

Preparedness to Change: The Role of Resilience as Moderator on Subjective Vitality and Environmental Mastery

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Abstract

Today, organizations are endlessly under huge demands to get used to changing circumstances, such as changing client needs, new policy developments, and the introduction of shared media and similar other changes where the people working in the organizations are required to accept the changes smoothly. Subjective vitality, Environmental mastery and resilience are various competencies which play crucial role in determining how much an individual is prepared to act in response to the changes. The present cross cultural study is an effort to recognize how environmental mastery and subjective vitality is moderated by resilience in determining the change preparedness among Indian and Nepalese students. Research has proved that high environmental mastery brings with it a sense of capability in environment supervision the; can help to control multifaceted range of outer actions; make competent utilization of nearby opportunities and an individual is competent to decide or make contexts appropriate to his or her individual wants and principles. With this background, 248 management students, who are to join work within a very less time were selected from India and Nepal; and surveyed online using standardized questionnaires. The student's age group is between 21-25 years. The study has established that there is no major distinction between change preparedness among the Indian and Nepalese management students. Vitality is highly connected with environmental mastery which makes an individual more confident, feel highly competent to meet the demands of the situation; it has also been established that resilience act as a moderating factor to change preparedness.

INTRODUCTION

The multidimensional mental health model consists of both psychological and functional wellbeing of the individual. Subjective vitality, resilience and wellbeing are vital to developing efficient problem solving skills, building and harnessing cordial interpersonal associations and practical objective setting, all of which significantly improve an individual's ability to execute and add meaningfully in his daily life. There have been several researches on the subject's subjective vitality, wellbeing and resilience as individual traits as well as a collective entity. Subjective vitality is characterized by a state that is full of positive mental energy and a cheerful state. The environmental mastery concept was first coined by Phillips (1961) who explained it as a makeup that undergoes through five stages: isolation, dependency, autonomy, cooperation, and independence. However, this concept did not receive much focus until it was re-framed by Ryff (1989) in the Psychological well-being circumstance. The theory asserts that personality and human motivation is subjective to people's intrinsic developmental tendencies and subjected to mental requirements.

Keywords:

Environmental mastery,
Subjective Vitality, Resilience,
Change Preparedness,
Management aspirants.

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Self-Determination Theory explains well on the degree to which an individual's behavior is self-motivated and self-determined. Researchers went on further to emphasize that with low subjective vitality, irritability, generally fatigue tends to set in the individual and he may be incapable of using his potential to pursue any activity. On the contrary, when subjective vitality will be on the high end, positive energy will be generated to attend to the same activities (Ryan & Deci, 2001). Even in other countries, including Asia, subjective vitality has occupied a place of great importance. In China it is called *Jing* or *Chi*, which means a state or feeling that, is overflowing with mental energy (Liao 1990). The unique model of mental health is composed of both emotional and functional well-being. Today, business calls for change preparedness. Organizations are continuously under huge demands to get used to changing circumstances, such as changing client needs, new policy developments, and the introduction of social media. Rapid blending to changing conditions has always been considered central for the endurance of private-sector organizations (Tushman and O'Reilly, 1996). Jossier et al. (2006) & Ryan & Deci (2001) reconfirmed the finding in their research stating that autonomy, self-efficiency and competence are necessary not only it states representing subjective well-being, but they also stand for psychological health, subjective vitality, academic performance and other competencies required for success. The present cross cultural study is an endeavor to recognize how environmental mastery and subjective vitality is moderated by resilience in determining the change preparedness among Indian and Nepalese students. With this background, the research questions are-

RESEARCH QUESTIONS:

What is the association between change preparedness and environmental mastery?

What is the association between change preparedness and subjective vitality?

Does resilience moderate the impact of environmental mastery and subjective vitality on change preparedness?

Is there any difference between students of India and Nepal in conditions of environmental mastery, subjective vitality resilience and change preparedness?

A vital human being approaches work with positive energy and excitement. Vital employees consider that their behavior contributes to a significant principle (Ryan and

Bernstein, 2004). Researchers found, students who scored high in the above parameters showed greater adjustment and exhibited higher educational attainment. Harry & Ryan (2003) concluded that the need to attain competence contributed to the psychological wellbeing and subjective vitality of the individual and helped him in becoming strong. In another research on students conducted by Nix, Ryan & Manly (1999), it was established that students excel in self-efficiency and competence when they are in that academic environment where they feel protected and are express freely about their autonomy and self-control which result in their psychological well being and subjective vitality, thus allowing the students to enjoy improved psychological wellbeing.

Muraven, Gagne & Rosman (2008) in another study observed that an individual's life environment and rewarding experiences conditions add to subjective vitality and mental health. Kasser & Ryan (1996) too stated that there is a constructive and reciprocal relation between mental health, well-being, and other psychological contributors, like life satisfaction, optimistic frame of mind, and subjective vitality. In another research, Bostic (2002) opined that a high-level relation exists between mental change, physical condition and subjective vitality. Interestingly, Bostic proved in his study that people develop more effective problem solving skills when they possess greater subjective vitality, and vice versa. According to Ryff's conceptualization, environmental mastery can be defined as the "capacity to administer efficiently about one's existence and immediate world" (Ryff and Keyes, 1995). With so many researches being conducted on the subjects of Subjective vitality, psychological wellbeing and resilience, it can be supposed that there is a strong correlation that seems to exist between life skills, community skills and psychological well-being. Ginter & Gazda (1997) found that people, who live under stressful situations and tend to get depressed, show poor life skills and low subjective vitality. Andrew & Robinson (1991) recommended that learning life skills led to development of psychological well-being and subjective vitality as well as enhancement of self-esteem in individuals who chose to master life skills.

Darden, Ginter & Gazda (1996) also supported this finding commenting that learning of social and coping skills increased subjective vitality and psychological wellbeing in students. Change in life situation is that is always constant. In societies that are yet not fully westernized, like India and Nepal, students reported

that happiness and life satisfaction were very important, and they thought about them often (Diener, 2000). It is with this background that a cross cultural study was conducted between India and Nepal. Both countries share a common cultural bond. Embraced by languages and religions, marriage, mythology and people-to-people relations, there is many a similarity between the societies

of the two countries (Pandey, Sinha and Bhawuk, 1996). In terms of education too, there has been a healthy exchange between these two neighboring countries.

Over the years, India-Nepal cooperation has seen successful collaborations and setting landmarks in augmenting human resource development in Nepal.

Table 1: Review of Literature

| Authors & Year | Purpose | Findings | Journal |
|--------------------------------|---|--|---|
| Jadhav & Havalappanavar (2009) | The study is an attempt to find out whether Yoga Intervention has any effect on State and Trait Anxiety and also on the Subjective well-being. | Results reveal a significant decrease in both State and Trait Anxiety levels and positive change in the Subjective Wellbeing of the students | Journal of the Indian Academy of Applied Psychology |
| Perron (2006) | This study examines the factorial validity of the Environmental Mastery Scale of the PWBI, a construct that receives much attention in mental health research | The results of a confirmatory factor analysis did not support the uni dimensional factor structure of the measure. Correlated uniqueness models were also examined, which did not reveal evidence of a method effect. | Social Indicators Research |
| Leontopoulou & Triliva (2012) | The present study brought together and examined two related, but distinct, concepts rooted in positive psychology, namely subjective wellbeing (SWB) and character strengths. This study also set out to validate and investigate the levels of wellbeing and character strengths in the context of a more collective, Mediterranean culture; that of Greece. | Significant, high and positive correlations were found between subjective wellbeing and character strengths indicating high convergent validity for the two measures. | International Journal of Wellbeing |
| Ryff (1989) | The premise of this study is that there has been particular neglect at the most fundamental level in this realm, namely, the task of defining the essential features of psychological wellbeing. | Results revealed that positive relations with others, autonomy, purpose in life, and personal growth were not strongly tied to prior assessment indexes, thereby supporting the claim that key aspects of positive functioning have not been represented in the empirical arena. | Journal of Personality and Social Psychology |
| Luthans et. al (2006) | To develop the micro-intervention of psychological capital. | Drawn from hope, optimism, efficacy, and resiliency development, this PsyCap Intervention (PCI) is shown to have preliminary support for not only increasing participants' PsyCap, but also financial impact and high return on investment. | Journal of Organizational Behaviour |
| Zelenski & Nisbet (2012) | The authors assessed the overlap between nature relatedness and other subjective connections (e.g., with friends or country) and examined these connections as a possible confound in explaining the link between nature relatedness and happiness. | The two nature-relatedness indicators correlated strongly with one another. The nature-relatedness measures (NR and INS) were also significantly correlated with most happiness indicators, though often not quite as strongly as the connectedness composite. | Environment and Behavior |

CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Although vitality seems a pervading subject that all people have to act with on an every day basis, research

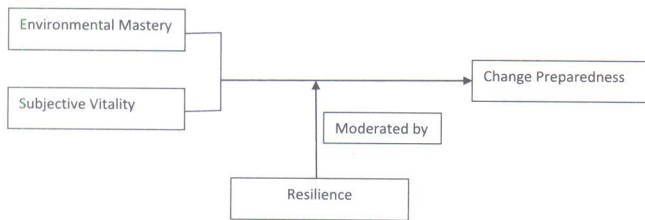
regarding this topic is inadequate. A bundle of theories have an implied implication of vitality, without explicitly relating it to outcomes. With this common thread of culture, customs, ways of existence and aspirations among the two nations, the idea of this study was to

establish the connection between subjective vitality, environmental mastery and change preparedness, between a group of Indian and Nepalese Management students, who are expected to begin their professional life soon after completion of their management course and are required to face multifarious challenges in life. The research attempts to understand how environmental mastery, subjective vitality is moderated by resilience in determining the psychological well being of a person.

Construction of Hypotheses-

- H1 There is a positive connection among environmental mastery and change preparedness.
- H2 There is a positive connection among subjective vitality and change preparedness.
- H3 The impact of environmental mastery and subjective vitality on change preparedness is moderated by Resilience.
- H4 There exists no difference between students of India and Nepal in terms of environmental mastery, subjective vitality resilience and change preparedness

Figure 1: Conceptual Framework



Source: Authors Compilation

MEASURES OF THE STUDY

Participants and Procedure

The survey design was cross-sectional in nature which was administered and survey was collected through online Google forms. A sum of 2500 impressions was circulated through online and we received a filled-in response from 248 management students. We used overall a non-probabilistic sampling technique to gather the samples. The impressions of Google forms were circulated in different social media channels by means of snowball technique. Besides, the data was also collected by group administration in various management institutes in India and Nepal. The total size of the sample was 248 after securitizing for completeness in all respect.

The participant's age group ranged between 21-25 years.

For the present study the following scales have been used:

Brief Resilience Scale (BRS)

Smith et al. (2008), 'The Brief Resilience Sales (BRS)' was employed in this research. Six items were taken; three negative items and three positive items. According to Smith et al., items 1, 3 and 5 are positively worded and items 2, 4, and 6 are negatively worded. Respondents answered each question by indicating their conformity with each statement by using the following scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The BRS scale showed good internal consistency reporting Cronbach's alpha values from .80-.91. Convergent validity and discriminant validity were also reported by Smith et al. (2008) as element of the justification.

Environmental Mastery (EM)

Three items from Ryff's Six-factor Model Scale on Psychological Well being was taken in which Cronbach's alpha was reported to be 0.76.

Change Preparedness (CP)

Change Preparedness scale had four Likert type items measuring the preparedness of an individual. The reported reliability value of the scale has been reported to be 0.87. A board of three experts was requested to check the content validity of the scale. Items that received 85% or more approval were taken for the study. Few items were revised in the light of experts' comments.

Subjective Vitality

Ryan & Frederick (1997) scale based on self determination theory (SDT) of Edward L. Deci and Richard M. Ryan (1985) was taken. The original scale had 7 items and was validated at both levels by Ryan and Frederick (1997). The Cronbach's alpha of this instrument in this survey was 94%. Responses collected from the respondents were averaged to attain the composite scores from each scale used in the study, and employed for statistical analysis.

DATA ANALYSIS AND FINDINGS

Data were analyzed using SPSS 20.0 computer program based on the 248 usable responses. A Confirmatory factor analysis was performed using AMOS 20 to test the factor structure of our measures, which were drawn

from the pre existing scales. The results indicate RMSEA (Root Mean Square Error Approximation) is 0.078, GFI (Goodness of Fit Index) is 0.89, and CFI (Comparative Fit Index) is 0.90. From the obtained CFA values, it is evident that the existing data supports the model.

Demography

The demographic representation of the sample covered in the study is as follows. (Table 1) The study has covered a sample of 248 male and female respondents from India and Nepal.

Table 2: Demographic Profile of the Respondents

| Demographic Variables | Category | No. of Respondents | Percentage |
|--|-------------------|--------------------|------------|
| Country | Nepal | 133 | 53.59 |
| | India | 115 | 46.34 |
| Age | 21-22 years | 177 | 71.33 |
| | 23-24 years | 68 | 27.40 |
| | 24-25 years | 13 | 5.23 |
| Gender | Boys | 143 | 57.63 |
| | Girls | 105 | 42.31 |
| Educational Level | Master's Degree | 128 | 51.58 |
| | Bachelor's Degree | 120 | 48.36 |
| Faced Some Sort of Change in Life that was Difficult to Handle | Yes | 248 | 100 |
| | No | 0 | 0 |

Base: Overall Sample 248

The present study has been able to establish a relationship between environmental mastery, subjective vitality and preparedness for change. The characteristics that define resilience are the important components to guide a person to the discovery of a life-time of vitality. Vitality relies on resilience and vice-versa that provides with self-care, wellness of mind, body, and spirit.

Relationship between environmental mastery and change preparedness

The present study has found that the correlation between environmental mastery and change preparedness is 0.50**, which is a significant relation. The more a person has control over environmental mastery, more he is prepared to face changes in life. Environmental mastery is the antidote to feelings of helplessness. It is a state of mind rather than a behavior, the more the control on environmental mastery, the person has a feeling of

having an influence on the events in lives. The stronger it is; the person will not be afraid of changes happening around him. Environmental mastery brings and sense of flow, and studies have shown that flow provides a sense of meaning and engagement that result in greater life satisfaction than hedonistic experiences of pleasure (Peterson et al. 2005) (Table 2)

Table 3: Correlation Results of the Variables

| Variables | Subjective Vitality | Environmental Mastery | Resilience |
|-----------------------|---------------------|-----------------------|------------|
| Subjective Vitality | 1 | | |
| Environmental Mastery | 0.76** | 1 | |
| Resilience | 0.37** | 0.28** | 1 |
| Change Preparedness | 0.56** | 0.50** | 0.80** |

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

Relationship between subjective vitality and change preparedness

The study has found a significant correlation between subjective vitality and change preparedness. The correlation has been found to be 0.56**. The relation between subjective vitality and change preparedness is positive and significant. It has been found from researches that subjective vitality is the maximum peak of health and psychological well-being. If a person has high levels of subjective vitality, as per the present findings, his preparedness to meet changes will also be high (Table 2). The results reveal that the variables Subjective Vitality and Environmental Mastery has been found to be positively and highly correlated, the correlation has also been found to be statistically significant (0.76).

Resilience moderate the impact of environmental mastery and subjective vitality on change preparedness

A hierarchical linear regression analysis was conducted and as per recommendation of Aiken and West (1991). The data used were mean centered which was arrived at by creating a new centered independent moderator variable after deducting the mean values of a respective independent and moderator variable terms. Table 3 represents the results of hierarchical regression. The study has found that change preparedness is significantly moderated by resilience. The adjusted R² has been found to be 43% and the R² change and the overall model has been found to be statistically significant.

Table 4: Moderating effect of Resilience on the Environmental Mastery and Subjective Vitality of the Nepalese and Indian Students Together

| Factors | Change Preparedness | | |
|------------------------------------|---------------------|----------|----------|
| | Model 1 | Model 2 | Model 3 |
| Independent Factors | | | |
| Environmental Mastery | 0.186* | 0.144* | .177* |
| Subjective Vitality | 0.422*** | 0.201** | 0.154 |
| Moderator | | | |
| Resilience | | 0.407*** | 0.418*** |
| Interaction Effect | | | |
| Environmental Mastery X Resilience | | | .044 |
| Subjective Vitality X Resilience | | | -0.137 |
| Model Summary | | | |
| R ² | 0.33 | 0.43 | 0.44 |
| Adjusted R ² | 0.32 | 0.42 | 0.43 |
| F Value | 60.96*** | 62.01*** | 38.62*** |
| R ² change | | | 0.01 |

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Is there any difference between students of India and Nepal in terms of environmental mastery, subjective vitality resilience and change preparedness?

The present study has found that among the sample from the two countries i.e. India and Nepal there is a significant difference between their mean scores. Environmental mastery scores, subjective vitality scores and resilience, but there is no significant difference between change preparedness among the Indian and Nepalese respondents. The dependent variable in the present study being change preparedness, and finding no difference between the change preparedness of Nepalese and Indian students, the study assumes the students of the two countries as coming from the same group (Table 4).

Table 5: Mean Scores on the Variables Studied: Comparisons between Nepal and India

| Variable | Mean | | Comparison of Means | |
|-----------------------|-------|-------|---------------------|-------------|
| | India | Nepal | t-result | Probability |
| Resilience | 24.01 | 20.19 | 6.99 | <0.001* |
| Subjective Vitality | 27.51 | 25.13 | 3.60 | <0.001* |
| Change Preparedness | 10.97 | 14.95 | 2.20 | 0.505 |
| Environmental Mastery | 12.09 | 10.88 | 4.08 | <0.001* |

Note: Significant at 0.001 levels

To sum up, taking a group of management students who are going to face the corporate which by nature is hypothesized to be demanding changes from them, it has been found that among the respondents the level of environmental mastery and subjective vitality is quite high and that resilience has a moderating effect on their change preparedness. Vitality is strongly associated with environmental mastery which makes an individual more confident, feel highly competent to meet the demands of the situation. Individuals high in environmental mastery feel they have the resources and capacities to cope, adjust and deal to situations, and are not stressed by need to cope up with change. The study has unveiled that resilience acts as a moderating factor to change preparedness. Change effectively can be managed by ticking a number of boxes before reaching a desired goal; and if resilience is not high people fail to reach this desired success level. Modern change is fast-paced, multivariate, often irregular and even unstable; that is where the need for higher levels of resilience prevails. The point here is that well-being and resilience are not simply about building people up so that they are able to deal with increased workloads and pressure.

DISCUSSION

Managers are the key operators for any kind of change happening in the organization. The leaders characterize the reality within an organization and the quality of their input in a change context which influences the way change is perceived in the organization. The paper contends that subjective vitality and resilience can help people to welcome the changes in the organizations and also manage the psychological impact of change. Also it is a matter of fact that employees also need to understand that they have a responsibility to take care of their own well-being, within the available support structures an organization provides. It is important for organizations to create the right environment for change, communicate the message of change, create an environmental mastery among stakeholders – provide an ambience of well-being and resilience- all these will almost always be strongly accepted by most employees. An individual, who has higher environmental mastery, has the capability to adjust to complex environment and can choose or create suitable environments. Taking this to change preparedness, it can be said that environmental mastery will not put an individual into the distresses of change, and the prepared to meet the changes will e high. The individual will feel competent to manage everyday life and can also make use of new opportunities. They will be more competent

to organize their lives, work and home conditions to best align to their needs and values. Deci and Ryan (1985), Ryan and Fredric (1997) has asserted that subjective vitality is the condition that gives an individual an entity full of energy, alertness, enthusiasm, liveliness, low fatigue levels, weariness, and exhaustion. In their researches it has been established that if the subjective vitality is low there are possibilities that irritability and fatigue will set in and the individual might not be able to make full use of latent capacities to any activity he undertakes. A situation that demands change is more taxing; during change interventions individuals' preparedness to change get elevated if the subjective vitality, i.e. energy levels and liveliness is high in them. A motivating culture will talk of the subjective vitality of employees and their individual resilience will put them as better change managers. In 2001, in a study Ryan & Deci also stated that subjective vitality sets forth the right and positive mood towards work. As subjective vitality sets moods and positivity's at every phase of life, it is essential that subjective vitality should be there, should be maintained and more so in case changes coming in, in any organization, to meet the change graciously, subjective vitality is extremely important. Subjective vitality has got to do a lot with self-realization, mental health, and greater self-motivation positive emotions. Some other researchers have lain down that subjective vitality has a great interrelationship with mental health, life satisfaction, and optimistic performance (Ryan et al, 2001). The concept of energy has been implied in many theories of motivation as well as theories of self-regulation as the force or effort that forces our behavior (Mitchell, 1982; Gardner & Cummings, 1988). The importance of energy among employees has led to researchers' exploring energy at the organizational level such as 'momentum' (Jansen, 2004), in explaining organizational change initiatives (Huy, 2002). The present study has found that subjective vitality and change preparedness are related. In a study Huy (2002) observed how positive energy among middle managers in organizations were related with radical organizational change processes and how apt it was at setting the tone for others immediate commitment to, getting engaged to and also in the maintenance of the change process. According to Jansen (2004) the term 'momentum' has been used to relate the positive energy that individuals exhibit towards organizational change. Individuals' sense of well-being and resilience develops a sense of authenticity that binds together leadership, management and employees' sense of motivation to convey well-being and resilience to life in all walks of the business. The relation between resilience and vitality has been established based on similar

studies (e.g. Cromm, 2012). In a study conducted on 263 teachers Katakai, Rezai, and Gorji (2013) found high correlation between dimensions of psychological capital and subjective vitality. The present study conceptualizes the ways in which environmental mastery and subjective vitality underpins and drives change preparedness and that the role of resilience in this is commendable; the study also implies that all organizations should be creating a situation where the organization can respond positively to change more quickly and smoothly in terms of implementing change successfully and managing potentially negative outcomes for the workforce. Researches posit that an individual with high subjective vitality can be fully functioning and be self realized at paces of life. Vitality leads to the experience of oneself as potential 'origin' of action (deCharms, 1968). The purpose of this study was to predict change preparedness among students through environmental mastery and subjective vitality. The results have been found to be fitting the stated model. The correlation between environmental mastery and change preparedness has been established to be significant. An individual's sense of mastery and competence in understanding and taking hold of the environment; controls multifarious array of external actions; thus, it has also been found that a person with high subjective vitality scores is more oriented towards dynamic changes.

Psychological resilience is an individual's "trait like" ability to bounce back from adversity and hardship and to be prepared to adapt to variable demands (Block & Kremen, 1996), and it happens to be one of the important resources to help employees encounter the challenges that come in the way during organizational change. An individuals' level of psychological resilience is a trait and originates from within (e.g., Block & Kremen, 1996; Lazarus, 1993); and as per other research findings, researchers are endorsing more on an individuals' resilience to Increasingly, researchers are viewing resilience resource reservoir that helps individuals manage the ever-changing situations experienced in life (e.g., Block & Kremen, 1996; Taylor, Kemeny, Reed, Bower, & Grunewald, 2000; Waugh, Fredrickson, & Taylor, 2008). People who are high on resilience do Resilient prepare for hardships and face the consequences of stressful events by making use of their psychological resources successfully (Fredrickson, Cohn, Coffey, Pek, & Finkel, 2008). From the present study also, we extend the discussion that individuals with high resilience will respond more positively to change by employing their resilience as a psychological asset. Thus resilience as got a positive relation with

change preparedness. Researchers have established that individuals with high levels of resilience do overcome hardships and traumatic experiences by the way of positive emotions they draw from resilience (Fredrickson et al., 2003; Ong, Bergeman, Bisconti, & Wallace, 2006; Tugade & Fredrickson, 2004). The processes of change do appear favorable to them and individuals become more buoyant and, thus, as a result they respond to organizational change more positively. Resilience has been found to bring in resilience favorable outcomes, like optimistic thinking (Kumpfer, 1999). Coupled with high levels of environmental mastery and subjective vitality, an individual's resilience level has a positive relation with change preparedness. The results of the analysis correlation between environmental mastery and change preparedness is 0.50**, which is a significant relation; there is a positive relationship between environmental mastery and change preparedness. Coming to subjective vitality and change preparedness, the study has found a significant correlation between subjective vitality and change preparedness. Therefore, H1 has been supported. The correlation has been found to be 0.56**. The relation between subjective vitality and change preparedness is positive and significant. Therefore, there is positive relationship between subjective vitality and change preparedness. Therefore, H2 has been supported. The study has found that change preparedness is significantly moderated and resilience. The adjusted R² has been found to be 43% and the R² change and the overall model has been found to be statistically significant. Thus it can be asserted that environmental mastery and subjectivity are important factors for change preparedness and that resilience moderated the relation between subjective vitality, environmental mastery and change preparedness.

The present study has got to offer some managerial implications as well. The study endeavors to draw four important implications. First, change preparedness is extremely important, and change is something that is indispensable and unavoidable. Change is the only thing constant with every organization; especially in today's fast paced work life. So it is very important for managers to follow employees' change preparedness before they plan any change in the organization. Secondly, environmental mastery is an important variable contributing to change preparedness. The study has been able to establish that. Therefore it implies that employees have a strong environmental mastery and be backed up with training and relevant knowledge acquisition, work on their own strengths so that they can face every challenge that come in their way. Rewards by be tailored to enhance learning and foster learning intentions. Thirdly as the

studies suggest resilience is positively related to higher productivity (Luthans 2002). Testing people on levels of resilience and the fourth element subjective vitality will lead to sustainable workforce, high performing work teams, who would be ready to adapt to any change that the job as well as the globalized workplace demands. Coming to the necessity of changing economy, every company is forced to put into action comprehensive changes in to grow and survive. So in terms of swift adjustments it is very essential the model established above in taken into consideration to meet the changes in organization, the driving forces will be maximized this way. With higher subjective vitality and stronger environmental mastery, there will be higher control over workplace events and less triggering of tension, indecision, annoyance, and other results of job stress. Change has to be thought about positively, in an energetic manner must engage people in the process high spiritedly and also let them bounce back with energy in case of tribulations

CONCLUSION

From the above study it can be concluded that Environmental mastery and subjective vitality plays an important role in preparedness to change. Resilience moderates the effect of environmental mastery and subjective vitality among Indian and Nepalese would be Managers. As the study has been conducted on budding managers who are going to start work in a very less time, they show us the future scenario of a workplace. Subjective Vitality, Environmental mastery and resilience are a range of competencies which play central function in influencing an individual to be prepared in order to take action in response to the changes. Various research questions pertaining to the association between change preparedness and environmental mastery; between change preparedness and subjective vitality; resilience as a moderator impacting environmental mastery and subjective vitality on change preparedness and difference between students of India and Nepal in conditions of environmental mastery, subjective vitality resilience and change preparedness have been addressed in this paper. Change to preparedness in life comes with a greater power over environmental mastery, and it is rather a state of mind than a behavior, the more the control on environmental mastery, the person has a reaction of having a power on the life events. Environmental mastery brings a sense of flow, and studies have shown that this flow gives a meaning and engagement that result in greater life satisfaction than hedonistic experiences of pleasure.

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