the interest of employees' contentment within their job roles. The United Nations surveyed employees with the Medical Services division of the United States Secretariat. The aim of the survey was to understand the mental health status of the employees. The study was conducted via electronic surveys and 17,363 employees participated. The results of the survey revealed that employees surveyed show a higher level of mental distress than other (non-governmental) occupations; averaging a 10% increase in areas such as Post Traumatic Stress Disorder (PTSD), General Anxiety Disorder (GAD), and Major Depressive Disorder (MDD) (De Andrade, et al., (2017). With the results of the study, the participants surveyed stated that well-being and good health was very important to them (United Nations, 2015). Leadership then developed a ranking system, showing good health and well-being were number three out of seventeen development goals (United Nations, 2015). The United Nations also referenced an increase in the importance of contentment. CIPD (2016) agreed that well-being and contentment at work are complicated to

articulate; however, poor contentment and lack of work satisfaction is a crucial reason for workplace absences.

Another element to consider with employee contentment is the changing environment of the workplace (Bahn, 2015). Bahn (2015) conducted a qualitative study, utilizing surveys for skilled working employees. The results of Bahn's research show that there is an expectation from leadership to remain flexible to meet the demands of the job; however, there is also the expectation that employees remain productive and engaged (Bahn, 2015). Additional findings of this research suggest that leadership can play a significant role in the engagement and satisfaction of an employee, by merely acknowledging the employee's emotion despite occurring change (Bahn, 2015). However, Nielsen and Miraglia (2017) suggest, it is the organizations that work to find a balance between the organizational needs and the employee needs that can have a definite shift toward contentment and productivity.

Nielsen and Mirglia (2017) acknowledge that employee contentment is not straightforward; however, research does suggest that it has many variables. Variables such as morale, individual employment ideals, and individual employment goals can influence overall contentment (Nielsen & Mirglia, 2017). Nica (2018) analyzed data from the U.S. Department of Labor, specifically focusing on hires and terminations. The results of the analysis suggest that organizations that place intentional attention (i.e. personal recognition for contributions) on their employees often show a reduction in turnover (Nica, 2018). Utilizing the effects of positive psychology and open communication can help facilitate employee contentment, which can strengthen engagement and productivity (Nica, 2018; Altaf, Mohsin, & Shahzad 2018). Further, in another study conducted by Altaf, Mohsin, and Shahzad (2018), consisting of 374 employees, a positive relationship

between an employee's psychological state played a mediating role with contentment, engagement, and productivity.

Contentment and engagement are similar; however, there are differences (Nica, 2018). Contentment can be viewed as overall satisfaction with one's life (Landon & Ritz, 2016). Engagement is described as active participation in day to day operations (Norris, White, Nowell, Mrklas, & Stelfox, 2017). Contentment and engagement have been researched and debated for several years, and are now included in some cases in government protocols as a measure of success (McKenzie, 2016).

Saqib and Arif (2017) suggest that engagement is a crucial component for an organization, mainly when the desire is to maintain a competitive advantage. Minimal research has been done to focus on why organizations fail when it comes to the emotions and behaviors of the followers (Schilling & Kluge, 2009; Xu, Loi, & Lam, 2015). Thus, the study Saqib and Arif (2017) conducted consisted of an analysis of toxic leadership behaviors (TOXL), which are defined as an "array of destructive behaviors that drive the leaders to achieve personal goals and benefits by compromising the interests of individuals, teams, and organizations" (Schmidt, 2014). Furthermore, the study brings to light ways in which organizational leadership and learning, in general, can help facilitate employee engagement and reduce employee silence (Saqib & Arif, 2017). While this study does not show a direct correlation with PsyCap levels for leadership, the findings support several leadership implications (Saqib & Arif, 2017). Saqib and Arif (2017) suggest including training programs to improve engagement and knowledge of job skills for employees, emotional intelligence, and other varied forms of leadership training to combat undesirable leadership qualities, thus increasing quality and engagement for followers.

In another study conducted by Maher, Mahmoud, and El Hefny (2017), Authentic Leadership was examined as a mediator for employee engagement. Authentic Leadership consists of transparency, unbiased processing, self-awareness, and personal moral/ethical standards (Gardner, Avolio, Luthans, May, Walumba, 2005 ; Kernis, 2003; Avolio & Gardner, 2005). Unlike the previous studies, this research focused on implementing the four components of PsyCap (hope, efficacy, resilience, and optimism) and pairing them with leaders that were identified as being Authentic type leaders (Maher, Mahmoud, & Hefny, 2017). According to the research, employees who are happier with their positions will perform better and remain consistently more engaged (Maher et al., 2017). This is further supported through job satisfaction levels, lower turnover rates, and employee overall work well-being (Maher et al., 2017).

Alfariza (2019) conducted a study measuring employee's PsyCap levels and their level of contentment. The study conducted was based in Indonesia, consisted of 106 employee participants, and utilized three questionnaires, UWES (Utrecht Work Engagement Scale), The Measurement of Work Autonomy, and PCQ (Psychological Capital Questionnaire). The UWES showed significant correlation with engagement and PsyCap levels. The Measurement of Work Autonomy showed significant correlation with engagement. Alfariza (2019) further suggests that employees surveyed and had higher PsyCap scores were overall more engaged in their daily job.

Summary

Chapter 2 discussed varied components of positive psychology, employee contentment, and PsyCap. A diverse group of literature was analyzed as it relates to positive psychology and employee contentment. Several theories were reviewed to provide background, reliability,

validity, and understanding of PsyCap as it is a relatively new theory of study. The literature reviewed suggests the importance of positive psychology and the contentment of employees within an organization.

Chapter 3: Methodology

Purpose of the Study

The purpose of this quantitative study was to determine if there is a correlation between Psychological Capital (PsyCap) levels and job contentment in government contractors. The data from this study may contribute insight into how PsyCap levels can influence contentment. The target saturation rate was met with 200 government contractors surveyed.

As discussed in Chapter 2, Seligman (2018) and Wu, Kwan, Wu, and Ma (2018) suggest, employee contentment and PsyCap levels are becoming increasingly important. Altaf, Moshin, and Shahzad (2018) stated when employees are encouraged to utilize self-efficacy and allowed the opportunity to engage, contentment is increased. Further, Ozyulmaz, et al. (2018) found that self-efficacy may increase an employee's desire to reach higher success within the organization and assist in overall organization achievement.

Research Question and Hypothesis

The following research question guided this study:

RQ- Is there a correlation between PsyCap levels and job contentment in government contractors?

$H_0$1- There is no statistically significant correlation between PsyCap levels and contentment in government contractors.

H_A1- There is a statistically significant correlation between PsyCap levels and contentment in government contractors.

Research Design

This study is a quantitative non-experimental, correlational study. The independent variable (IV) is the individual PsyCap score. It is determined by utilizing the Psychological Capital Questionnaire (PCQ) (Luthans, et al., 2007). There have been several studies conducted over the past five years analyzing PsyCap levels using the PCQ to measure the level of individual PsyCap (Luthans, Youssef, & Avolio, 2007; Lorenz, et al., 2016; Bonner, 2016). The dependent variable (DV) is contentment. Contentment will be measured using a self-reported one question survey created by the researcher (see Appendix C), where the participants will answer the question, "Are you content with your job?" The participants will have two options for answering, yes or no.

Target Population and Sample

Population**.** The population for the study was solely government contractors that operate in the administrative, non-clinical healthcare sector within Pennsylvania, Maryland, and South Carolina. These locations were selected based on the population, sample size, and accessibility of participants. There are a total of 26,468 non-clinical healthcare contractors within the tri-state sample (Flammer, 2018). Participants were identified based on organizations that utilize government contractors as employees . In a study conducted by Hsu and Chen (2017) government contractors, operating within a construction and demolition sector, who had at least one year of longevity were more apt to adjust to change as well as show increased innovation within their organizations. Further, construction contractors that had tenure produced higher quality work and were overall more resilient (Hsu & Chen, 2017). According to data released by the Bureau of Labor Statistics, government contractors were employed on average 6.8 years, opposed to those in private sector at just 3.8 years (2015). Mamavi, Nagati, Pache, and Wehrle (2015) also suggest that while government contractors tend to be older, opposed to those in the

private sector, the tenure for a government contractor is nearly 50% higher than the private sector, which has led to increased worker engagement and overall job satisfaction. Merritt, Kennedy, and Kienapple (2019) and Hsu and Chen (2017) suggest that construction government contractors who have longevity within their position often feel a better sense of contentment, and are happier to perform their jobs. For convivence and efficiency, a social media campaign using Facebook, LinkedIn, and Twitter will be used to solicit participation. Participants had to hold an active government contractor position at the time of the survey. A basic demographic sheet was collected that included time in service, age, gender, and location. However, there were no further criteria required for participation in the study.

Sample

A random sample was used, utilizing the Microsoft Excel function RANDBETWEEN to generate random numbers between 1 and 400. Utilizing the Excel formula to produce random numbers helps reduce researcher bias by randomly selecting a number (Phillips, 2016). Sathian, Sreedharan, Roy, Banerjee, and Supram (2015) agree, stating that producing random numbers with a larger sample can be done more straightforwardly by utilizing the RANDBETWEEN function for sampling.

A sample size of 205 (n=205) was achieved due to time and budget restraints. The sample size is a representation of the tri-state population of non-clinical healthcare contractors and was formulated utilizing a statistical online calculator, entitled *Sample Size Calculations, in Clinical Research* (Chow, Shao, Wang, & Lokhnygina, 2017; Ryan, 2013). This calculator has been used in several research studies and supported by Royal Statistical Society and used in numerous research studies (Charan & Biswas, 2013; Cesana, & Antonelli, 2016; Schmidt & Hollestein, 2018).

The initial sample strategy comprised of 300 government contractors with a target response rate of 50% in order to meet the required minimum sample size (Chow, 2017; Glenn, 2019). This sample size was chosen based on the traditional (frequentist) path for determining a sample size (Chow, 2017). While another method, Bayesian, could be used, this method produces a higher risk for abnormalities in the data (Spiegelhalter, Abrams, & Myles, 2004).

Additionally, the Bayesian method is reserved for studies that have produced prior probabilities, which was not consistent with the goals of this study. Moreover, utilizing the traditional path for determination of the sample size permits selecting the alpha co-efficient, at .05, despite .01 and .10 recognized in research (Chow, 2017). Alpha .05 is one of the most common co-efficient used in quantitative research (Chow, 2017). By using alpha .05, this is reducing the risk of Type II errors (Chow, 2017). Thus, researchers and scientists alike have found that an alpha level of .05, or 5%, is a good balance for research (Glenn, 2019). Therefore, utilizing the frequentist sample methodology and alpha of .05, the sample for this study which is appropriate in situations with a large population (Bartlett, Kotrlik, Higgins, 2001; Israel, n.d.).

Power Analysis**.** A 'G Power' analysis was utilized to calculate and determine the minimum sample size required to obtain the desired level of confidence based on the needs of the study (Glenn, 2019; Chow, 2017; Bartlett, et al, 2001). Using the power of .90, confidence interval of .05, and an effect size of .5, the minimum required sample size for this study is 200 (Glenn, 2019; Chow, 2017; Bartlett, et al., 2001).

Procedures

The sample consisted of a stratified sample of government contractors in the United States. Four hundred ninety entities in this sample population utilized government contractors for FY 2017 (U.S. Small Business Administration, 2019). After a review of the geographical

disbursement of available participants for the sample, the states of Maryland, Pennsylvania, and South Carolina were identified for analysis (U.S. Small Business Administration, 2019).

Protection of Participants.

Each participant was provided a description of the research, an informed consent document, and specific details regarding the study. The provided information described the purpose of the study, the reason they were asked to participate, and the contact information of the researcher. Further, confidentiality was enforced, utilizing password protection electronic folders stored on the researcher's locked computer. At no time was specific participant information dispersed.

Data Collection.

The data for this research was collected utilizing the Psychological Capital Questionnaire (PCQ) that was posted online, through Google Documents (Google Docs). Social media posts were made on Facebook and LinkedIn to solicit participation. Recent literature has supported the use of electronic surveys to increase participation, solicit honest feedback, and maintain efficiency while conducting scholarly research (Downing & Clark, 2004; Osborne, Woods, Maxwell, McGee, Bookstaver, 2018). The interested participants clicked on a hyperlink that took them to the survey. The participants were then provided all of the details about the study, as well as instructions, informed consent, and participant rights. The landing page of the survey also included the researcher's email and phone number for any issues, questions, or concerns. Participants were asked to answer a two-question demographics survey and contentment question (Appendix C), in addition to the PCQ questionnaire. The following two questions were asked: what is the state in which you work and what is your age range. An informed consent form (see Appendix A) was included for review before the completion of the demographic

section and PCQ survey (Appendix B). The participants were informed that the questionnaire should take no more than 30 minutes to complete. The participants selected "done", at the end of the questionnaire and the results were submitted.

Data Analysis.

This study used descriptive statistics, Shaprio- Wilk, Logistic Regression, Chi Square, Spearman's Rho, and Kruskal- Wallis H Test to analyze the survey results to determine whether or not a statistically significant relationship between government contractor's PsyCap scores and their report of contentment exist. The basic assumptions and limitations that were considered during analysis are listed above.

Prior to the data analysis, all received data was checked to ensure there was no data missing. All data was then categorized within an Excel Spreadsheet. The following categories were created: Count, Q1-Q24, Content Yes, Content No, State, Age Range. The data was then imported into SPSS. All data was ran through the ISBLANK function in Excel, which highlighted any cells that were blank. The purpose for this added step of screening was two-fold, first to ensure that the researcher did not make an error in compiling the data, and second, to ensure that no survey answers were left unanswered. Unanswered questions may have an impact in analysis (Hughes, Heron, Sterne, & Tilling, 2019; Little & Rubin, 2019, 2002). Further, there are varied reasons for incomplete data within surveys, such as 'missing complete at random' (MCAR), 'missing not at random' (MNAR), among others (Hughes, et al., 2019; Little & Rubin, 2019, 2002), refer to Figure 1 for examples. In the event that a survey question was not answered, that participant's survey was excluded (Little & Rubin, 2019). The data was organized in Excel, and imported into IMB SPSS statistic software for future analysis.

Table 1
Definitions and Examples

Missing Completely At Random (MCAR) – When data are MCAR there are no logical differences between the observed and missing data: for example self-reported survey responses not recorded due to printer or software errors.
Missing Not At Random (MNAR) – When data are MNAR, case associations with the observed data cannot explain all logical differences between the observed and missing data. For example, participants do not complete the question due to fear of retaliation; lack of anonymity.

Note: Definitions and Examples, Little and Rubin (2002).

It was the researcher's intent to discover if there was correlation between PsyCap levels and job contentment. Creswell (2014) suggests that utilizing survey type instruments allows generalization to a population. Thus, utilizing the PCQ allows a quantitative analysis of the participants' response, and using various testing methods, enabled the researcher to note if any correlation existed between PsyCap and contentment (Little & Rubin, 2002). While interviewing and a qualitative design could be used for this research, the size of the population would pose too large given time requirements (Little & Rubin, 2002). Additionally, qualitative studies allow for more variation regarding participant's feelings and ideas (Creswell, 2014). Though personal thought and ideas of the participants may be of value, they do not align with the goals of this study, as the findings may show self-reported correlation.

Instruments

Psychological Capital Questionnaire (PCQ). The independent variable (IV) is the individual's PsyCap score. This research used one measurement instrument to measure the level of PsyCap for the individual. The PCQ was created to measure the four components that makeup PsyCap (Luthans, Youssef, & Avolio, 2007) and consists of 24 Likert scale style questions.

The PCQ questions scale from *strongly disagree* to *strongly agree,* with a total of six choices. The following components of PsyCap are addressed from the PCQ:

Hope: If I should find myself in a jam at work, I could think of many ways to get out of it.

Efficacy: I feel confident analyzing a long- term problem to find a solution.

Resilience: When I have a set back at work, I have trouble recovering from it, moving on.

Optimism: When things are uncertain for me at work, I usually expect the best(Luthans, Youssef, & Avolio, 2007)

The measurement level of PsyCap (IV) is data measured on a six-point Likert scale, ranging from *strongly disagree* to *strongly agree.* This testing instrument was obtained from MindGarden, who provided permission for use for this study. The scores obtained from each participant will be grouped to a single score for each of the four components of PsyCap (hope, efficacy, resilience, optimism) and then combined for an overall score, producing an individual PsyCap score for each participant. The criteria below was used to score each participant. The scores in the higher range represent a higher level of PsyCap, and the lower scores indicate a lower level of PsyCap.

Questions 1-6= Efficacy Level (Parker, 1998)

Questions 7-12= Hope Level (Snyder, et al., 1996)

Questions 13-18= Resiliency Level (Wagnild & Young, 1993)

Questions 19-24= Optimism Level (Scheier & Carver, 1985)

It is important to note that questions 13, 20, and 23, the scoring is reversed. If a participant selects a 1 (strongly disagree), 6 points would be awarded instead of 1 point (Luthans, Youssef, & Avolio,2007).

The dependent variable (DV) is contentment. This was not measured with the PCQ, as no alterations are permitted to the instrument; however, simply a question answered via yes or no which will be included with the demographic sheet is added as a section to the online document. The demographic sheet was added as a section, after the demographics and consent form, and before the PCQ. Each participant received the single question "Are you content in your current job position?" Further, each participant was labeled as P1-P2, this allows the contentment answer to correspond and be coded with the participant PsyCap scores.

Validity.

Luthans, Youssef, and Avolio (2007) conducted an extensive literature review as well numerous studies for analysis to conclude the model (PCQ) is valid and reliable. Further, researchers have also retested and reexamined the research of Luthans, Youssef, and Avolio to further support that the PCQ is both reliable and valid (Bonner, 2016; Lorenz, et al., 2016; Kamei, Ferreira, et al., 2018; & Görgens- Ekmans & Herbert (2013).

Utilizing a pre-established instrument, such as the PCQ, allows data collection to be obtained quickly and efficiently (Fowler, 2009). The three traditional forms of validity was used in this research as well; content validity, predicative or concurrent validity, and construct validity

(Humbley & Zumbo, 1996). Further, studies conducted by scholars suggest there may be consistent reliability and correlation between responses from the PCQ taken a varied times, suggesting that the PCQ is reliable to assess PsyCap levels (Bonner, 2016; Lorenz, Beer, et al., 2016; Kamei, Ferreira, et al., 2018; & Görgens- Ekmans & Herbert (2013).

Ethical Considerations

According to the American Psychological Association (APA), there are five basic principles for researchers to consider when dealing with ethical principles in research (2017). They are beneficence, responsibility, integrity, justice, and respect for participants. These principles were considered while the research was conducted. Participants were provided informed consent, explanation of anonymity, confidentiality, and the right to privacy at the beginning of the survey. All information received from participants was stored under a password-protected folder on the researcher's computer. All criteria for the Institutional Review Board (IRB) were followed, and approval was obtained.

The population and research topic were of minimal risk to the participants, as the research design was correlational, quantitative, with the utilization of a survey. All participants were required to sign a consent form. Individuals were informed they could withdrawal at any time for any reason without penalty. All data was coded to maintain confidentiality during all aspects of analysis, storage, and collection.

Summary

Chapter 3 discusses the quantitative method and approach that was used for the study. There is also rationale and support provided for how the PCQ was administered, participants

protected, and data analyzed. Methods for data collection and software utilization was also discussed.

Chapter Four: Data Collection and Analysis

The purpose of this quantitative study was to determine if there was a correlation between Psychological Capital (PsyCap) levels and job contentment in government contractors. Prior studies in PsyCap have shown significant correlation with worker engagement and overall happiness when PsyCap levels were elevated (Seligman, 2018; Luthans, 2008). However, these studies primarily focused on healthcare professionals, military personnel, financial sectors, and education professionals (LaMorte, 2018; Little & Swayze, 2015; Lorenz, Beer, & Heinitz, 2016). This research study focuses on government contractors. While government contractors may have been included in previous studies, the researcher has not been able to locate any studies in the last five years, that solely focus on this population. Additionally, despite contentment and PsyCap levels being studied, government contractors have not been exclusively researched. A goal of this study was to add to the body of research concerning contentment and PsyCap as they relate to the specific population of government contractors. The target sample size is 200 government contractors surveyed. Seligman (2018) and Wu, Kwan, Wu, and Ma (2018) suggest, employee contentment and PsyCap levels are becoming increasingly important. Altaf, Moshin, and Shahzad (2018) stated when employees are encouraged to utilize self-efficacy and allowed the opportunity to engage, contentment is increased.

For the study, the PCQ total score from the 24- question survey was combined into one score, which was used to determine the level of PsyCap. The PsyCap score was interpreted using the guidelines that follow: 1= strongly disagree, 2= disagree, 3= somewhat disagree, 4= somewhat agree, 5= agree, and 6= strongly agree. Contentment was measured based on a simple yes or no question.

All analysis were preformed using SPSS for Mac. The research question that guided the study: Is there a correlation between PsyCap levels and job contentment in government contractors?

The hypotheses below were developed based on the research question:

$H_0$1- There is no statistically significant correlation between PsyCap levels and contentment in government contractors.

H_A1- There is a statistically significant correlation between PsyCap levels and contentment in government contractors.

The study was conducted via anonymous online survey (Appendix A). A total of 206 participants were surveyed in May and June 2020. The data was captured for analysis and no personal information was requested or obtained, including users IP address.

This chapter outlines the results of the study designed to answer and respond to the hypothesis. Tables and figures were used to present the data collection results and provide support to the findings.

Review of Methodology

A stratified sample was used. The population for the study consisted of government contractors in three states, Maryland, Pennsylvania, and South Carolina. All data was captured via an online survey matrix and then transferred to Microsoft Excel. The independent variable (IV) for this study was individual PsyCap score. The dependent variable (DV) for this study was contentment. No pretest was administered prior to the survey being conducted, therefore there was no base line for comparison.

Data Cleaning

During the analysis period, all data was stored on researcher's personal computer under password protection. Prior to the data analysis, all received data was checked to ensure there was no missing data. All data was then categorized within an Excel Spreadsheet. The following categories were created: Count, Q1-Q24, Content Yes, Content No, State, Age Range. The count column was numbered 1 through 205, which is the total amount of participants for the study. As mentioned previously, the PCQ consists of 24 numbered Likert Responses, therefore each question was labeled Q1, Q2, etc. in individual columns. Each of the PCQ questions are averaged for each participant, providing their overall PsCap score. The age and state was set up as a category field, with age ranges coded 1 (18-28), 2 (29-49), 3 (50-70), and 4 (71 & up), and state categorized as 1 (Maryland), 2 (Pennsylvania), and 3 (South Carolina).

The contentment variable was binary discrete (yes or no), therefore each response to yes was placed in the 'Content Yes' column, and those selecting no, were placed in the 'Content No' column. This was done prior to being imported SPSS. Because the PCQ consists of 24, numbered Likert responses, the data will be placed into a Microsoft Excel Spreadsheet. The yes or no question for contentment was be cleaned in the same way.

All data was ran through the ISBLANK function in Excel, which would highlight the cells that are blank. No blank cells were found in the data set. The purpose for this added step of screening was two-fold, first to ensure that the researcher did not make an error in compiling the data, and second, to ensure that no survey answers were left unanswered. Unanswered questions may have an impact in analysis (Hughes, Heron, Sterne, & Tilling, 2019; Little & Rubin, 2019, 2002). No blank cells were found in the analysis. Once the data was organized in Excel, it was then imported into SPSS statistic software for analysis.

The sample size is a representation of the tri-state population of non-clinical healthcare contractors and was formulated utilizing a statistical online calculator, entitled *Sample Size Calculations, in Clinical Research* (Chow, et al., 2017; Ryan, 2013). This calculator has been used in several research studies and supported by Royal Statistical Society and used in numerous research studies (Charan & Biswas, 2013; Cesana, & Antonelli, 2016; Schmidt & Hollestein, 2018).

The initial sample strategy is comprised of 400 government contractors with a target response rate of 50% in order to meet the required minimum sample size (Chow, et al., 2017; Schmidt & Hollestein, 2018). This sample size was chosen based on the traditional (frequentist) path for determining a sample size (Chow et al., 2017).

The minimum sample was determined to be 200 *(n*=200). The response rate was exceeded for this study, and consisted of 206 participants. Of the 206 participants of the study, one of the surveys was not used, as it was not completed in its entirety. Therefore, the sample consisted of 205 participants (*n*=205).

Participants

This study was conducted to examine to what extent, if any, there is correlation between a government contractor's PsyCap score and their contentment. The population for this study consisted of government contractors that operate in the administrative, non-clinical healthcare sector within Pennsylvania, Maryland, and South Carolina. The only requirement for this study was that the participants had to be a government contractor. The sample size consisted of 205 government contractors. The study was conducted via anonymous, web-based survey. Permission to conduct the research study was granted by the Independent Review Board (IRB) at Franklin University.

No identifiable information was collected, nor was the participant's IP address captured (Mclnroy, 2016). All participants of the study filled out an anonymous survey via Google docs (Appendix C) (Mclnroy, 2016). As discussed in Chapter 3, using the power of .90, confidence interval of .05, and an effect size of .5, the minimum required sample size for this study is 200 to answer the research question (Kadam &Bhaleao, 2010). There were a total of 205 government contractors who responded.

Recruitment postings were created via social media platforms, Facebook and LinkedIn once IRB approval was obtained. The actual survey was administered and housed via Google Form (Appendix D). A random sampling technique was utilized. Survey responses were received over a period of three weeks (May 27, 2020- June 17, 2020). The testing computation consisted of the G* Power analysis, descriptive statistics, frequencies, Chi Square Analysis (0.142 (p>.05), and Logistic Regression (0.143 (p > .05).

Data Analysis and Procedure

During the recruitment portion of the study, the online informed consent was embedded within the survey and had to be accepted prior to the beginning of the questions. Thus, a participant must have selected "Yes, I agree" prior to the survey questions populating and the data collection process beginning (Appendix A). Government contractors were provided anonymity by not having to provide any identifiable information, which included no capturing of the participants IP address. The demographics collected were age range and state location (Appendix C). The data was transferred from Google Docs, to an Excel file, which was then transferred entirely into IBM SPSS (version 27).

Alfariza (2019) suggests that contentment is higher when an individual has a higher PsyCap score. Saqib and Arif (2017) support this, also adding that an individual that is content

may produce higher quality products, and engage in more meaningful relationships. The single instrument used to obtain the data for this research was the Psychological Capital Questionnaire (PCQ). The PCQ was embedded within the Google Doc with no changes made to the content. There are two additional sections within the Google Doc: informed consent, and demographic questions which consisted of a contentment question, age range, and state of residence. The following section provides descriptive statistics outlining the government contractors that participated in this study.

Assumptions

The dependent variable (DV) is a binary discrete variable, and therefore required specific assumptions. Therefore, for the RQ, three assumptions were used, utilizing Chi Square analysis:

1. The dependent variable should be measured on a dichotomous scale.
2. There are one or more independent variables that are continuous or categorical.
3. The variables have independence of observations, and have mutually exclusive categories.

The single instrument used for analysis and data collection was the PCQ. Based on the data collected, all prementioned criteria were met. Firstly, PsyCap scores and contentment answers were binary discrete. Secondly, the variables were categorical. Thirdly, the variables are independent and have specific categories.

There were 205 government contractors who participated in this research study. The following are the descriptive statistics (see Table 4.1): the average PCQ score was 3.492, 24.9% of the participants were from Maryland, the average age group was 29-49, and 55.1% of the participants reported they were content in their job. Additionally, a histogram (see Figure 4.1) was created to show the frequency of the PCQ scores. The histogram shows that the data is

skewed slightly to the right, indicating that the assumption for normality has been violated, which is why an additional analysis, utilizing Chi Square was utilized.

Table 4.2

Descriptive Statistics PsyCap Score, Contentment and Demographics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PCQ_Score	205	2.6	5.4	3.492	.4384
Age[a]	205	1.00	4.00	2.1951	.74160
Content[b]	205	1.00	2.00	1.4488	.49859
State[c]	205	1.00	3.00	1.9610	.82155
Valid N (listwise)	205				

a. Age is categorized by age group, 1= 18-28, 2= 29-49, 3= 50-70, and 4= 71 and Up

b. Contentment is measured on a dichotomous scale, where Yes is 1 and No is 2

c. State is categorized with three states, 1= Maryland, 2= Pennsylvania, and 3= South Carolina

Testing for Normality

Shapiro -Wilk test was conducted to determine that the data was normally distributed (see Figure 4.3). The results of the Shapiro-Wilk were 0.001 ($p > .05$) thus rejecting the null , as the data collected from the sample is not normally distributed (Mishra, et al., 2019). As seen in Figure 4.1 and 4.3 showed the data is skewed to the right, therefore violating the conditions of normality. Chi Square (0.142 ($p > .05$)) was the conducted due to the normality assumptions being violated. Logistic Regression was calculated (0.143 ($p > .05$) to answer the research question: Is there a correlation between PsyCap levels and job contentment in government contractors?

Logistic Regression

Logistic Regression was evaluated to answer the primary research question: Is there a correlation between PsyCap levels and job contentment in government contractors? A scatterplot (see Figure 4.2) showed there is no trend in relationship between the PCQ score and

the contentment level (see Figure 4.2). This suggests that a government contractor's PsyCap score do not show a correlation with their contentment, thus failing to reject the null hypothesis. Chi Square analysis was conducted due the normality assumptions violated. The results of the Chi Square indicate no statistical evidence of correlation between contentment and PsyCap scores (.142 > p (.05)). Thus, failing to reject the null hypothesis.

The dependent variable (DV) for this study was contentment, and was binary discrete (measured in yes/no), therefore the traditional analysis used for normally distributed data are inadequate for testing. Therefore, Binary Logistic Regression was ran to conduct further analysis of the data. The results of the test suggest that there is no correlation between PsyCap scores and contentment (.143>p (.05). Breaking down the individual components of PsyCap (hope, efficacy, resilience, optimism) also had no correlation with contentment.

Kruskal-Wallis H Test

The Kruskal-Wallis H test is sometimes referred to the "one-way ANOVA on ranks" (Kruskal & Wallis, 1952). It is used as a rank-based, nonparametric test that can be used to analyze statistically significant differences between two or more groups of an independent variable. It is considered the nonparametric alternative to ANOVA. Kruskal-Wallis test was ran to evaluate if there was a difference between the PCQ scores and contentment. This test was selected based on the assumptions of normality being violated, and is the non-normal distribution equivalent to ANOVA (Table 4.2).

A Kruskal-Wallis H test showed that there was not a statistically significant difference between PCQ scores and Contentment, $x^2(1)= .916$, $p= .339$, with a mean rank score for PCQ of 3.492 and 1.4488 for contentment (contentment was measured via binary discrete; and therefore, the mean for this variable would translate to Yes). Therefore, there was no significance for

ranking order found with this analysis; thus, showing no statistically significant difference between the PsyCap variables and contentment.

Table 4.3

Kruskal- Wallis H Table, PsyCap Scores as they relate to age, contentment, and state

Test Statistics[a,b]

	PCQ_Score
Kruskal-Wallis H	.916
df	1
Asymp. Sig.	.339

a. Kruskal Wallis Test

b. Grouping Variable: Content

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PCQ_Score	205	2.6	5.4	3.492	.4384
Age[a]	205	1.00	4.00	2.1951	.74160
Content[b]	205	1.00	2.00	1.4488	.49859
State[c]	205	1.00	3.00	1.9610	.82155
Valid N (listwise)	205				

a. Age is categorized by age group, 1= 18-28, 2= 29-49, 3= 50-70, and 4= 71 and Up

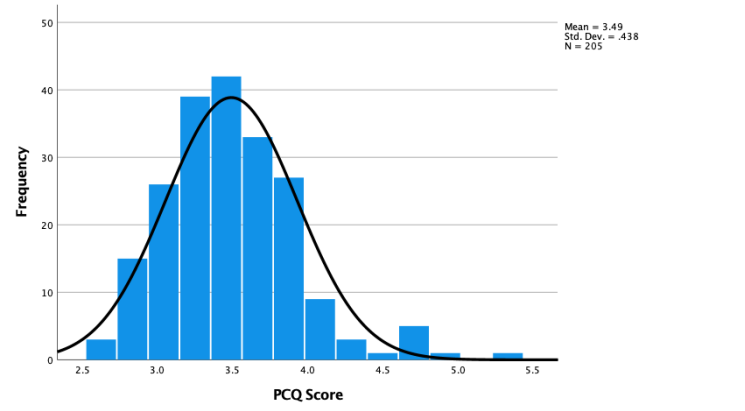
b. Contentment is measured on a dichotomous scale, where Yes is 1 and No is 2

c. State is categorized with three states, 1= Maryland, 2= Pennsylvania, and 3= South Carolina

Hypothesis Testing

Figure 4.1

Histogram Frequency of PCQ Scores



Note. This figure represents the amount of PCQ scores, as well as highlighting normal distribution.

Shapiro -Wilk test was conducted to determine that the data was normally distributed (see Figure 4.3). The results of the Shapiro-Wilk were 0.001 ($p > .05$) thus rejecting the null, as the data collected from the sample is not normally distributed, (Mishra, et al., 2019). Additionally, Chi Square was 0.142 ($p > .05$) was the conducted due to the normality assumptions being

violated. Logistic Regression was calculated (0.143 ($p > .05$) to answer the research question: Is there a correlation between PsyCap levels and job contentment in government contractors? This shows there is not a significant relationship between PCQ scores and contentment (see Figure 4.3). This suggests that a government contractor's PsyCap score do not show a correlation with their contentment, thus failing to reject the null hypothesis.

Figure 4.2

Scatterplot of PCQ Scores and Contentment

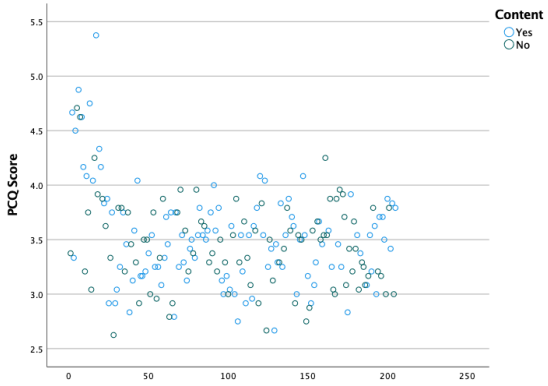
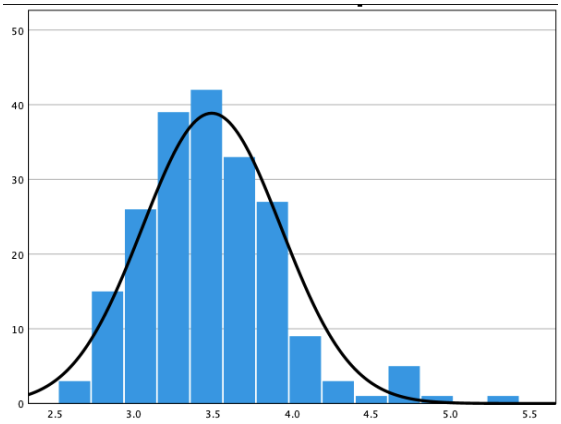


Figure 4.3

Histogram of PCQ Scores and Contentment



Logistic Regression

Other variables were provided within the research, and thus may be related to increased contentment (age and state of residence). Therefore, logistic regression was conducted to

determine whether an individual's age range or state of residence has any predictors over other variables with regard to personal contentment. Analysis was completed, utilizing contentment, PCQ score (averaged), state of residence, and age. Analysis showed the model was not statistically significant (p>.245) when the average PCQ score was used (See *Logistic Regression* table in Table 4.2).

Table 4.4

Summary: *Logistic Regression predicting with Age and State*

Logistic Regression

Case Processing Summary

Unweighted Cases[a]		N	Percent
Selected Cases	Included in Analysis	205	100.0
	Missing Cases	0	.0
	Total	205	100.0
Unselected Cases		0	.0
Total		205	100.0

a. If weight is in effect, see classification table for the total number of cases.

Dependent Variable Encoding

Original Value	Internal Value
.00 No	0
1.00 Yes	1

Classification Table[a,b]

			Predicted		
			Content		Percentage Correct
	Observed		.00 No	1.00 Yes	
Step 0	Content	.00 No	0	92	.0
		1.00 Yes	0	113	100.0
	Overall Percentage				55.1

a. Constant is included in the model.

b. The cut value is .500

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	.206	.140	2.144	1	.143	1.228

Variables not in the Equation

			Score	df	Sig.
Step 0	Variables	PCQ_Score	1.792	1	.181
		Age	.335	1	.563
		State	2.600	1	.107
	Overall Statistics		4.835	3	.184

Spearman's Rho correlation shows no correlation with PCQ scores and contentment (0.340 ($p > .05$), where Logistic Regression significance of p>.245, indicating that age and geographical location was not significant prediction for contentment. The goal of the study was to examine if any correlation existed between contentment and PCQ scores, therefore to answer the original research question, the data supports failing to reject the null hypothesis ($H_0 1$) and accepting the alternative hypothesis ($H_A 1$), there is no correlation between government contractor's contentment and PsyCap score, nor the individual components of PsyCap (*hope, efficacy, resilience, and optimism)*.

Table 4.5

Summary: Spearman's rho Correlation with hope, efficacy, resilience, optimism, contentment, and PsyCap score

Correlations

			Content	Age	State	Hope	Efficacy	Resilience	Optimism
Spearman's rho	Content	Correlation Coefficient	1.000	-.048	.112	.078	.042	.004	-.055
		Sig. (2-tailed)	.	.492	.109	.264	.550	.958	.437
		N	205	205	205	205	205	205	205
	Age	Correlation Coefficient	-.048	1.000	-.069	.076	.050	-.008	.082
		Sig. (2-tailed)	.492	.	.326	.279	.473	.910	.241
		N	205	205	205	205	205	205	205
	State	Correlation Coefficient	.112	-.069	1.000	.077	.190**	.018	-.034
		Sig. (2-tailed)	.109	.326	.	.272	.006	.795	.633
		N	205	205	205	205	205	205	205
	Hope	Correlation Coefficient	.078	.076	.077	1.000	.422**	.152*	.047
		Sig. (2-tailed)	.264	.279	.272	.	.000	.030	.507
		N	205	205	205	205	205	205	205
	Efficacy	Correlation Coefficient	.042	.050	.190**	.422**	1.000	.166*	.056
		Sig. (2-tailed)	.550	.473	.006	.000	.	.017	.422
		N	205	205	205	205	205	205	205
	Resilience	Correlation Coefficient	.004	-.008	.018	.152*	.166*	1.000	.063
		Sig. (2-tailed)	.958	.910	.795	.030	.017	.	.368
		N	205	205	205	205	205	205	205
	Optimism	Correlation Coefficient	-.055	.082	-.034	.047	.056	.063	1.000
		Sig. (2-tailed)	.437	.241	.633	.507	.422	.368	.
		N	205	205	205	205	205	205	205

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

*. Correlation is significant at the 0.05 level (2-tailed).

Summary

Chapter 4 offered statistical analysis of data collected from 205 participants. The purpose of this study was to collect and analyze data to answer the research question: Is there correlation between PsyCap and contentment in government contractors? Analysis conducted shows no correlation with PCQ scores and contentment (0.340 ($p > .05$), indicative of no significant correlation between PCQ scores and contentment. Contentment and PCQ scores were used to determine correlation of contentment levels for government contractors based in Maryland, Pennsylvania, and South Carolina. The analysis shows no correlation between contentment and PCQ scores, thus failing to reject the null hypothesis.

Chapter Five: Results, Conclusions and Recommendations

This research study examined the correlation between Psychological Capital (PsyCap) and contentment in government contractors. The Psychological Capital Questionnaire (PCQ) (Luthans, Avoilio, & Avey, 2007) was used to score each person's PsyCap score and a simple yes or no question was utilized to measure contentment. All data was obtained anonymously utilizing Google Documents and hosted online.

This chapter provides a discussion of the study results and findings in Chapter 4. Analysis is included on how PsyCap levels relate to contentment in government contractors. Conclusions are drawn from these findings and implications for practice are provided. Study limitations and suggestions for future research are proposed.

Summary Overview of Results and Findings

The hypothesis was investigated to determine if PsyCap scores had any correlation with contentment. The hypothesis are outlined here.

Psychological Capital (PsyCap) and Contentment

$H_0$1- There is no statistically significant correlation between PsyCap levels and contentment in government contractors.

H_A1- There is a statistically significant correlation between PsyCap levels and contentment in government contractors.

The hypothesis was developed to examine if correlation exists between government contractors PsyCap scores and their contentment. This study rejected the null hypothesis ($H_0$1). A Spearman's *rho* was 0.340 ($p > .05$), presented no correlation between PsyCap scores and contentment (Mishra, et al., 2019). Spearman's *rho* has been used in past PsyCap studies as well, when correlation is analyzed (Altaf & Shahzad, 2018; LaMorte, 2018; Little & Swayze,

2015). Spearman's *rho* correlation displayed no correlation with PCQ scores and contentment (0.340 ($p > .05$), where Logistical Regression showed no significance (0.143 (0 > .05), and finally, Chi Square Analysis (0.142 ($p>.05$), also conclude there is no correlation between contentment and PsyCap levels for government contractors. Further, age and geographical location was not significant for prediction of contentment. All analysis supports failing to reject the null hypothesis.

Analysis of Present Results to Previous Research

Luthans, et al. (2007) define PsyCap as "an individual's positive psychological state of development" further adding, the four components of hope, efficacy, resilience, and optimism. These four components are referred to in acronym form 'HERO'. Bonner, 2016; Bahn, 2015; Lorenz et al., (2016) has shown correlation amongst contentment and PsyCap levels in varied population groups. Little and Swayze (2015) and Maher, Mahoud, and El (2017) has suggested that work performance, organizational morale, and retention has increased when employees display a higher level of PsyCap.

Dossa (2016) found that PsyCap scores are a direct predictor of how well a person preforms in work environment. This study does not offer support to previous research with regard to PsyCap and job contentment. However, an important note, is this study focused on a population that appears to have little to no research conducted. Multi-level searches conducted of literature within the Franklin University library rendered zero results for 'Psychological Capital and government contractors' and 'Positive Psychology and government contractors.' Du and Liu (2020) suggest that positive psychology does have a positive correlation with safety behaviors, but do not correlate with positive psychology. While safety behaviors is not a measurement within the PCQ, it is relevant with regarding to optimism and efficacy. Lilienfeld (2012)

suggests that while Positive Psychology is a scholarly and research driven discipline, there are many misconceptions regarding Positive Psychology that could be problematic with certain populations. For example, a more common skepticism with Positive Psychology specifically, is that it is simply common sense, and that it is not relevant or helpful to society (Lilienfeld, 2012).

Studies conducted previously have focused on health care (Bonner, 2016) , finance, (Lorenz, Beer, Pütz, Heinitz, 2016) IT, (Luthans , 2012) and military populations (Seligman, 2018). While military personnel are government employees, they are not contractors (Pilisuk & Mahr, 2015), they are paid government employees. Further, studies conducted that focused on contractors, were predominantly conducted in construction industries, where the use of contractors are more prevalent (Hashiguchi, Sengoku, Kubota, Kitahara, Lim, & Kodama, 2020). This study does not support a correlation between PsyCap and contentment in government contractors.

Conclusions and Findings

The purpose of this quantitative, correlational study was to determine what extent, if any, PsyCap scores relate to job contentment in government contractors. An in-depth literature review found many studies had been conducted with military (Seligman, 2018), Information Technology (IT) (Luthans, 2012), Financial Sector (Lorenz, et al., 2016), and healthcare (clinical) personnel (Bonner, 2016); however, there was minimal research conducted utilizing government contractors. This research focused solely on administrative, non-clinical healthcare, government contractors.

This study consisted of 205 government contractors from Maryland, South Carolina, and Pennsylvania. The average age range of the participants was 29-49 years old, 24.9% of the contractors were from Maryland, and 55.1% reported they were content in their jobs. Analysis of

the data found that there was no correlation between PsyCap scores and contentment in government contractors (see Tables 4.2 and 4.4). PsyCap scores were analyzed as a total score per participant (n= 205). The average participant PsyCap score was 3.492. Other demographic information was conducted as well, including the participants state of work and age group. These variables were also analyzed, using Logistic Regression (see Table 4.3) to see if additional correlation existed. The data was not significant (p>.143).

Shapiro-Wilk was conducted to ensure normally distributed data (see Figure 4.3). The data was not normally distributed (0.001 (p > .05), thus failing to reject the null. *P* was larger than alpha, thus rejecting the null (Creswell, 2014). As seen in Figure 4.1 and 4.3, the data is skewed to the right, therefore violating the conditions of normality. Chi Square (0.142 (p > .05)) was the conducted due to the normality assumptions being violated. Logistic Regression was calculated (0.143 (p > .05) to answer the research question: Is there a correlation between PsyCap levels and job contentment in government contractors? Logistic Regression was evaluated to answer the primary research question: Is there a correlation between PsyCap levels and job contentment in government contractors? A scatterplot (see Figure 4.2) showed there is no trend in relationship between the PCQ score and the contentment level (see Figure 4.2). This suggests that a government contractor's PsyCap score do not show a correlation with their contentment, thus failing to reject the null hypothesis. Chi Square analysis was conducted due the normality assumptions violated. The results of the Chi Square indicate no statistical evidence of correlation between contentment and PsyCap scores (.142 > p (.05)). Thus, failing to reject the null hypothesis.

Limitations of results

Limitations of this research study include generalization of findings for an anonymous web hosted survey. Additionally, this survey was conducted in the middle of a Public Health Emergency, and therefore may include indirect bias as a result (Zhang, Xiong, Zhang, & Le, 2020). Vaishnav, Dalal, and Javed (2020) suggest that due to the uncertainty of a timeframe with COVID, many organizations are experiencing a strain on employee resilience. Because of the lack of information regarding an end to this pandemic, employees are experiencing gratitude for continued employment, however resilience levels are decreasing, thus supporting studies showing that people tend to be calmer when situations are predictable (Vaishnav, Dalal, Javed, 2020; Campion, 2019; Campion, Javed, Vaishnav, & Marmot 2020). The sample for this study was also limited to one population, government contractors, therefore the results may not be relevant or applicable for other groups. Valsiner (2015) suggests that generalization is "an ever-new process of signification." The theory of positive psychology has been used and generalized in many previous studies as a guide for theoretically representative (Weis & Willems, 2017; Luthans, 2012; Bonner, 201; Lorenz, et al, 2016).

This study was conducted via online, anonymous platform in a tri state area (Maryland, Pennsylvania, and South Carolina) with government contractors. The same relationship between contentment and PsyCap may not be applicable to other states and/or populations.

Another limitation to this study was the potential bias due to the survey being conducted online (Zhang, Wu, Zhang, Xiong, Zhang, & Le, 2020). Zhang, et al. (2020) suggest that due to human behavior, lack of effort, time, and attention, online surveys may not be as reliable as face-to-face surveys. Each participant selected they were a government contractor, and that they would answer each question honestly and completely. Weis and Willems (2017) suggest that anonymous surveys promote honest responses, and may be an indicator of overall data quality.

It is assumed that the participants were truthful with these criteria, however because of the anonymity it cannot be certain.

Recommendations for Future Research

While there were not statistically significant relationships between PsyCap and contentment it is possible that the Public Health Emergency (PHE) had a significant impact with the results. This research was conducted during a PHE (Covid-19) in the United States. The research was conducted for a three-week timeframe, via online portal, May 27, 2020- June 17, 2020. This time frame was after the first onset of COVID-19 in the United States; however, this was also the time in which the United States began taking more drastic measures regarding social distancing and the utilization of Personal Protective Equipment (PPE) (U.S. Food and Drug Administration, 2020). According to the Center of Disease Control (CDC) during the time frame of April- June 2020, 80% of people in the United States supported public health measures imposed by the government (CDC, 2020). These measures included such things as: social distancing, closing of non-essential business closures and stay at home orders. Additionally, most organizations were now also implementing work from home as a standard practice (Czeisler MÉ, Tynan MA, Howard ME, et al., 2020).

Due to the uniqueness of how COVID has affected most aspects of corporate work structures, particularly when applied to government contractors, it should be noted that the data may be bias to contentment, more out of relief for continuing to be employed. There is no data to substantiate that statement, however, there is data that shows 80% of U.S. employees are relieved to have the ability to continue their employment at home (CDC, 2020). Additionally, research could be conducted after the pandemic, to re-evaluate the results to examine if there is change in response to the government contractor population.

Another opportunity for further analysis would be to conduct this study via a mixed method with a larger sample size. Quantitative data, utilizing the Psychological Capital Questionnaire (PCQ) could be combined with a qualitative interview process (Zhang, Wu, Zhang, Xiong, Zhang, & Le, 2020). This type of study could allow for a pre and post assessment, and possibly a control variable, utilizing training. Conducting a study in this format would remove anonymity, but would allow for specific questions relating to the four components of PsyCap (hope, efficacy, resilience, optimism).

Finally, the demographic variables of this study may provide an opportunity for future research. Age, gender, and tenure could be prepositioned indicators for further analysis. While the current study utilized age ranges, focusing in on specific ages may be of interest (Altaf & Shahzad, 2018). Exploring education level and tenure may also produce new and interesting results (Zhang, Xiong, Zhang, & Le, 2020).

This chapter outlined a summary of the research, results, and findings. The findings were compared to previous research studies and conclusions of how PsyCap and contentment were not correlated in this study. Conclusions and implications were drawn and additional research opportunities were presented.

References

Adil, A., & Kamal, A. (2016). Impact of psychological capital and authentic leadership on work engagement and job related affective well-being. *Pakistan Journal of Psychological Research*, 31(1), 1.

Ahmed, M. A. (2015). The role of self-esteem and optimism in job satisfaction among teachers of private universities in Bangladesh. *Asian Business Review*, *1*(2), 114- 120. https://doi.org/10.18034/abr.v1i2.322

Akoglu H. (2018). User's guide to correlation coefficients. *Turkish journal of emergency medicine*, *18*(3), 91–93. https://doi.org/10.1016/j.tjem.2018.08.001

Alfariza S. (2019). Correlation between Job Autonomy and Psychological Capital with Work Engagement. *Russian Journal of Agricultural and Socio-Economic Sciences*, (7), 202. https://doi-org.links.franklin.edu/10.18551/rjoas.2019-07.22

Ali, H. E., Schalk, R., van Engen, M., & van Assen, M. (2018). Leadership self-efficacy and effectiveness: The moderating influence of task complexity. *Journal of Leadership Studies*, *11*(4), 21–40. https://doi.org/10.1002/jls.21550

Altaf, M., & Shahzad, A. (2018). "That's my job" Exploring the effect of brand empowerment towards employee brand equity: The mediating role of employee critical psychological states. *Journal of Psychology,* 20(4), 599–618. https://doi.org.links.franklin.edu/10.7819/rbgn.v0i0.3952

Avey, J. B., Luthans, F., & Youssef, C. M. (2010). The additive value of positive psychological capital in predicting work attitudes and behaviors. *Journal of Management*, *36*, 430–452. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=edb&AN=47933428&site=eds-live

Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly, 16*, 315–338. https://doi-org.links.franklin.edu/10.1016/j.leaqua.2005.03.001

Avramchuk, A. S. (2017). Building Positive Organizational Communities: Communal Leadership at Work. *Graziadio Business Review*, *20*(2), 1. Retrieved from https://links.franklin.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=125345974&site=eds-live

Awasthi, D. (2015). Leadership values and its business impact. *Indian Journal of Science and Technology, 8*(S4), 268–277. doi:10.17485/ijst/2015/v8iS4/62914

Ayub, A., Kokkalis, P., & Masood-ul-Hassan. (2017). Institutionalization and Social Cognitive Behavior Resulting in Self-Leadership Development: A Framework for Enhancing Employee Performance in Corporate Sector in Pakistan. *International Journal of Business & Society*, *18*, 617–640. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=bth&AN=128134239&site=eds-live

Babalola, M. T., Bligh, M. C., Ogunfowora, B., Guo, L., & Garba, O. A. (2019). The Mind is Willing, but the Situation Constrains: Why and When Leader Conscientiousness Relates to Ethical Leadership. *Journal of Business Ethics*, *155*(1), 75. Retrieved from https://links.franklin.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edb&AN=134918485&site=eds-live

Bahn, S. (2015). Managing the well-being of temporary skilled migrants. *International Journal of Human Resource Management*, *26*, 2102–2120. doi:10.1080/09585192.2014.971849

Bandura, Albert (1986). Social Foundations of Thought and Action: A Social Cognitive Theory. Englewood Cliffs: Prentice. Print.

Bartlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, learning, and Performance Journal, 19*(1), 43-50.

Bonner, L. (2016). A survey of work engagement and psychological capital levels. *British Journal Of Nursing (Mark Allen Publishing), 25*(15), 865-871. doi:10.12968/bjon.2016.25.15.865

Brender-Ilan, Y., & Sheaffer, Z. (2018). How do self-efficacy, narcissism and autonomy mediate the link between destructive leadership and counterproductive work behaviour. *Asia Pacific Management Review*. https://doi.org/10.1016/j.apmrv.2018.05.003

Bureau of Labor Statistics. (2015). *Labor force projections to 2024: the labor force is growing, but slowly*. https://www.bls.gov/opub/mlr/2015/article/labor-force-projections-to-2024.htm

Burke, J. (2018). Conceptual framework for a positive psychology coaching practice. *Coaching Psychologist, 14*(1), 16–25. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=s3h&AN=129917161&site=eds-live

Campion J, Javed A, Vaishnav M, Marmot M. (2020). Public mental health and associated opportunities. *Indian Psychiatry*; *62*:3-6. 16.

Campion J. (2019). Public Mental Health: Evidence, Practice and Commissioning. *Royal Society for Public Health*. Available from: https://www.rsph. org.uk/our-work/policy/wellbeing/public-mental-healthevidence-practice-a nd-commissioning.html.

CDC. (2020). COVID View Summary. Washington, DC. https://www.cdc.gov/coronavirus/2019-ncov/covid-data/covidview/past-reports/06262020.html.

CDC. (2020). Implementation of mitigation strategies for communities with local COVID-19 transmission. Atlanta, GA: *US Department of Health and Human Services*. https://www.cdc.gov/coronavirus/2019-ncov/community/community-mitigation.html

CDC. (2020). Social distancing. Atlanta, GA: *US Department of Health and Human Services*. https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/social-distancing.html

CDC. (2020). COVID data tracker. Atlanta, GA: *US Department of Health and Human Services*. https://www.cdc.gov/covid-data-tracker

CDC. (2020). National Center for Health Statistics. Provisional COVID-19 death counts by sex, age, and state. Atlanta, GA: *US Department of Health and Human Services*. https://data.cdc.gov/NCHS/Provisional-COVID-19-Death-Counts-by-Sex-Age-and-S/9bhg-hcku

Cesana, B. M., & Antonelli, P. (2016). Sample size calculations in clinical research should also be based on ethical principles. *Trials, 17*(1), 149.

Charan, J., & Biswas, T. (2013). How to calculate sample size for different study designs in medical research?. *Indian Journal of Psychological Medicine*, *35*(2), 121.

Chow, S. C., Shao, J., Wang, H., & Lokhnygina, Y. (2017). *Sample size calculations in clinical research*. Chapman and Hall/CRC.

CIPD/SimplyHealth. (2016). *Absence management survey*. London: Author.

Compton, W. C., & Hoffman, E. (2019). *Positive psychology: The science of happiness and flourishing* (3rd ed.). Thousand Oaks, CA: SAGE Publications.

Coronavirus (COVID-19) (2020). *Update: Daily Roundup*. https://www.fda.gov/news-events/press-announcements/coronavirus-covid-19-update-daily-roundup-may-15-2020.

Creswell, J.W. (2014). *Research Deign.* Thousand Oaks, CA. Sage Publications.

Cronk, B. C. (2008). *How to use SPSS: A step-by-step guide to analysis and interpretation.* Glendale, CA: Pyrczak.

Czeisler MÉ, Howard ME, Robbins R, et al. (2020). *COVID-19*: *Public compliance with and public support for stay-at-home mitigation strategies* [Preprint]. https://www.medrxiv.org/content/10.1101/2020.04.22.20076141v1external icon

de Andrade, T., Flores Costa, V., de Fátima Barros Estivalete, V., & Lengler, L. (2017). Organizational citizenship behaviors: a glimpse in the light of values and job satisfaction. *Revista Brasileira de Gestão de Negócios*, *19*(64), 236–262. https://doi.org/10.7819/rbgn.v19i64.2899

Dossa, M. L. (2017). *Transformational leadership and positive psychological capital in radiology leadership* (dissertation). ProQuest.

Eryilmaz, A. (2015). Positive Psychology in the Class: The Effectiveness of a Teaching Method Based on Subjective Well-Being and Engagement Increasing Activities. *International Journal of Instruction*, *8*(2), 17–32. https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=eric&AN=EJ1085313&site=eds-live

Flinchbaugh, C., Schwoerer, C., & May, D. R. (2017). Helping Yourself to Help Others: How Cognitive Change Strategies Improve Employee Reconciliation with Service Clients and Positive Work Outcomes. *Journal of Change Management*, *17*(3), 249. https://doi-org.links.franklin.edu/10.1080/14697017.2016.1231700

Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. O. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly*, *16*, 343–372. https://doi-org.links.franklin.edu/10.1016/j.leaqua.2005.03.003

Glenn, S. (2019). *Sampling and Coefficients*. Retrieved from https://www.datasciencecentral.com/profiles/blog/list?user=0lahn4b4odglr.

Haider, M., Aamir, A., Hamid, A. A., & Hashim, M. (2015). *A literature Analysis on the Importance of Non-Financial Rewards for Employees' Job Satisfaction*. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=a9h&AN=111666708&site=eds-live

Hashiguchi, N., Sengoku, S., Kubota, Y., Kitahara, S., Lim, Y., & Kodama, K. (2020). Age-Dependent Influence of Intrinsic and Extrinsic Motivations on Construction Worker Performance. *International Journal of Environmental Research and Public Health*, *18*(1). https://doi-org.links.franklin.edu/10.3390/ijerph18010111

Hitt, M. A., Miller, C., Colella, A., & Del Carmen- Triana, M. (2018). *Organizational Behavior* (5th ed.). Hoboken, NJ: Wiley.

Huang L. and Luthans F.(2015). Toward Better Understanding of the Learning Goal Orientation-Creativity Relationship: The Role of Positive Psychological Capital. *Applied Psychology: An International Review (2):* 444-472. https://doi-org.links.franklin.edu/10.1111/apps.12028

Idris, A. M., & Manganaro, M. (2017). Relationships between psychological capital, job satisfaction, and organizational commitment in the Saudi oil and petrochemical

industries. *Journal of Human Behavior in the Social Environment*, *27*(4), 251–269. https://doi.org/10.1080/10911359.2017.1279098

Johnson, S., & Pike, B. (2018). Employee Retention. *CPA Journal*, *88*(12), 64. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=buh&AN=133515875&site=eds-live

Kadam, P., & Bhalerao, S. (2010). Sample size calculation. *International Journal of Ayurveda research*, *1*(1), 55–57. https://doi.org/10.4103/0974-7788.59946

Kamei, H., Ferreira, M. C., Valentini, F., Peres, M. F. P., Kamei, P. T., & Damásio, B. F. (2018). *Psychological Capital Questionnaire - Short Version (PCQ-12): Evidence of Validity of The Brazilian Version. Psico-USF, 23*(2), 203–214. doi: 10.1590/1413-82712018230202

Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem. *Psychological Inquiry*, 14, 1–26. https://doi-org.links.franklin.edu/10.1207/S15327965PLI1401_01

Knight, A. P., Menges, J. I., & Burke, H. (2018). Organizational Affective Tone: A Meso Perspective on the Origins and Effects of Consistent Affect in Organizations. *Academy of Management Journal*, *61*(1), 191–219. https://doi.org/10.5465/amj.2016.067

Krahmann, E. (2016). *NATO contracting in Afghanistan: the problem of principal–agent networks, International Affairs, Volume 92*(6), 1401–1426, https://doi.org/10.1111/1468-2346.12753

Kruskal, W. & Wallis, W.A.(1952) Use of Ranks in One-Criterion Variance Analysis, *Journal of the American Statistical Association*, *47*:260, 583-621, DOI: 10.1080/01621459.1952.10483441

LaMorte, W. (2018). *The Social Cognitive Theory*. Boston University School of Public Health.

Lilienfeld, S. O. (2012). Public skepticism of psychology: Why many people perceive the study of human behavior as unscientific. *American Psychologist*, *67*(2), 111–129. https://doi-org.links.franklin.edu/10.1037/a0023963. Scale (CPC-12). PLoS ONE 11(4): e0152892. doi:10.1371/journal. pone.0152892

Little, J., & Swayze, S. (2015). Employee Perceptions of Psychological Capital and Learning Organization Dimensions in a Community Medical Center. *Organization Development Journal*, *33*(2), 79–102. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=bth&AN=103722560&site=eds-live

Lopez, S., Pedrotti, P. & Snyder, C.R. (2019). *Positive Psychology: The scientific and practical explorations of human strengths.* Thousand Oaks, CA: SAGE Publications.

Lorenz, T., Beer, C., Pütz, J., & Heinitz, K. (2016). *Measuring Psychological Capital: Construction and Validation of the Compound PsyCap Scale (CPC-12). PLoS ONE*, *11*(4), e0152892. https://doi-org.links.franklin.edu/10.1371/journal.pone.0152892

Lund, A. & Lund, M. (2018). *Kruskal-Wallis h test using SPSS Statistics*. https://statistics.laerd.com/spss-tutorials/kruskal-wallis-h-test-using-spss-statistics.php.

Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management. *Organizational Dynamics, 33*, 143–160.

Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, *60*, 541–572. https://doi-org.links.franklin.edu/10.1111/j.1744-6570.2007.00083.x

Luthans, F., Avey, J. B., Clapp-Smith, R., & Li, W. (2008). More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource?

International Journal of Human Resource Management, *19*, 818–827. https://doi-org.links.franklin.edu/10.1080/09585190801991194

Luthans, F. (2012). Psychological capital: Implications for HRD, retrospective analysis, and future directions. *Human Resource Development Quarterly*, 23, 1–8. https://doi-org.links.franklin.edu/10.1002/hrdq.21119

Mache, S., Vitzthum, K., Wanke, E., Groneberg, D., Klapp, B., & Danzer, G. (2014). Exploring the impact of resilience, self-efficacy, optimism and organizational resources on work engagement. *Work, 47(4)*, 491–500. https://doi-org.links.franklin.edu/10.3233/WOR-131617

Maher, A., Mahmoud, H.S., & El Hefny, S. (2017). Authentic leadership and Psychological Capital: The impact on Egyptian employees' work well being. *Electronic Journal of Knowledge Management, 15*(3), 204-212. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=lih&AN=125628088&site=eds-live

Mamavi, O., Nagati, H., Pache, G., & Wehrle, F. T. (2015). How does performance history impact supplier selection in public sector? *Industrial Management & Data Systems, 115*(1), 107. Retrieved from https://links.franklin.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edb&AN=100521094&site=eds-live

Marič, M., Miglič, G., & Jordan, G. (2017). The Impact of Authentic Leadership on Psychological Empowerment of the Employees in the Slovenian Local Self-Government Institutions. Lex Localis - *Journal of Local Self-Government, 15*(3), 625. doi:10.4335/15.3.625-645

McInroy L. B. (2016). Pitfalls, Potentials, and Ethics of Online Survey Research: LGBTQ and Other Marginalized and Hard-to-Access Youths. *Social work research*, *40*(2), 83–94. https://doi.org/10.1093/swr/svw005

McKenzie, J. (2016). Happiness Vs Contentment? A Case for a Sociology of the Good Life. *Journal for the Theory of Social Behaviour*, *46*(3), 252–267. Retrieved from https://search-ebscohost-com.links.franklin.edu/login.aspx?direct=true&db=s3h&AN=117873938&site=eds-live

Merritt, C. C., Kennedy, S. S., & Kienapple, M. R. (2019). The Cost of Saving Money: Public Service Motivation, Private Security Contracting, and the Salience of Employment Status. *Public Performance & Management Review, 42*(4), 920. Retrieved from https://links.franklin.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edb&AN=137541905&site=eds-live

Miller, E. D., & Harvey, J. H. (2001). The Interface of Positive Psychology with a Psychology of Loss: A Brave New World? *American Journal of Psychotherapy, 55*(3), 313.

Mind Garden. *Full List of Psychological Assessments: Mind Garden*. (n.d.). Retrieved from https://www.mindgarden.com/14-our-products.

Mishra, P., Pandey, C. M., Singh, U., Gupta, A., Sahu, C., & Keshri, A. (2019). Descriptive statistics and normality tests for statistical data. *Annals of Cardiac Anesthesia*, *22*(1), 67–72. https://doi.org/10.4103/aca.ACA_157_18

Nacif, A. P. (2019). Positive psychology coaching in practice. *International Journal of Evidence Based Coaching & Mentoring*, *17*(1), 82–83. https://doi.org/10.24384/26c5-e242

Newman, A., Ucbasaran, D., Zhu, F., & Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of Organizational Behavior*, 35S120. doi:10.1002/job.1916

Ng, W. (2017). Extending traditional psychological disciplines to positive psychology: A view from subjective well-being. *Journal of Happiness Studies: An Interdisciplinary Forum on Subjective Well-Being*, *18*(5), 1553–1571. https://doi.org/10.1007/s10902-016-9782-5

Nica, E. (2018). The Role of Job Embeddedness in Influencing Employees' Organizational Commitment and Retention Attitudes and Behaviors. *Economics, Management & Financial Markets, 13*(3), 101–106.

Nielsen, K., & Miraglia, M. (2017). What works for whom in which circumstances? On the need to move beyond the 'what works?' question in organizational intervention research. *Human Relations, 70*, 40–62. doi:10.1177/0018726716670226

Norris, J., White, D., Nowell, L., Mrklas, K., Stelfox, H. (2017). How do stakeholders from multiple hierarchical levels of a large provincial health system define engagement? A qualitative study. *Implementation Science, 12* (1), 98. https://doi.org/10.1186/s13012-017-0625-5

Ozyilmaz, A., Erdogan, B., & Karaeminogullari, A. (2018). Trust in organization as a moderator of the relationship between self-efficacy and workplace outcomes: A social cognitive theory-based examination. *Journal of Occupational & Organizational Psychology, 91*(1), 181–204. https://doi-org.links.franklin.edu/10.1111/joop.12189

Parker, S. K. (1998). Enhancing role breadth self-efficacy: the roles of job enrichment and other organizational interventions. *Journal of Applied Psychology, 83*(6), 835.

Paul, H., Bamel, U.K., & Garg, P. (2016). Employee resilience and OCB: Mediating effects of organizational commitment. *The Journal of Decision Makers, 41*(4), 308-324.

Pilisuk, M., & Mahr, I.-L. (2015). Psychology and the Prevention of War Trauma. *Journal for Social Action in Counseling & Psychology*, *7*(1), 122–142. https://doi-org.links.franklin.edu/10.33043/jsacp.7.1.122-142

Puklek Levpuscek, M., Rauch, V. & Komidar, L. (2018). Individuation in relation to parents as a predictor of career goals and career optimism in emerging adults. *Scandinavian Journal of Psychology, 59,* 146–156.

Pykett, J. & Entright, B. (2016). Geographies of brain culture: Optimism and optimization in workplace training programs. *Cultural Geographies, 23*(1), 51-68.

Saqib, A. & Arif, M. (2017). Employee silence as mediator in the relationship between toxic leadership behavior and organizational learning. *Abasyn University Journal of Social Sciences, 10*(2), 294-310.

Scheier, M. F., & Carver, C. S. (1985). The Self-Consciousness Scale: A revised version for use with general populations 1. *Journal of Applied Social Psychology*, 15(8), 687-699.

Scheier, M. F., Wrosch, C., Baum, A., Cohen, S., Martire, L. M., Matthews, K. A., & Zdaniuk, B. (2006). The Life Engagement Test: Assessing Purpose in Life. *Journal of Behavioral Medicine, 29*(3), 291-298. doi:10.1007/s10865-005-9044-1

Schilling, J. & Kluge, A. (2009). Barriers to organizational learning: An integration of theory and research. *International Journal of Management Reviews, 11*(3), 337-360.

Schmidt, A. (2014). *An examination of toxic leadership, job outcome, and the impact of military deployment*, (Doctorate thesis), University of Maryland.

Schmidt, S. A., Lo, S., & Hollestein, L. M. (2018). Research techniques made simple: sample size estimation and power calculation. *Journal of Investigative Dermatology, 138*(8), 1678-1682.

Seligman, M., Steen, T., & Peterson, C. (2005). Positive Psychology progress: Empirical validation of interventions. Seligman, M. P. (2011). Building Resilience. *Harvard Business Review, 89*(4), 100.American Psychologist, 60 (5). http://doi.apa.org/getdoi.cfm?doi=10.1037/0003-066X.60.5.410

Seligman, M. P. (2011). Building Resilience. *Harvard Business Review, 89*(4), 100.

Seligman, M. E. (2018). *Lightning Bolt. In The Hope Circuit: A Psychologist's Journey from Helplessness to Optimism*. New York, NY: Hachette Book Group.

Seligman, M.E.P. , & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American Psychologist, 55*(1), 5-14.

Sharma, P., & Bhargava, I. (2016). An Empirical study on relationship of supervision, innovation, & change and customer service (organizational climate) with resilience. CLEAR *International Journal of Research In Commerce & Management, 7*(8), 9-13.

Sims, C. (2017). Second wave positive psychology coaching with difficult emotions: Introducing the mnemonic of 'TEARS HOPE.' *The Coaching Psychologist*, *13*(2), 66–78.

Snyder, C. R., Sympson, S. C., Ybasco, F. C., Borders, T. F., Babyak, M. A., & Higgins, R. L. (1996). Development and validation of the state hope scale. *Journal of Personality and Social Psychology, 70,* 321–335.

Tabachnick, G., and Fidell, L. (2013). *Using multivariate statistics*.(6th ed). NY;NY: Pearson.

Thompson, N. C. (2014). *Investigating talent attraction: perceived attractiveness of non-financial reward elements by means of an experimental design*. (Thesis). University of Cape Town ,Faculty of Commerce ,Organizational Psychology. Retrieved from http://hdl.handle.net/11427/8534

Tougas, M. E., Hayden, J. A., McGrath, P. J., Huguet, A., & Rozario, S. (2015). A Systematic Review Exploring the Social Cognitive Theory of Self-Regulation as a Framework for Chronic Health Condition Interventions. *PLoS ONE, 10*(8), 1–19. https://doi-org.links.franklin.edu/10.1371/journal.pone.0134977

United Nations. (2015). *Staff well-being survey data report*. New York. https://hr.un.org/sites/hr.un.org/files/Staff%20wellbeing%20survey%20data%20report_final_2018_english_0.pdf

U.S. Small Business Administration. (2019). *Directory of federal government prime contractors with subcontracting plans.* Retrieved from https://www.sba.gov/document/support--directory-federal-government-prime-contractors-subcontracting-plans.

Valsiner, J. (2015). Generalization is possible only from a single case (and from a single instance). In B. Wagoner, N. Chaudhary, & P. Hviid (Eds.), Integrating experiences: Body and mind moving between contexts. *Niels Bohr Professorship Lectures in Cultural Psychology*, 2. Charlotte: Information Age Publishing.

Vaishnav, M., Dalal, P. K., & Javed, A. (2020). When will the pandemic end? *Indian Journal of Psychiatry*, *62*, S330–S334.

Wagnild, G. M., & Young, H. M. (1993). Development and psychometric evaluation of the Resilience Scale. *Journal of nursing measurement*.

Weis, D., & Willems, H. (2017). Aggregation, Validation, and Generalization of Qualitative Data - Methodological and Practical Research Strategies Illustrated by the Research Process of an empirically Based Typology. *Integrative Psychological & Behavioral Science, 51*(2), 223–243. https://doi-org.links.franklin.edu/10.1007/s12124-016-9372-4

Wrosch, C., Jobin, J., & Scheier, M. F. (2017). Do the Emotional Benefits of Optimism Vary Across Older Adulthood? A Life Span Perspective. *Journal of Personality, 85*(3), 388–397. https://doi-org.links.franklin.edu/10.1111/jopy.12247

Wu, X, Kwan, K., Wu, Z., & Ma, J. (2018). The Effect of Workplace Negative Gossip on Employee Proactive Behavior in China: The Moderating Role of Traditionality. *Journal of Business Ethics, 148*(4), 801–815. https://doi.org/10.1007/s10551-015-3006-5

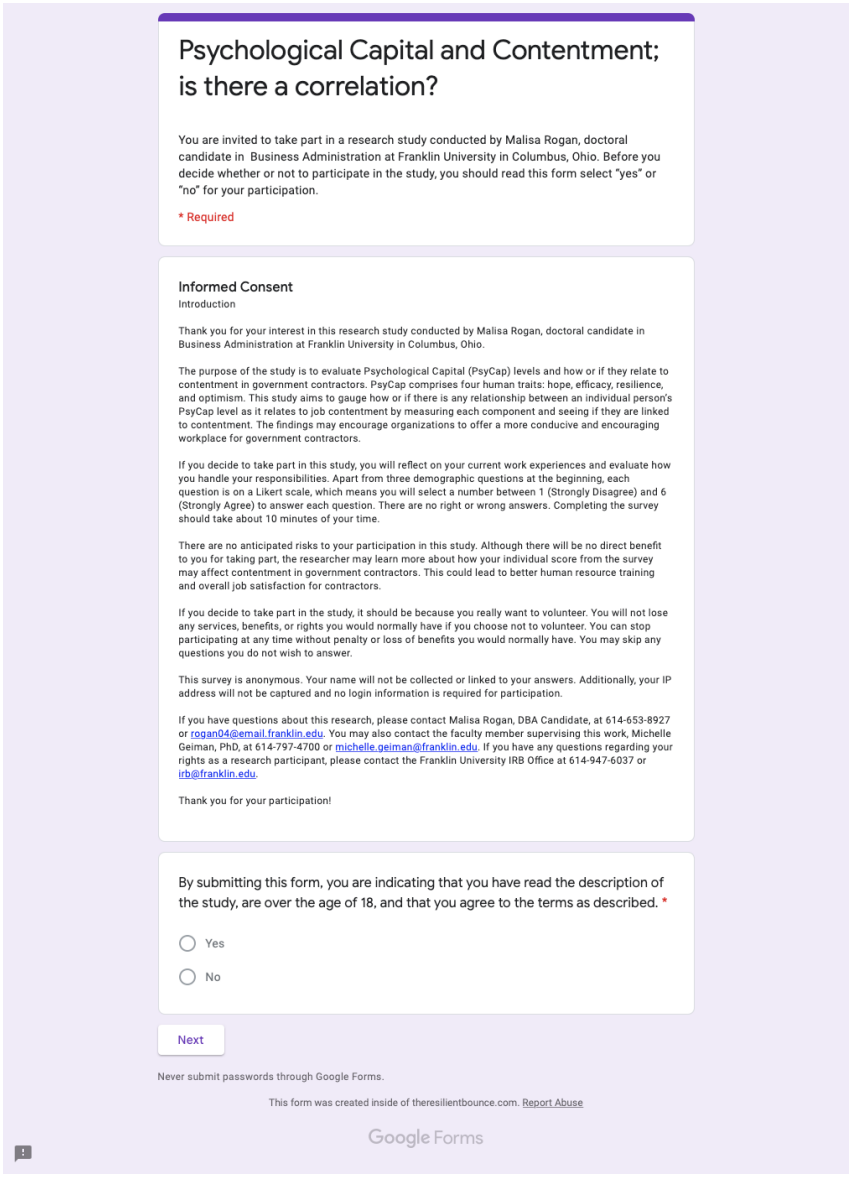
Youssef-Morgan, C. M., & Hardy, J. (2014). *A positive approach to multiculturalism and diversity management in the workplace*. In Perspectives on the intersection of multiculturalism and positive psychology (pp. 219-233). Springer, Dordrecht.

Yu, K., Gong, R., Zhao, Y., & Li, R. (2018). Interaction between the employee' psychological capital on job involvement based on job satisfaction in medical industry: Empirical research from China. *The Journal of Sociology*.

Zarecky, A. (2014). How strengths-focused coaching can help military personnel in their transition to 'civvy street'. *International Journal Of Evidence Based Coaching & Mentoring*, 54-66.

Zhang, Z., Wu, Q., Zhang, X., Xiong, J., Zhang, L., & Le, H. (2020). Barriers to obtaining reliable results from evaluations of teaching quality in undergraduate medical education. *BMC Medical Education, 20*(1), 333. https://doi-org.links.franklin.edu/10.1186/s12909-020-02227-w

Appendix A: Welcome and consent notice



Psychological Capital and Contentment; is there a correlation?

You are invited to take part in a research study conducted by Malisa Rogan, doctoral candidate in Business Administration at Franklin University in Columbus, Ohio. Before you decide whether or not to participate in the study, you should read this form select "yes" or "no" for your participation.

* Required

Informed Consent

Introduction

Thank you for your interest in this research study conducted by Malisa Rogan, doctoral candidate in Business Administration at Franklin University in Columbus, Ohio.

The purpose of the study is to evaluate Psychological Capital (PsyCap) levels and how or if they relate to contentment in government contractors. PsyCap comprises four human traits: hope, efficacy, resilience, and optimism. This study aims to gauge how or if there is any relationship between an individual person's PsyCap level as it relates to job contentment by measuring each component and seeing if they are linked to contentment. The findings may encourage organizations to offer a more conducive and encouraging workplace for government contractors.

If you decide to take part in this study, you will reflect on your current work experiences and evaluate how you handle your responsibilities. Apart from three demographic questions at the beginning, each question is on a Likert scale, which means you will select a number between 1 (Strongly Disagree) and 6 (Strongly Agree) to answer each question. There are no right or wrong answers. Completing the survey should take about 10 minutes of your time.

There are no anticipated risks to your participation in this study. Although there will be no direct benefit to you for taking part, the researcher may learn more about how your individual score from the survey may affect contentment in government contractors. This could lead to better human resource training and overall job satisfaction for contractors.

If you decide to take part in the study, it should be because you really want to volunteer. You will not lose any services, benefits, or rights you would normally have if you choose not to volunteer. You can stop participating at any time without penalty or loss of benefits you would normally have. You may skip any questions you do not wish to answer.

This survey is anonymous. Your name will not be collected or linked to your answers. Additionally, your IP address will not be captured and no login information is required for participation.

If you have questions about this research, please contact Malisa Rogan, DBA Candidate, at 614-653-8927 or rogan04@email.franklin.edu. You may also contact the faculty member supervising this work, Michelle Geiman, PhD, at 614-797-4700 or michelle.geiman@franklin.edu. If you have any questions regarding your rights as a research participant, please contact the Franklin University IRB Office at 614-947-6037 or irb@franklin.edu.

Thank you for your participation!

By submitting this form, you are indicating that you have read the description of the study, are over the age of 18, and that you agree to the terms as described. *

- ◯ Yes
- ◯ No

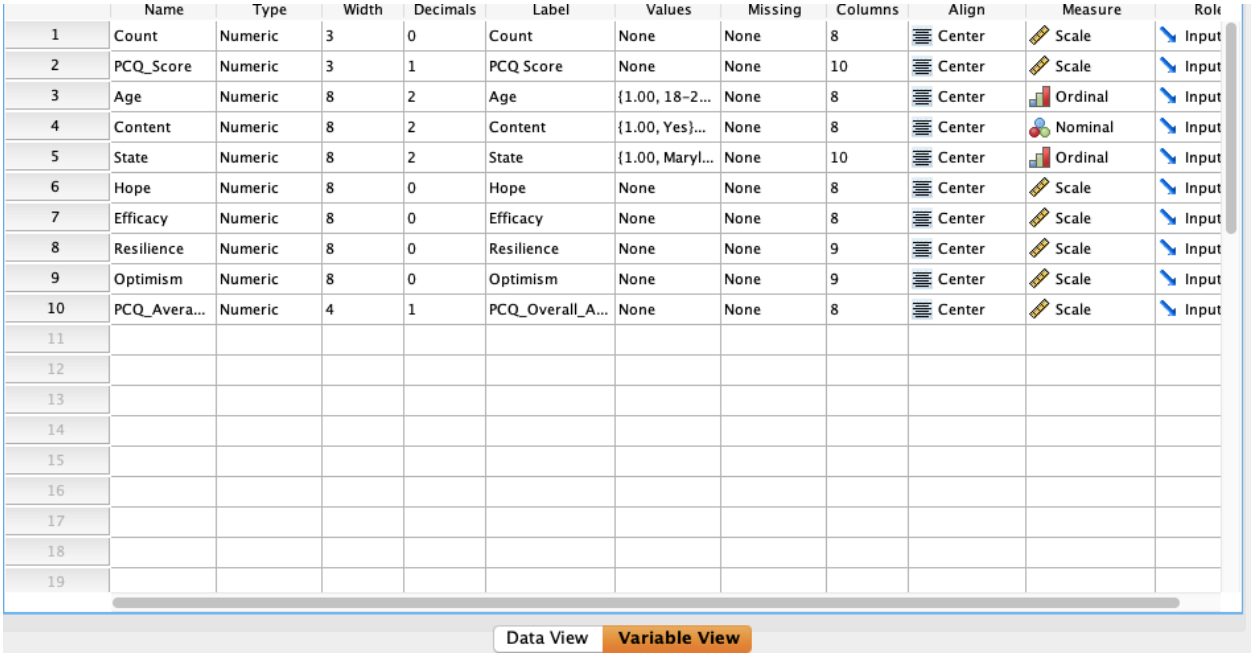
Next

Never submit passwords through Google Forms.

This form was created inside of theresilientbounce.com. Report Abuse

Google Forms

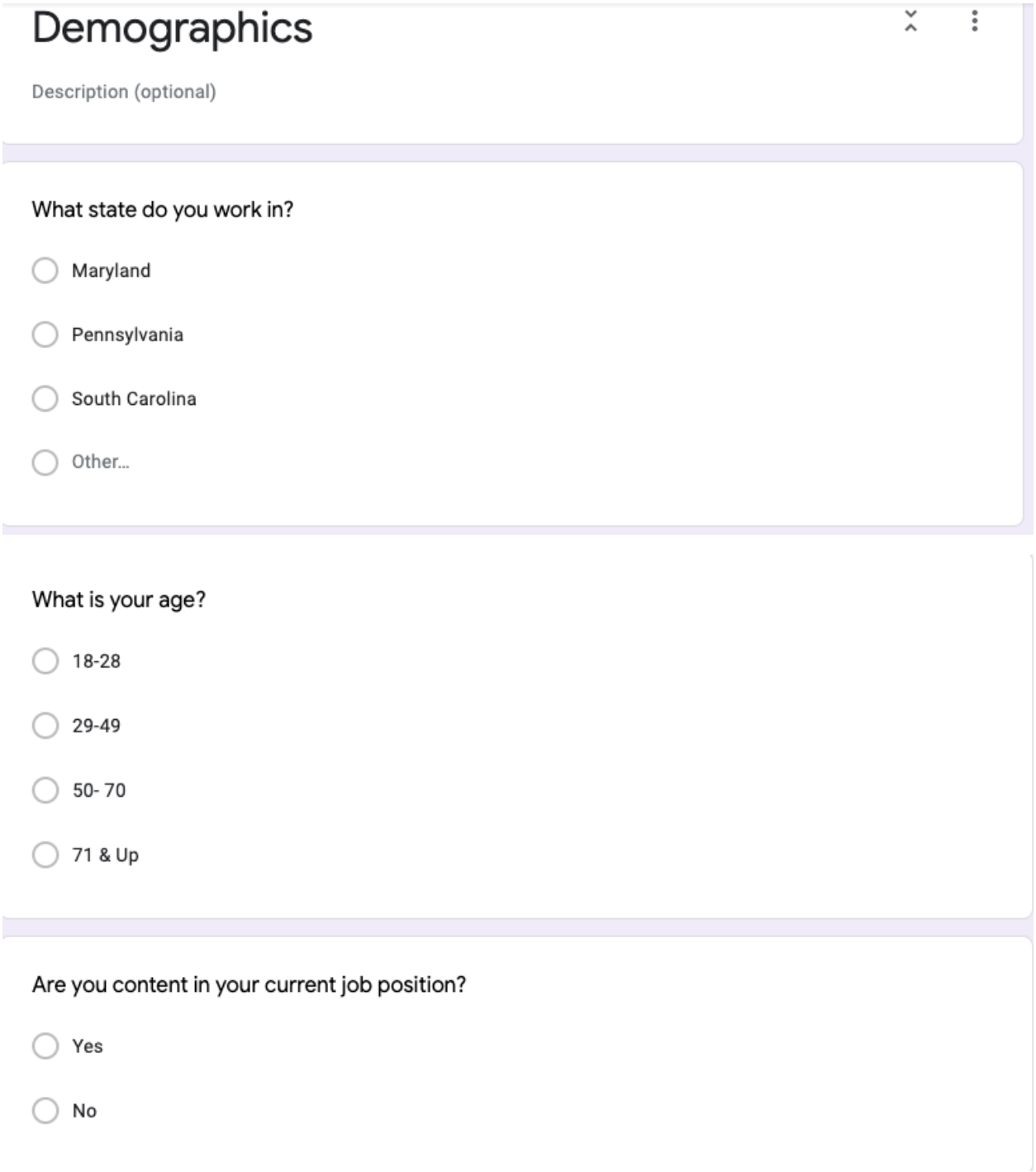
Appendix B: SPSS Data



	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	Count	Numeric	3	0	Count	None	None	8	Center	Scale	Input
2	PCQ_Score	Numeric	3	1	PCQ Score	None	None	10	Center	Scale	Input
3	Age	Numeric	8	2	Age	{1.00, 18-2...	None	8	Center	Ordinal	Input
4	Content	Numeric	8	2	Content	{1.00, Yes}...	None	8	Center	Nominal	Input
5	State	Numeric	8	2	State	{1.00, Maryl...	None	10	Center	Ordinal	Input
6	Hope	Numeric	8	0	Hope	None	None	8	Center	Scale	Input
7	Efficacy	Numeric	8	0	Efficacy	None	None	8	Center	Scale	Input
8	Resilience	Numeric	8	0	Resilience	None	None	9	Center	Scale	Input
9	Optimism	Numeric	8	0	Optimism	None	None	9	Center	Scale	Input
10	PCQ_Avera...	Numeric	4	1	PCQ_Overall_A...	None	None	8	Center	Scale	Input
11											
12											
13											
14											
15											
16											
17											
18											
19											

Data View | Variable View

Appendix C: Contentment and Demographics Questions



Appendix D: PCQ (partial questions) via Google Doc

Psychological Capital (PsyCap) Questionnaire (PCQ)

Instructions: Below are statements that describe how you may think about yourself right now. Use the following scale to indicate your level of agreement or disagreement with each statement.

Strongly Disagree-1
Disagree- 2
Somewhat Disagree- 3
Somewhat Agree- 4
Agree- 5
Strongly Agree- 6

I feel confident analyzing a long-term problem to find a solution.

- ◯ 1-Strongly Disagree
- ◯ 2- Disagree
- ◯ 3- Somewhat Disagree
- ◯ 4- Somewhat Agree
- ◯ 5- Agree
- ◯ 6- Strongly Agree

I feel confident in representing my work area in meetings with management.

- ◯ 1-Strongly Disagree
- ◯ 2- Disagree
- ◯ 3- Somewhat Disagree
- ◯ 4- Somewhat Agree
- ◯ 5- Agree
- ◯ 6- Strongly Agree

I feel confident contributing to discussions about the organization's strategy.

- ◯ 1-Strongly Disagree
- ◯ 2- Disagree
- ◯ 3- Somewhat Disagree
- ◯ 4- Somewhat Agree
- ◯ 5- Agree
- ◯ 6- Strongly Agree