Explaining Subjective Well-Being of Self-Efficacy, Hope, Resiliency, Optimism: the Role of Emotional Intelligence in an Industry Mediated Environment

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Abstract: The concept of subjective well-being has been extensively studied in psychology but has received limited attention in the marketing field as the antecedent of the manager behavior aspects. In today's competitive world, subjective well-being, self-efficacy or confidence, hope, resiliencies and optimism are considered as a key factor to success and survival for organizations. So far, the literature has recognized various items that affect subjective well-being in organizations. Structural equation modeling was used for data analysis. The population includes 265 managers and professional experts working in Kalleh company from Iran. The results of study showed a significant effect of emotional intelligence on self-efficacy or confidence, hope, resiliencies and optimism in Kalleh company. In addition, study showed a significantly casual relation of optimism and self-efficacy with subjective well-being in Kalleh company. Finally, this study proposes insights for managers how to enhance their emotional intelligence through constant measurement as well as using improvement plans in order to provide higher subjective well-being both directly and through the mediating role of self-efficacy or confidence, hope, resiliencies and optimism in Kalleh company.

Key words: Subjective well-being, self-efficacy, hope, resiliency, optimism and emotional intelligence

INTRODUCTION

Subjective well-being, self-efficacy or confidence, hope, resiliencies, optimism and Emotional Intelligence (EI) are six important emerging approaches in the organizational sciences. Due to today's economic uncertainty and excess consumption such aspects as corporate social responsibility, public well-being and especially, the happiness of an individual becomes of particular importance. Happiness or subjective well-being is associated with a preferable person's behavior of in the society. However, the results of research completed imply that those members of society who are prone to increasing consumption are less happy (Podoshen et al., 2014). These tendencies lead to challenges and induce a search for new, more socially responsible marketing solutions among the companies which traditionally were oriented to short-term goals, were seeking for as bigger as possible consumption irrespective of negative social outcomes, such as reduced happiness and subjective well-being (Seinauskiene et al., 2015). Many studies in the field of Emotional Intelligence (EI) have focused on the creation of instruments for assessing individual EI

(Aritzeta et al., 2016). The two most popular models of Emotional Intelligence (EI) define the construct as either ability or aptitude or a combination of dispositions and self-perceptions relating to emotions (Martin-Raugh et al., 2016). Petrides et al. (2007) define trait EI as a lower order personality trait that encompasses "emotion-related dispositions and self-perceptions measured via self-report." Conversely, ability models of EI posit that because EI is a particular type of intellectual ability, the construct should overlap with cognitive ability to some extent (Mayer et al., 2008). Research in the areas of positive psychology, positive organizational behavior and more recently Psychological Capital (PsyCap) may provide pathways to help individuals not only to cope with but to effectively thrive during and beyond periods of adversity (Goertzen and Whitaker, 2015). Positive organizational behavior have highlighted the positive strengths (such as psychological capital, work related flow) of the employees, managers and leaders for enhancing the optimum outcomes of work behaviors (e.g., enhanced job performance, creativity and innovation). Positive organizational behavior is an area that has gained much attention in recent years.

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The aim of this study is to investigate the effect of Psychological capital dimensions (Self-efficacy or confidence, hope, resiliency, optimism) on Subjective Well-being and also the effect of emotional intelligence on psychological capital dimensions in Kalleh dairy industry from Iran. This study has a dual value: first, it contributes to the research knowledge of organizational behavior in the Industrial/Organizational psychology (I/O) field second, it identifies the relationship between psychological capital dimensions and subjective well-being and also emotional intelligence and psychological capital dimensions. Identifying the relationship between these two values contributes to the field knowledge, solves the research problem of this study and fills this gap. The study describes implications for managers who are attempting to develop positive psychological capacities and subjective well-being and emotional intelligence in their manager. The importance of psychological capital can be addressed from two perspectives. In individual aspect, since psychological capital affects all aspects of life, all people should have a general awareness of its basic facts. On the other hand, focusing on this capital in organization enables the personnel to learn the ways of adapting with life hardships.

Literature of review: This study briefly reviews the underlying concepts adopted by this research, such as the subjective well-being or happiness, self-efficacy or confidence, hope, resiliencies, optimism and emotional intelligence.

Subjective well-being or happiness: Happiness, subjective well-being or life satisfaction recently becomes an object of interest among scientists who work in different fields. However, there have been no comprehensive studies intended to find out how life satisfaction is related to consumer buying behavior and attitude towards a brand (Lysonski, 2014). Silvera *et al.*, (2008) notes that subjective well-being has been widely analyzed in psychological research. However, there are relatively few studies of subjective well-being performed in the field of marketing (Seinauskiene *et al.*, 2015).Well-being relates to both mental and physical health. Mental health "refers to the extent to which a person's emotions, thoughts and behavior s enable them to function effectively as a member of society" (Singh and Garg, 2014). Growing evidence from the new science of well-being suggests that people derive enjoyment and fulfill ment from a number of different factors (Field, 2009). Mental health underlies a person's ability to interact with others and their environment. It represents an individual's sense of well being and competence and their ability to realize their full potential (Singh and Garg, 2014). Measures of subjective wellbeing

are important because they provide relevant information that other, more traditional, measures cannot. In particular, measures of subjective well-being can.

Complement existing well-being measures at an aggregate national level enable us to understand better the drivers of subjective well-being at the level of the individual and quantify the importance of different outcomes and assist in understanding human behavior and decision making, particularly where non-market outcomes are involved for input for other analyses, particularly cost-benefit analysis.

The changing meaning of happiness is also associated with a required informational space in capturing human behavior and corresponding outcomes of happiness. Sources of happiness have accordingly evolved from materialistic conceptions (money buys happiness) to satisfaction of desire to the fulfillment of one's capacities to do what one appreciates in life (Aristotle's eudemonia). Although materialistic conceptions of happiness are held in popular culture, this conception is limited because income levels as outcomes of human behavior are inadequate measures of happiness (Sen, 1999). Sen (1999) argues that people habituate to wealth or deprivation, making them vulnerable to negative effects of material desires and possession. Consequently, new approaches such as Sen (1999)'s capability approach, broaden the informational base of happiness by including not only outcomes but also human agency and an individual's substantive opportunities. However, objective information about human behaviors may not coincide with individual's own assessment of their situation. Therefore, subjective well-being posits that the best way to understand the relationship between happiness and income is by asking the individuals directly to evaluate their own situation (Diener and Seligman, 2004) which justifies self-assessment measurement of happiness in comparison to others within a society (Rivera *et al.*, 2016).

Self-efficacy or confidence: Not only do the successful and unsuccessful experiences affect self-efficacy, but also self-efficacy affects successful and unsuccessful experiences. While having successful experiences affects self-efficacy, a high self-efficacy enables a successful performance to appear (Aliyev and Tunc, 2015). Generalized self-efficacy is often used in research relating to hope because both constructs represent more contexts in dependent personality characteristics (Alarcon *et al.*, 2013). Self-efficacy is most often defined as a person's perception or belief of "how well one can execute courses of action required to deal with prospective situations" (Bandura, 1982). According to social cognitive theory, judgments of self-efficacy are formed based on four

sources of experiential learning: personal performance accomplishments vicarious learning emotional support from others and others' verbal encouragement (Bandura, 1986). Self-efficacy, also referred to as confidence by Luthans (2002a, b) has been argued to be the best match in terms of the POB criteria and has the most extensive theoretical foundation and research support of all of the POB constructs. A more applicable definition for POB comes from a well-known meta-analysis in which self-efficacy was defined as "an individual's conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources and courses of action needed to successfully execute a specific task within a given context. Self-efficacy has also been shown to positively affect goal aspirations and attainment (Bandura, 2000; Bandura and Locke, 2003) and relate to a number of desirable outcomes, including leadership effectiveness (Chemers *et al.*, 2000), ethical decision making (May *et al.*, 2003; Youssef and Luthans, 2005), creativity (Tierney and Farmer, 2002) and participation in decision making (Lam *et al.*, 2002). Additionally, self-efficacy has also been shown to relate to work attitudes across cultures, positively relating to organizational commitment and negatively relating to turnover intentions (Luthans *et al.*, 2006). High level self-efficacy shows a proactive effect on challenges and difficulties and help to develop a successful orientation period in various stressful circumstances (Aliyev and Tunc, 2015).

Hope: Hope as a primal virtue has a long history in western philosophical and religious thought and has been introduced in the psychology literature in the 1950s as an important factor for human adaptation and mental health (Hirschi *et al.*, 2015). Hope has been identified as the most unique construct included in POB and although it has not been as thoroughly researched as self-efficacy, it is believed to offer much in the way of contributions to this new area. Snyder (2000) conceptualized hope as a cognitive set of expectations more directed at goal attainment and is defined as "the perceived capacity to derive pathways to desired goals and motivate oneself via agency thinking to use those pathways". Willpower leads hopeful employees to pursue goals and persevere when goal blockages arise (Rego *et al.*, 2014). Snyder (2000) has outlined procedures for developing hope and Luthans *et al.* (2006, 2008) have used these earlier efforts to guide them in their own development of micro-interventions. These approaches include setting challenging "stretch" goals, contingency planning and reframing goals when necessary to avoid false hope (Snyder, 2000). Hope is also positively related to self-efficacy beliefs and social support. Both hope and self-efficacy refer to expectancy beliefs related to goals in

the future. However, hope is distinct from self-efficacy because it combines both self-efficacy expectancies and outcome expectancies (Hirschi *et al.*, 2015). More specifically, Peterson (2000) recent research found that more hopeful employees which included sales employees, mortgage brokers and management executives have higher job performance and that the effect remains even after controlling for self-efficacy and cognitive ability. According to hope theory (Snyder, 2002), hope consists of pathways thinking in which multiple plausible routes to achieve personally valued goals are envisioned. Individuals with high levels of hope should also possess stronger agency thinking and feel more confident in achieving their goals and successfully under taking the envisioned pathways that lead them there (Hirschi *et al.*, 2015).

Optimism: Optimism shows up as a pervasive and powerful psychological bias in experimental and business settings and it has been shown to influence key corporate policies, such as financing, investment and acquisition decisions (Sen and Tumarkin, 2015). Career optimism is defined as the tendency for individuals to "expect the best possible outcome or to emphasize the most positive aspects of one's future career development" (Rottinghaus *et al.*, 2005). While career optimism is positively related to work hope (i.e., a positive motivational state that enables individuals to derive a sense of successful agency, pathway and goals in work situations, Juntunen and Wettersten, 2006), it is established that they are conceptually and empirically distinct from each other (Garcia *et al.*, 2015). Optimism is particularly relevant for maintaining a positive outlook in a predominantly negative environment through buffering the impact of negative events while boosting the impact of positive events (Badran and Youssef-Morgan, 2015). Luthans *et al.* (2007) recommend this realistic, flexible optimism as most appropriate within POB and argue that it "represents a strong lesson in self-discipline, analysis of past events, contingency planning and preventative care". We believe that to fully underst and the role of optimism as an adaptive resource, there is a need to examine how it can be cultivated (Garcia *et al.*, 2015). According to Wilkins *et al.* (2014), dispositional optimism refers to the general belief that good things will happen in the future. Individuals regarded as optimists expect things to "go their way" while pessimists repeatedly expect things to "not work in their favor ".

Optimism as measured by the Life Orientation Test Revised has been shown to most strongly relate to negative effect. Similarly, Peterson (2000) described "flexible optimism "where a person attempts to appraise the situation and determine if an optimistic explanatory style would be appropriate, based on whether or not the future can be changed by such positive thinking.

Resiliencies: The word "resilience" comes from the Latin verb resilire, which means to rebound. The term's first application is to engineering and ecology in the scientific field. Still today, neither a univocal definition of resilience, nor an only way to focus the decisive factors of resilience and its effects exists (Sabatino, 2016). Resilience has three different interpretations. The first definition is from engineering (Walker *et al.*, 2006). Resiliency is "how fast a system that has been displaced from equilibrium by a disturbance or shock returns to that equilibrium". For resiliency to exist, the system has to be able to reach equilibrium itself: every shock leading to a situation of imbalance will start up a series of mechanisms to return to the equilibrium previous to the shock (Sabatino, 2016). The ecological resilience (Gunderson and Pritchard, 2012; Sabatino, 2016) is the ability of a system to absorb a disturbance without changing its structure, identity and functions. In this case, the focus is on the stability of the system and the size of the shock, which firms may face before the system moves to another state. As Walker *et al.* (2006) state: "The capacity of a system to absorb disturbance and reorganize while undergoing change so as to still retain essentially the same function, structure, identity and feedback". Lastly, adaptive resilience is "the ability of the system to withstand either market or environmental shocks without losing the capacity to allocate resources efficiently" (Perrings, 2006). The concept of adaptive resiliency, within the evolutionary economic geography theory and regarding regional economy, is the ability of different regions to with stand the changes and the shocks in a competitive market, focusing on the dynamics of the process and the movements developing through time (Sabatino, 2016). Therefore, adaptive resiliency may be the ability of recovering after a shock as well as the ability to re-set its growth (Sabatino, 2016). Resiliency is defined as the capacity "not only to bounce back from adversity but also very challenging events" (Luthans *et al.*, 2007) such as a change in job responsibilities. Resiliency is theorized to be developed via a threefold strategy: asset-focused, risk-focused and process-focused. Asset-focused strategies aim at enhancing resources to increase the probability of favorable outcomes in spite of the risks. Risk-focused strategies seek to reduce the stressors that increase the likelihood of undesired outcomes. Process-focused strategies intended to marshal "one's inventory of assets to manage emerging risk factors" (Luthans and Youssef, 2004). There is limited but a growing body of research that examined the development of PsyCap capacities (Luthans *et al.*, 2006; Demerouti *et al.*, 2011).

Emotional intelligence: Many studies in the field of Emotional Intelligence (EI) have focused on the creation of instruments for assessing individual EI (Aritzeta *et al.*, 2016). Intelligence is a harmonious problem solving behavior toward facilitating realization of applied goals and harmonious growth. Compatible behavior attenuates the goals that may lead to internal controversy. This concept of intelligence is based on the statements that necessitate the process of stepping toward the goals, adopting strategies to overcome obstacles and solving the problem (Hakkak *et al.*, 2015). The Classroom EI represents a group-level construct that is based on group members shared, subjective emotional experiences. These shared experiences help to generate a set of norms or expected behaviors that guide emotional experience (Aritzeta *et al.*, 2016). Emotions play a significant role in humans' everyday activities including decision-making, behaviors, attention and perception (Hoey *et al.*, 2015). This important role is fuelling the interest in computationally modeling humans' emotions in fields like affective computing, social computing (Wang *et al.*, 2007), social signal processing (Vinciarelli *et al.*, 2012) and computational social science (Cioffi, 2013). Emotional intelligence is defined as the underlying ability to understand and manage emotions (Afshar and Rahimi, 2016). In behavioral science, emotion is an essential construct for comprehending consumer preference in the consumption of products or services. The Affect Infusion Model (AIM) provides a suitable theoretical aspect to under stand how a person's information process and judgment ability can be predisposed by his affective state (Dai *et al.*, 2015). Positive and negative emotions operate differently. "Fredrickson (2003) concludes that positive emotions and negative emotions are not dichotomous or opposite ends of the same continuum they are better conceptualized as two dimensions of experience that are qualitatively different (MacIntyre and Mercer, 2014; Oxford *et al.*, 2015). Defined as "the experience of feeling or emotion" (Huitt, 2003), consumers' affect status plays an important role in their evaluation and responses to complicated situations. Pleasant experience and satisfying outcomes such as fantasies, feelings and fun are emotion-related factors determining consumption experiences (Stock, 2011).

By introducing the concept of "emotional intelligence" psychologists have tried to make it clear that emotion and intelligent are not two ends of one spectrum (Hakkak *et al.*, 2015). Emotional intelligence consists of adaptive emotional functioning, perceiving, understanding and managing emotions effectively in the self and others are core competencies comprising emotional intelligence (Mayer *et al.*, 2008; Garcia, 2016). Emotional intelligence can be conceptualized as typical or

trait, functioning (Petrides and Furnham, 2003) and as an underlying ability (Mayer *et al.*, 2008). Emotional intelligence, according to Hakkak *et al.* (2015), skill-based model is the ability to have correct perception of emotions, employ the emotions to facilitate wisdom, understand emotions and manage emotions in oneself and others. Trait emotional intelligence is a relatively stable characteristic (Keefer *et al.*, 2013; Hua and Schutte, 2015). Trait emotional intelligence reflects how individuals describe their own emotional capacities and is a composite of personality variables such as trait empathy, self-esteem and adaptability (Balakrishnan and Saklofske, 2015). In the existing empirical studies, the domain of emotion is divided into positive and negative emotions which are independent to each other. The positive effects include contentment, happiness, love and pride whereas the negative effects consist of anger, fear, sadness and shame (Dai *et al.*, 2015). People with lower emotional intelligence tend to be characterized by conflict and aggressive behavior (Garcia *et al.*, 2016). Bar on recommended five fields of merits that can represent emotional intelligence capacities:

- Intra-personal skills: Including emotional self-awareness, expression, management, development and independence
- Inter-personal skills: that includes relationships among people, responsibility, social commitment and unity
- Adaptability: ability to solve problem, to be realistic, and to test reality and flexibility
- Stress management: ability to stand stress and impulses.
- General mood: including optimism and happiness (Hakkak *et al.*, 2015)

Khaef, defined emotional intelligence as the intelligence to employ emotion and feeling toward guiding behavior, thoughts and relationship with others, colleagues, supervisors and clients and also to spend time to improve the outcomes. According to the cascading model of emotional intelligence (Joseph and Newman, 2010; Raugh *et al.*, 2016), emotion understanding is causally related to emotion management and is considered a more distal predictor of job performance than emotion management which is thought to be more proximally related to performance. In the existing empirical studies, the domain of emotion is divided into positive and negative emotions which are independent to each other. The positive effects include contentment, happiness, love and pride whereas the negative effects consist of anger, fear, sadness and shame (Dai *et al.*, 2015). Many researchers have defined emotional intelligence but

distinct differences exist among research groups in what is considered a facet of emotional intelligence. Some believe El includes motivation, delayed gratification and mood regulation (Crowne, 2007) while others refer to it as an ability to perceive, express, understand, use and manage emotions accurately and adaptively. Seminal research on emotional intelligence defined it as an ability which focuses on the perception and expression of emotion accurately and adaptively; along with the ability to understand emotional knowledge, use feelings to facilitate thought and to regulate emotions, in not only one self but also others (Crowne, 2007).

Conceptual framework and research hypotheses: As was described in this research has been prepared and implemented in order to investigate the impact of emotional intelligence on self-efficacy or confidence, hope, resiliency and optimism. In addition, study investigates the impact of psychological capital dimension on subjective well-being or happiness. Therefore, in order to assess and examine the emotional intelligence has been used the Crowne's model four dimensions (Self-Emotions Appraisal (SEA), Others-Emotions Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE). According to Luthans *et al.* (2007), psychological capital includes four dimensions of self-efficacy, hope, optimism and resiliency. For to identify and examine Subjective well-being, six items were developed by Kashan, Hills and Argyle is used. The conceptual model of the present research based on three main structures (emotional intelligence, psychological capital dimension and Subjective well-being) each play a different role has been traced. In terms of relationship between the researches on the one hand the impact of emotional intelligence on the psychological capital dimension of managers has been paid attention; on the other hand the impact of self-efficacy or confidence, hope, resiliency and optimism mediator variables on Subjective well-being are evaluated. The present research hypotheses and conceptual framework (Fig. 1) are discussed.

Hypotheses:
- H_1: Emotional intelligence has a significant positive impact on self-efficacy in Kalleh company
- H_2: Emotional intelligence has a significant positive impact on hope in Kalleh company
- H_3: Emotional intelligence has a significant positive impact on optimism in Kalleh company
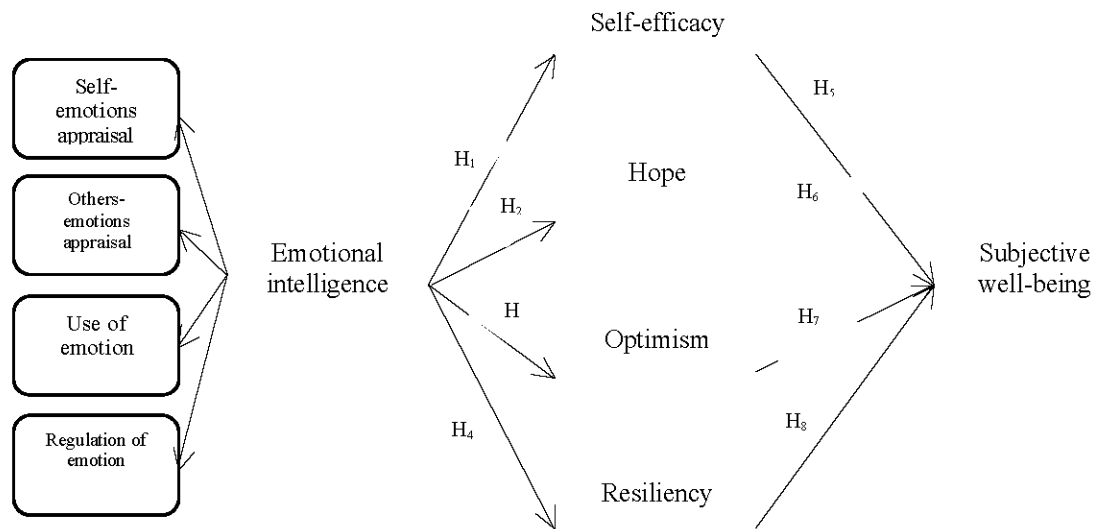- H_4: Emotional intelligence has a significant positive impact on resiliency in Kalleh company

Fig 1: Research conceptual framework

- H$_5$: Self-efficacy has a significant positive impact on subjective well-being in Kalleh company
- H$_6$: Hope has a significant positive impact on subjective well-being in Kalleh company
- H$_7$: Optimism has a significant positive impact on subjective well-being in Kalleh company
- H$_8$: Resiliency has a significant positive impact on subjective well-being in Kalleh company

MATERIALS AND METHODS

Setting and sample: Since, this study seeks to investigate the causal relationships between emotional intelligence on self-efficacy or confidence, hope, resiliency and optimism. In addition, study investigates the impact of psychological capital dimension on subjective well-being or happiness in Kalleh company from Iran. The purpose of this study is considered as an empirical one in terms of objective and its research methodology is descriptive-correlative type. More specifically, Structural Equation Modeling (SEM) was used for data analysis. The population includes 265 managers and professional experts working in Kalleh company from Iran. Independent and dependent variables in this study respectively include emotional intelligence and subjective well-being with respect to the mediating variables self-efficacy or confidence, hope, resiliency and optimism in Kalleh company.

Measurement: The study instrument includes questions about the six proposed dimensions from emotional intelligence, psychological capital dimension and subjective well-being dependent variable for Kalleh company in Iran. Responses to the items; emotional intelligence, self-efficacy, hope, optimism, resilience and subjective well-being were elicited on five-point scales ranging from "5 strongly agree" to "1 strongly disagree". To operationalize the dimensions of self-efficacy, hope, resilience and optimism, suggestions from Luthans *et al.*, (2007) study were employed. Emotional intelligence include four dimensions (Self-Emotions Appraisal (SEA), Others-Emotions Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE), suggestions from Crowne' (2007) study with sixteen items were employed. Finally For the measurement of well-being, six items were developed by were employed. The final scale consists of 46 questions to capture the six dimensions.

The survey instrument was originally developed in English and back-translated to be employed in Iranian culture. Its wording and the face validity of the questions were examined by three management experts. To evaluate the validity and internal consistency of the measurement scales: Cronbach's alpha was applied for inter-term consistency of independent and dependent variables and confirmatory factor analysis was performed to test the one-dimensional qualities of the scales and construct validity of each of them. The reliability coefficients computations resulted in Table 1 and 2. In these findings each coefficient is shown to exceed the cut-off value of 0.70 as recommended by Nunnally (1967). Table 3 presents the measurement model results, including information about reliability and average variance extracted for principal construct. Values greater than 0.50 for the average Amount of Variance (AVE) and >0.70 for the composite reliability are used

Table 1: Scale items, reliabilities and confirmatory factor analysis results

Dimensions	Scale Items	Standardized loadings	t-values
Emotional intelligence	**Self-Emotions Appraisal (SEA)**		
	I have a good sense of why I have certain feelings most of the time	0.53	5.23
	I have good understanding of my own emotions	0.78	6.91
	I really understand how I feel	0.86	8.93
	Others-Emotions Appraisal (OEA)		
	I always know my friends' emotions from their behaviors	0.61	6.75
	I am a good observer of others' emotions	0.70	7.28
	I am sensitive to the feelings and emotions of others	0.59	6.21
	Use of Emotion (UOE)		
	I always set goals for myself and then try my best to achieve them	0.61	6.45
	I always tell myself I am competent person	0.63	7.28
	I am a self-motivating person	0.86	8.21
	Regulation of Emotion (ROE)		
	I am able to control my temper so that I can handle difficulties rationally	0.66	7.44
	I am quite capable of controlling my own emotions	0.88	11.10
	I can always calm down quickly when I am very angry	0.73	8.40
	I have good control of my own emotions	0.62	6.89
Self-efficacy	I feel confident analyzing a long-term problem to find a solution	0.72	7.32
	I feel confident in representing my work area in meetings with management	0.80	8.02
	I feel confident presenting information to a group of colleagues	0.67	7.08
	I feel confident contributing to discussions about the company's strategy	0.83	8.89
Hope	At the present time, I am energetically pursuing my work goals	0.71	7.01
	I can think of many ways to reach my current work goals	0.86	8.70
	At this time, I am meeting the work goals that I have set for myself.	0.76	7.84
Resilience	When I have a setback at work, I have trouble recovering from it, moving in	0.78	10.70
	I usually manage difficulties one way or another at work	0.71	9.12
	I can be "on my own," so to speak, at work if I have to	0.75	10.14
	I usually take stressful things at work in stride	0.80	11.32
	I can get through difficult times at work because		
	I've experienced difficulty before	0.70	8.77
Optimism	When things are uncertain for me at work, I usually expect the best	0.72	8.16
	If something can go wrong for me work-wise, it will	0.73	8.30
	I'm optimistic about what will happen to me in the		
	future as it pertains to work	0.86	9.78
	In this job, things never work out the way I want them to	0.71	8.05
	I approach this job as if "every cloud has a silver lining	0.83	9.04
Subjective well-being	I am well satisfied about everything in my life.	0.71	7.95
	Life is good	0.84	9.80
	I find beauty in some things	0.78	8.32
	I always have a cheerful effect on others	0.68	7.30

Chi-Square = 607.55, df = 267, P-value = 0.00000, RMSEA = 0.078 = 2.27; NNFI (Non-Normed Fit Index) = 0.923; CFI (Comparative Fit Index) = 0.965; GFI (Goodness of Fit Index) = 0.940; AGFI (Adjusted Goodness of Fit index) = 0.908; Each item is measured on a 5 point Likert scale. All loadings are significant at 0.001 levels or better

Table 2: Validity coefficients of independent, mediator and dependent variables

Various dimension	Emotional intelligence	Self-efficacy	Hope	Optimis	Resiliency	Subjective Well-being
Validity coefficient	0.88	0.76	0.87	0.87	0.79	0.92

Table 3: Reliability and average variance extracted for principal construct

Research variables	CR	AVE
Emotional intelligence	0.82	0.65
Self-efficacy	0.84	0.57
Hope	0.82	0.61
Resilience	0.86	0.56
Optimism	0.88	0.60
Subjective well-being	0.84	0.57

Bontis *et al.* (2002) and Fornell and Larcher (1981), all constructs in the revised instrument showed high reliabilities (composite reliability >0.70) and the average variance extracted was >0.50 in all cases.

RESULTS AND DISCUSSION

Psychometric properties of the measures: The Structural Equation Modeling (SEM) approach by LISREL methodology with LISREL 8/54 Software were used. So, SEM was selected to assess the relationships between the endogenous and exogenous variables and to determine the predictive power of the research model. Structural equation modeling is a very general, chiefly linear, chiefly cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM (Hair *et al.*, 1999).

Table 4: Correlation matrix of research variables

Parameters	Mean	SD	Emotional intelligence	Self-efficacy	Hope	Resilience	Optimism	Subjective well-being
Emotional intelligence	4.01	0.66	1.00					
Self-efficacy	3.26	0.82	0.52	1.00				
Hope	4.48	0.96	0.74	0.67	1.00			
Resilience	3.61	0.88	0.68	0.52	0.85	1.00		
Optimism	3.72	0.78	0.55	0.67	0.54	0.68	1.00	
Subjective well-being	4.05	0.71	0.69	0.58	0.65	0.75	0.79	1.00

Table 5: Standardized structural path analysis results

Test analysis	Standard parameter estimates	t-value	Significance
H_1: Emotional Intelligence→Self-efficacy	0.24	2.69	p>0.01
H_2: Emotional intelligence→Hope	0.42	6.63	p>0.01
H_3: Emotional intelligence→Resiliency	0.31	4.09	p>0.01
H_4: Emotional Intelligence→Optimism	0.49	7.44	p>0.01
H_5: Self-efficacy→Subjective well-being	0.28	3.04	p>0.01
H: Hope→Subjective well-being	0.11	-0.02*	p>0.01
H_7: Resiliency→Subjective well-being	0.08	-0.20*	p>0.01
H_8: Optimism→Subjective well-being	0.21	2.23	p>0.01

*Not accepted

Confirmatory factor analyses were employed to address the issues of dimensionality, convergent and discriminate validity (Anderson and Gerbing, 1988). Items having standardized loadings below 0.50 and/or items having no significant inter item correlations were deleted. According to the initial results of the confirmatory factor analysis, items from emotional intelligence; q_4:" I always know whether or not I am happy", q_8: "I have good understanding of the emotions of people around me", q_9:" I would always encourage myself to try my best"; items from self-efficacy; q_{18}: "I feel confident helping to set targets/goals in my work area", q_{19}:"I feel confident contacting people outside the company (e.g., customers) to discuss problems"; items from hope; q_{23}:"If I should find myself in a jam at work, I could think of many ways to get out of it", q_{24}:"There are lots of ways around any problem", q_{25}:"Right now I see myself as being pretty successful at work"; item from resilience; q_{18}:"I feel I can handle many things at a time at this job"; item from optimism; q_{35}:"I always look on the bright side of things regarding my job" and items from subjective well-being; q_{41}:"I have very warm feelings toward almost everyone", q_{42}:" I feel I have a great deal of energy"; were eliminated. The final results of the confirmatory factor analysis demonstrated a reasonable fit of the six-factor model to the data on the basis of a number of fit statistics (Chi-square (x^2) = 607.55, df = 267, p-value = 0.00000, RMSEA = 0.078 x^2/df = 2.27, NNFI = 0.923, CFI = 0.965, GFI = 0.940, AGFI = 0.908). Chi-square ratio to the degree of freedom should be <3, the amount of which is calculated is 2.27. As indicated in Table 2, the magnitudes of the standardized loadings ranged from 0.53-0.88 and all t-values were significant (greater than 2.00). In addition, Table 1 demonstrates that all reliability coefficients were deemed acceptable, since they exceeded the bench mark

of 0.70 as recommended by Nunnally (1967). The results show that seven dimensions are loaded significantly in Kalleh company. Therefore, assessment tool has the proper validity and reliability and the model can be stored based on the proposed amendments with the LISREL.

Correlation analysis results: Composite scores for each study variable were calculated by averaging scores across items representing that construct. Table 4 demonstrates the correlation coefficients among study variables. The correlation coefficients ranged from 0.52-0.85. None of the correlation coefficients were equal to and/or above 0.90, providing empirical support for discriminate validity. Means and standard deviations of study variables are also presented in the following table.

Test of hypotheses: The significance coefficient in LISREL output is equal or >1.96 which shows that the hypotheses are significant. Research hypotheses would be supported if the score becomes above 1.96. The path analysis shown in (Fig. 2; Table 5) indicates that emotional intelligence on self-efficacy (estimates = 0.24, t = 2.69, p>0.01), hope (estimates = 0.42, t = 6.63, p>0.01), Resilience (estimates = 0.31, t = 4.09, p>0.01) and optimism (estimates = 0.49, t = 7.44, p>0.01), have significant and positive impact that provide support for H_1-H_4. Also self-efficacy (estimates = 0.28, t = 3.04, p>0.01) and optimism (estimates = 0.21, t = 2.23, p> 0.01), on Subjective well-being have significant and positive impact that provide support for H_5 and H_7. In addition, hope (estimates = 0.11, t = -0.02, p>0.01) and resilience (estimates = 0.08, t = -0.20, p>0.01) have not significant and positive impact on subjective well-being that thus reject for H_6 and H_8.
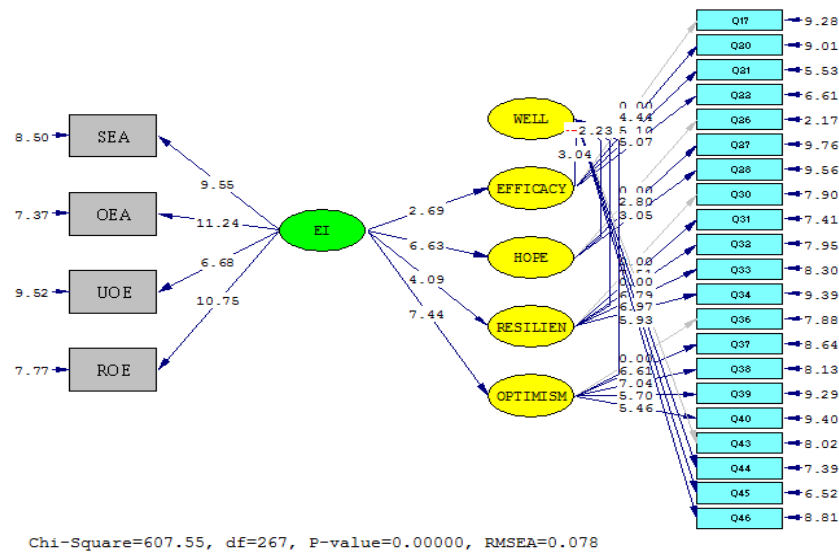
Fig. 2: Research final structural model (t-value)

CONCLUSION

The present study extends the concept of subjective well-being, psychological capital dimension (self-efficacy or confidence, hope, resiliency, optimism) and emotional intelligence in Kalleh company. The study analyzes how emotional intelligence predicts self-efficacy or confidence, hope, resiliency, optimism directly and also how self-efficacy or confidence, hope, resiliency, optimism predicts subjective well-being. Our scale comprises 46 variables representing the six dimensions of subjective well-being, self-efficacy or confidence, hope, resiliency, optimism and emotional intelligence. Important practical and theoretical implications that benefit subjective well-being, psychological capital dimension and emotional intelligence research in dairy industry and particularly Kalleh dairy industry are presented in the study: Firstly, the study contributes to our understanding of subjective well-being, psychological capital dimension and emotional intelligence phenomena and them measurement by examining the dimensions of this construct. Secondly, the end results give opportunity to managers to develop detailed subjective well-being, psychological capital dimension and emotional intelligence strategies for their organizations. According to the statistical results, the path analysis shown that emotional intelligence has significant and positive impact on self-efficacy, hope, resilience and optimism. Emotional intelligence has most effective on optimism and also Emotional intelligence has least effective on self-efficacy or confidence. The results of study showed a significant effect of Self-efficacy and optimism on subjective well-being have significant and positive impact in Kalleh company. Today, organizations seek for subjective well-being, self-efficacy, hope, resiliency and optimism in order to survive in the competition scene. Due to the necessity of subjective well-being, self-efficacy, hope, resiliency, optimism in any organization, this study investigated the effect of psychological capital dimensions (self-efficacy or confidence, hope, resiliency, optimism) on subjective well-being and also the effect of emotional intelligence on psychological capital dimensions in Kalleh dairy industry from Iran.

SUGGESTIONS

Thus, this study provides opportunities for future research. First, researchers should replicate this study with different samples, in different industries and considering other potential antecedents of the subjective well-being, self-efficacy or confidence, hope, resiliency, optimism and emotional intelligence. Conceptually, positivity and its underlying assumptions have been criticized as cultural base and thus not necessarily as relevant to non-Western societies. However, recent empirical findings show that these cultural differences may be smaller than anticipated.

The current study also provides more valuable insights for the future studies which should examine the performance outcomes of subjective well-being in company and the variables that can moderate) with the exception from self-efficacy or confidence, hope, resiliency, optimism) the relationship between the emotional intelligence and subjective well-being. It is also recommended that future research may need to make efforts on the comparative studies to identify and test systematically variables that could effect on subjective well-being in different industries. Based on the above

point of view, we advise managers who work in organizations lacking emotional intelligence and subjective well-being to keep the following points in mind:

- Training or encouraging experts and employees to participate in decision making may help them cultivate a positive feeling of emotional intelligence and subjective well-being
- Enhancing or encouraging experts and employees to take part in new ideas and to run the company with employers, this will be in favor of enhancing their sense of responsibility toward the company and activating their positive attitude toward work
- The organizations should give a fair evaluation and a fair treatment to their experts and employees, so that employees will feel their work achievements are valuable and recognized

Innovative competitors and improving performance, promoting creativity is a need, rather than an option. Organizations need to facilitate the creativity of their employees and promote their subjective well-being. suggests that subjective well-being may develop through techniques such as: implementing appropriate goal setting; breaking down complex, difficult or long-term goals into manageable sub-goals; adopting delegation and empowerment initiatives; showing confidence in employees; preparing employees to deal with contingencies and making them ready for multiple possibilities and helping employees to re-goal, readjusting goals when blockages are encountered. Psychological capital may also develop through neuroscience. With these hope raising tools, managers and organizations may also stimulate other positive consequences of this psychological strength, including workplace performance, job satisfaction, work happiness and organizational commitment.

IMPLICATIONS

This study can have several implications for research and practice. Beyond addressing the limitations of the present study, there are several implications for future research that examines the potential impact of emotional intelligence and subjective well-being. There is a growing body of research investigating antecedents of emotional intelligence and subjective well-being. For instance, research indicated that workplace support facilitates emotional intelligence and subjective well-being development among experts and employees however, comparatively little is known about the actual process by which perceptions of workplace support translate into increased emotional intelligence, subjective well-being, self-efficacy or confidence, hope, resiliency and optimism.

Therefore, a systematic approach is preferred to enhance the employees' emotional intelligence and subjective well-being in industry.

Additionally, there are potential implications for practice among organizations. Today's job environment is characterized by constant change. Change is often a source of anxiety. Developing an individual's emotional intelligence, subjective well-being, self-efficacy or confidence, hope, resiliency and optimism capacities can provide them with meaningful confidence and other psychological tools to effectively navigate organizational change. Many organizations adopt training and development programs often focus on enhancing employees' knowledge and skills necessary for current or future job needs. Given the rapidly growing body of research on emotional intelligence and its relationship with positive organizational outcomes, organization ought to seriously consider incorporating strategies aimed at enhancing employing emotional intelligence, subjective well-being, self-efficacy or confidence, hope, resiliency, and optimism capacities. Furthermore, with respect to intra-correlations between the dimensions of emotional intelligence, managers can increase each of the dimensions through creating and reinforcing a productive environment in order to enhance the emotional intelligence and then subjective well-being in their organizations. Finally, we believe that emotional intelligence has a bright future in subjective well-being. Emotional intelligence could be investigated in the creation process and opportunities identification or as a factor promoting the leadership of the entrepreneur and business performance.

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