

Psychological Capital as a Predictor of Work Engagement among Corporate Professionals

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Abstract

Psychological resources play a crucial role in shaping employees' motivation, resilience, and involvement in their professional roles. Among these resources, psychological capital has emerged as an important construct within the domain of positive organizational behavior. The present study examined the relationship between psychological capital and work engagement among corporate Professionals professionals. Psychological capital refers to a higher-order construct comprising hope, self-efficacy, resilience, and optimism, which collectively represent an individual's positive psychological resources for coping with workplace demands. Work engagement, on the other hand, represents a positive and fulfilling work-related state characterized by vigor, dedication, and absorption. Data were collected from corporate Professionals professionals using the Compound Psychological Capital Scale (CPC-12) and the Utrecht Work Engagement Scale (UWES-9). Statistical analyses included reliability analysis, Pearson correlation, and linear regression. The results revealed a significant positive relationship between psychological capital and work engagement. Regression analysis further indicated that psychological capital significantly predicted work engagement, explaining approximately 25% of the variance in engagement levels.

The findings highlight the importance of psychological resources in fostering employee engagement within organizational settings. The study suggests that strengthening psychological capital through organizational interventions and developmental initiatives may contribute to enhanced engagement and motivation among Professionals in corporate environments. These results provide practical implications for organizations seeking to cultivate psychologically resilient and engaged workforces.

Keywords: psychological capital, work engagement, positive organizational behaviour, corporate professionals, psychological resources



Introduction

Modern organizational environments are increasingly characterized by rapid technological change, complex professional demands, and heightened expectations for performance and adaptability. Within such dynamic contexts, organizations are recognizing that employee effectiveness cannot be explained solely through technical competence or professional training. Instead, psychological resources that enable individuals to sustain motivation, overcome challenges, and remain meaningfully connected to their work roles have emerged as critical determinants of workplace success. Consequently, scholars within the field of positive organizational psychology have increasingly focused on identifying psychological strengths that promote employee well-being, productivity, and engagement.

One construct that has gained substantial attention within this domain is Psychological Capital (PsyCap). Psychological Capital refers to an individual's positive psychological state of development characterized by four core components: hope, self-efficacy, resilience, and optimism (Luthans, Youssef, & Avolio, 2007). These components collectively represent a set of psychological resources that influence how individuals approach challenges, pursue goals, and respond to setbacks within professional environments. The concept originates from the broader framework of positive organizational behavior, which emphasizes the identification and development of measurable and developable psychological strengths that can enhance workplace performance.

The theoretical development of Psychological Capital is closely associated with the work of Fred Luthans, who proposed that organizations could gain a competitive advantage not only through economic and human capital but also through psychological capital (Luthans et al., 2007). Unlike fixed personality traits, psychological capital is considered state-like and therefore open to development through targeted organizational interventions and leadership practices. Individuals with high levels of PsyCap demonstrate greater perseverance in pursuing goals, higher confidence in their ability to accomplish work-related tasks, and stronger capacity to recover from adversity. These psychological resources enable employees to maintain motivation and adaptability even under challenging work conditions.



Empirical research has demonstrated that Psychological Capital is associated with a wide range of positive organizational outcomes. Employees with higher levels of PsyCap tend to exhibit greater job satisfaction, stronger organizational commitment, improved work performance, and enhanced psychological well-being (Avey, Reichard, Luthans, & Mhatre, 2011). Moreover, psychological capital has been found to act as a protective resource that buffers the negative effects of workplace stress and enhances individuals' capacity to cope with demanding professional environments. By fostering optimism, confidence, and resilience, psychological capital enables employees to approach their roles with greater enthusiasm and persistence.

Another construct that has gained increasing prominence in organizational psychology is Work Engagement. Work engagement is a fulfilling and positive mental condition associated with one's professional activities, characterized by energy, dedication, and absorption in tasks (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Vigor reflects high levels of energy and mental resilience while working, dedication involves a sense of significance, enthusiasm, and pride in one's work, and absorption refers to a state of deep concentration in which individuals become fully immersed in their professional tasks. Unlike temporary states of motivation, work engagement represents a relatively stable and enduring connection between employees and their work roles.

Work engagement has attracted significant scholarly attention due to its strong association with beneficial organizational outcomes. Highly engaged employees tend to demonstrate greater productivity, creativity, and proactive behavior within the workplace. These individuals tend to demonstrate higher levels of organizational citizenship behaviors and show reduced rates of absenteeism (Bakker & Demerouti, 2017). From an organizational perspective, fostering work engagement has therefore become an important objective for leaders seeking to enhance employee performance and long-term organizational effectiveness.

The relationship between Psychological Capital and Work Engagement can be understood through theoretical perspectives that emphasize the role of personal resources in shaping work-related attitudes and behaviors. Personal resources refer to positive psychological characteristics that enable individuals to control and influence their environment successfully (Hobfoll, 2002). Within this framework, psychological capital can be conceptualized as a key



personal resource that strengthens employees' capacity to remain motivated, resilient, and committed to their work. Employees with higher levels of hope are more capable of identifying pathways to achieve work goals, while those with strong self-efficacy demonstrate greater confidence in their ability to perform tasks effectively. Similarly, optimism promotes positive expectations regarding future outcomes, and resilience supports the ability to recover from setbacks and workplace challenges.

Together, these psychological resources create a foundation that facilitates sustained engagement with work roles. Individuals possessing higher levels of psychological capital are therefore more likely to approach their professional responsibilities with enthusiasm, dedication, and persistence. Previous empirical studies have supported this relationship by demonstrating that employees with higher PsyCap tend to exhibit greater levels of work engagement and motivation in organizational settings (Avey et al., 2011; Bakker & Demerouti, 2017).

Despite the growing body of research examining the relationship between Psychological Capital and Work Engagement, further investigation is needed within specific professional and demographic contexts. In particular, understanding how these psychological resources operate among corporate Professionals represents an important area of inquiry. Contemporary organizations are increasingly focused on promoting gender diversity, leadership development, and inclusive work environments. However, corporate Professionals often navigate complex professional expectations, leadership responsibilities, and performance pressures, which can influence their engagement and psychological well-being in the workplace.

Examining the role of psychological capital among corporate Professionals can therefore provide valuable insights into the psychological resources that support sustained motivation and engagement in professional roles. By identifying the relationship between PsyCap and work engagement within this population, organizations may better understand how to design interventions and development programs that strengthen employees' internal psychological capacities.

Accordingly, the present study aims to examine the relationship between Psychological Capital and Work Engagement among corporate Professionals. Specifically, the study seeks to

investigate whether psychological capital significantly predicts work engagement, thereby contributing to the growing literature on positive organizational behavior and highlighting the importance of psychological resources in promoting meaningful and sustained engagement at work.

Review of Literature

In recent decades, the field of organizational psychology has increasingly shifted its focus from identifying workplace problems to understanding the psychological strengths that enable individuals to thrive within professional environments. This shift has been strongly influenced by the emergence of positive psychology and its application to organizational settings. Within this perspective, scholars have emphasized the importance of identifying psychological resources that contribute to employee motivation, resilience, and engagement. Two constructs that have received substantial attention in this regard are Psychological Capital and Work Engagement, both of which have been recognized as critical determinants of employee well-being and organizational effectiveness.

Psychological Capital (PsyCap) represents a higher-order construct composed of four positive psychological capacities: hope, self-efficacy, resilience, and optimism. These components collectively reflect an individual's psychological resources that facilitate goal-directed behavior, adaptive coping, and sustained motivation in the face of challenges. The concept of PsyCap was developed within the framework of positive organizational behavior led by Fred Luthans and his colleagues, who proposed that a competitive advantage could be gained by organizations investing not only in economic or human capital but also in employees' psychological resources (Luthans, Youssef, & Avolio, 2007). Unlike personality traits, which tend to remain relatively stable over time, psychological capital is considered state-like and therefore open to development through targeted organizational interventions, leadership practices, and training programs.

Each component of PsyCap contributes uniquely to employees' ability to navigate workplace demands. Hope reflects an individual's capacity to generate pathways toward achieving goals and sustain motivation in pursuing them. Self-efficacy refers to confidence in one's ability to mobilize cognitive and behavioural resources necessary to perform tasks successfully.

Resilience represents the ability to recover from setbacks and adapt effectively to challenging circumstances, while optimism involves maintaining positive expectations regarding future outcomes. Together, these psychological capacities create a synergistic resource that enhances individuals' ability to persist in goal pursuit and remain psychologically invested in their work.

Empirical research has consistently demonstrated the beneficial impact of psychological capital on employee attitudes and organizational outcomes. A meta-analysis conducted by Avey, Reichard, Luthans, and Mhatre (2011), which synthesized findings from multiple independent studies across diverse organizational contexts, revealed that PsyCap is positively associated with job satisfaction, organizational commitment, and work performance. The analysis further indicated that employees with higher levels of psychological capital tend to exhibit lower levels of stress, anxiety, and workplace cynicism. These findings suggest that psychological capital not only contributes to enhanced performance but also plays a protective role in maintaining employees' psychological well-being within demanding professional environments.

Another important construct that has received increasing scholarly attention in organizational research is work engagement. Work engagement can be described as a constructive and gratifying mental state that is directly linked to an individual's work responsibilities and experiences. It reflects the degree to which an employee feels energetic, dedicated, and fully absorbed in their job tasks (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Vigor reflects high levels of energy and mental resilience while working, dedication refers to a sense of enthusiasm, inspiration, and pride in one's work, and absorption represents a state of deep concentration in which individuals become fully immersed in their tasks. Engaged employees typically demonstrate strong involvement in their professional roles and exhibit greater willingness to invest effort and persistence in their work.

Research examining work engagement has consistently highlighted its importance for organizational success. Highly engaged employees tend to display greater creativity, higher productivity, and stronger commitment toward organizational goals. Moreover, engagement has been associated with lower absenteeism, reduced turnover intentions, and improved overall job performance. According to the Job Demands–Resources (JD–R) model proposed by Bakker and Demerouti (2017), work engagement emerges when employees possess adequate

resources that enable them to manage job demands effectively. These resources may include both job-related resources, such as organizational support and autonomy, and personal resources, such as psychological strengths and resilience.

Within the JD–R framework, psychological capital can be conceptualized as a key personal resource that contributes to the development of work engagement. Personal resources influence how individuals perceive workplace challenges and determine their ability to cope with demanding situations. Employees who possess strong psychological resources are more likely to interpret workplace challenges as opportunities for growth rather than as threats, thereby maintaining higher levels of motivation and engagement. Psychological capital therefore provides employees with the cognitive and emotional resources necessary to sustain enthusiasm and persistence in their professional roles.

A growing body of empirical research has explored the relationship between psychological capital and work engagement. Sweetman and Luthans (2010) reported that employees with higher levels of PsyCap demonstrate greater levels of engagement, suggesting that psychological capital enhances individuals' ability to invest energy and effort in their work. Similarly, studies conducted across different organizational contexts have consistently identified significant positive relationships between PsyCap and engagement. These findings indicate that employees who possess higher levels of hope, optimism, resilience, and self-efficacy are more likely to experience increased vigour, dedication, and absorption in their professional activities.

Further research has also demonstrated that psychological capital may function as a predictor of engagement by strengthening individuals' confidence and persistence in achieving work-related goals. Self-efficacy enhances individuals' belief in their ability to successfully perform tasks, which encourages greater effort and involvement in their work. Optimism promotes positive expectations about future work outcomes, thereby increasing motivation and enthusiasm. Resilience enables individuals to recover from setbacks and maintain engagement even in challenging work environments, while hope facilitates goal-directed thinking and perseverance. Together, these psychological resources contribute to employees' sustained investment in their professional roles.

Despite the substantial body of literature examining the relationship between psychological capital and work engagement, relatively fewer studies have focused specifically on corporate Professionals as a population of interest. Contemporary organizations increasingly recognize the importance of promoting gender diversity and supporting Professionals' participation in leadership roles. However, Professionals often encounter unique workplace challenges, including balancing professional responsibilities, navigating leadership expectations, and overcoming structural barriers to career advancement. Psychological resources such as hope, resilience, optimism, and self-efficacy may therefore play an especially important role in enabling Professionals to maintain motivation and engagement within corporate environments.

Understanding how psychological capital influences work engagement among corporate Professionals is therefore an important area of inquiry. By examining this relationship within a corporate context, the present study seeks to contribute to the growing literature on positive organizational behavior and provide insights into the psychological resources that support sustained engagement in professional roles. Such insights may help organizations design interventions aimed at strengthening employees' psychological capacities, thereby fostering greater engagement and overall workplace effectiveness.

Methodology

Research Design

The present study employed a quantitative cross-sectional research design to examine the relationship between psychological capital and work engagement among corporate Professionals. A correlational research approach was adopted to explore the extent to which psychological capital predicts levels of work engagement. The study utilized standardized self-report instruments to measure the constructs of interest and statistical techniques were applied to examine the relationship between the variables.

Participants

The participants in the study consisted of corporate professionals working in various organizational settings. In total, 74 participants provided completed survey responses. Participants were recruited through convenience sampling during a professional development session conducted for corporate environments. Participation in this study was entirely voluntary, and respondents were assured that their answers would be kept confidential.

Since the focus of the study was on psychological resources and work engagement rather than demographic comparisons, no particular identifying demographic information was collected in order to ensure maximum confidentiality and encourage honest responses.

Measures

Psychological Capital

Psychological capital was measured using the Compound Psychological Capital Scale (CPC-12) developed by Lorenz, Beer, Pütz, and Heinitz (2016). The CPC-12 is a brief self-report instrument designed to assess the four components of psychological capital: hope, resilience, optimism, and self-efficacy.

The scale consists of 12 items, with three items representing each psychological capital dimension. Participants responded to each item using a six-point Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree). Higher scores on the scale indicate higher levels of psychological capital.

Previous research has demonstrated that the CPC-12 possesses good reliability and construct validity across organizational samples. The scale has also been widely used in research examining psychological resources in workplace settings.

Work Engagement

Work engagement was assessed using the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli, Bakker, and Salanova (2006). The UWES-9 is a widely used measure of work engagement that assesses three dimensions: vigor, dedication, and absorption.

The scale consists of nine items, with three items representing each dimension of engagement. Participants rated their answers using a seven-point Likert scale, with 0 representing 'never' and 6 representing 'always.'

The UWES-9 has demonstrated strong psychometric properties across numerous international studies and is considered a reliable and valid measure of engagement in organizational research.

Procedure

Data were collected using a structured questionnaire containing the CPC-12 and UWES-9 scales. The questionnaire was administered to participants during a corporate session focusing on professional development and psychological well-being.

Participants were informed that their responses would remain anonymous and would be used only for academic purposes. They were encouraged to respond honestly to each statement based on their personal experiences in the workplace. Completion of the questionnaire required approximately 4–5 minutes.

All responses were recorded and compiled for statistical analysis.

Statistical Analysis

The following statistical procedures were conducted:

1. Reliability Analysis (Cronbach's Alpha) to assess the internal consistency of the scales.
2. Descriptive Statistics, including mean and standard deviation, to summarize the levels of psychological capital and work engagement among participants.
3. Pearson Product–Moment Correlation to examine the relationship between psychological capital and work engagement.
4. Simple Linear Regression Analysis to determine whether psychological capital significantly predicts work engagement and to estimate the proportion of variance in engagement explained by psychological capital.

Statistical significance was evaluated at the $p < .05$ level.

Hypothesis

Drawing upon the theoretical foundations of Psychological Capital and Work Engagement, the present study proposes the following hypotheses:

H1: There is a positive relationship between psychological capital and the degree of work engagement.

H2: Psychological capital significantly predicts work engagement.

Results

1. DESCRIPTIVE STATISTICS

Table 1

Descriptive Statistics of Study Variables

Variable	N	Mean	SD	Min	Max
Hope	74	11.72	3.75	4	18

Self-Efficacy	74	13.38	4.31	3	18
Resilience	74	11.61	4.41	3	18
Optimism	74	12.54	4.61	3	18
Work Engagement	74	37.86	9.63	14	54
Psychological Capital	74	49.26	13.97	15	72

Descriptive statistics were calculated to examine the distribution of the study variables. The results indicated that the mean score for Psychological Capital was **M = 49.26 (SD = 13.97)**, while the mean score for Work Engagement was **M = 37.86 (SD = 9.63)**.

2. RELIABILITY ANALYSIS

Cronbach alpha: $\alpha = .760$

Table 2

Reliability of Study Measures

Scale	Number of Items	Cronbach's Alpha
Psychological Capital & Work Engagement Variables	5	.760

Reliability analysis was conducted using Cronbach's alpha to assess the internal consistency of the study variables. The results indicated acceptable reliability with a Cronbach's alpha value of $\alpha = .76$, suggesting satisfactory internal consistency of the scale.

3. CORRELATION ANALYSIS

Table 3

Correlation Matrix of Psychological Capital Dimensions and Work Engagement

Variable	1	2	3	4	5
1. Hope	—				
2. Self-Efficacy	.516**	—			
3. Resilience	.663**	.488**	—		
4. Optimism	.533**	.521**	.632**	—	
5. Work Engagement	.358**	.385**	.459**	.431**	—

Note. N = 74. $p < .01$

Pearson correlation analysis was conducted to examine the relationships between Psychological Capital dimensions and Work Engagement. The results indicated significant positive correlations between Work Engagement and Hope ($r = .358, p < .01$), Self-Efficacy ($r = .385, p < .01$), Resilience ($r = .459, p < .01$), and Optimism ($r = .431, p < .01$). These findings suggest that higher levels of psychological capital dimensions are associated with greater work engagement.

4. REGRESSION ANALYSIS

Table 4

Regression Analysis Predicting Work Engagement

Predictor	B	SE	β	t	p
Constant	20.780	3.592	—	5.784	.000
Psychological Capital	0.347	0.070	.503	4.941	.000

Model Summary Table

R	R ²	Adjusted R ²	F	p

.503	.253	.243	24.41	.000
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A simple linear regression analysis was conducted to examine whether Psychological Capital predicts Work Engagement. The regression model was statistically significant, $F(1,72) = 24.41$, $p < .001$, explaining **25.3% of the variance in Work Engagement ($R^2 = .253$)**.

Psychological Capital significantly predicted Work Engagement ($\beta = .503$, $p < .001$), indicating that higher levels of psychological capital are associated with higher levels of work engagement among participants.

Discussion

The present study sought to examine the relationship between Psychological Capital and Work Engagement among corporate Professionals. The findings provide empirical support for the proposed hypotheses, indicating that psychological capital is both significantly associated with and predictive of work engagement. Specifically, the results demonstrated a significant positive correlation between Psychological Capital and Work Engagement, suggesting that individuals who possess higher levels of psychological resources tend to exhibit greater energy, dedication, and involvement in their professional roles. Furthermore, regression analysis revealed that Psychological Capital significantly predicts Work Engagement, explaining approximately 25% of the variance in engagement levels among the participants.

These findings highlight the important role that internal psychological resources play in shaping employees' engagement with their work. Psychological Capital, conceptualized as a higher-order construct consisting of hope, self-efficacy, resilience, and optimism, represents a cluster of positive psychological capacities that influence how individuals approach professional challenges and opportunities. Employees with higher levels of these psychological resources are more likely to display persistence in goal pursuit, confidence in their abilities, adaptability in the face of setbacks, and positive expectations about future outcomes. Such psychological strengths enable individuals to invest greater cognitive, emotional, and behavioural energy into their work roles, thereby fostering higher levels of engagement.

The results of the present study are consistent with the theoretical foundations of positive organizational psychology and previous empirical findings within the field. Early work by Fred



Luthans and colleagues emphasized the significance of psychological capital as a key resource that contributes to employee performance and well-being. Their research proposed that organizations could enhance employee effectiveness not only through economic or human capital but also by developing employees' psychological strengths. Subsequent empirical studies have supported this proposition by demonstrating that individuals with higher PsyCap tend to experience greater job satisfaction, improved performance outcomes, and stronger engagement with their work roles.

The present findings can also be interpreted through the lens of the Job Demands–Resources (JD–R) framework, which suggests that work engagement emerges when individuals possess adequate resources to cope with workplace demands. Within this framework, psychological capital can be conceptualized as a critical personal resource that enables employees to manage professional challenges effectively while maintaining motivation and enthusiasm for their work. Employees who possess strong personal resources are more likely to perceive demanding situations as opportunities for growth rather than sources of stress, thereby sustaining their engagement even in complex work environments.

An important contribution of the present study lies in its focus on corporate Professionals as the target population. Psychological capital may therefore function as an essential internal resource that enables Professionals to sustain motivation, resilience, and involvement in their work roles. Employees who possess higher levels of hope are more likely to identify pathways to achieve their professional goals, while those with stronger self-efficacy tend to approach work tasks with greater confidence and initiative. Similarly, resilience enables individuals to recover from workplace setbacks, and optimism fosters a positive outlook toward professional growth and future opportunities. Collectively, these resources contribute to an individual's capacity to remain psychologically invested in their work.

From a practical standpoint, the findings of this study carry important implications for organizational development and leadership practices. Organizations seeking to enhance employee engagement may benefit from implementing interventions aimed at strengthening psychological capital among employees. Leadership training programs, coaching initiatives, and positive psychology–based development programs can help cultivate employees' hope,

optimism, resilience, and self-efficacy. Such initiatives have the potential to not only enhance individual well-being but also improve organizational performance through increased engagement and productivity.

Furthermore, organizations committed to supporting the professional development of Professionals employees may consider integrating psychological capital development into leadership and career advancement programs. By fostering psychological strengths, organizations can create environments that empower Professionals to navigate challenges effectively while maintaining enthusiasm and commitment toward their work.

Overall, the findings of the present study contribute to the growing body of literature emphasizing the importance of positive psychological resources in organizational settings. By demonstrating that Psychological Capital significantly predicts Work Engagement among corporate Professionals, the study reinforces the idea that internal psychological capacities play a critical role in shaping how individuals experience and engage with their professional roles. Strengthening these psychological resources may therefore represent a valuable strategy for organizations seeking to promote sustained employee engagement and workplace well-being.

Practical Implications

The findings of the present study highlight the importance of developing psychological resources within organizational settings. Since psychological capital was found to significantly predict work engagement, organizations may benefit from implementing interventions aimed at strengthening employees' psychological capacities. Developing psychological resources such as hope, optimism, resilience, and self-efficacy may contribute to higher levels of engagement, motivation, and persistence among employees.

Organizations can incorporate psychological capital development into training programs, leadership development initiatives, and employee well-being strategies. Interventions focusing on positive psychological resources may help employees better cope with workplace challenges and maintain sustained involvement in their work roles. In the context of corporate Professionals, strengthening psychological resources may further support confidence, adaptability, and engagement within professional environments. By fostering psychological

capital within the workforce, organizations may enhance employee well-being while simultaneously improving organizational outcomes such as productivity, commitment, and performance.

Limitations of the Study

Despite its contributions, the present study has several limitations that should be considered when interpreting the findings. First, the study employed a cross-sectional design, which limits the ability to establish causal relationships between psychological capital and work engagement. Future research may adopt longitudinal or experimental designs to better examine causal mechanisms.

Second, the study relied on self-report measures, which may introduce the possibility of common method bias or response bias. Although the instruments used in the study have demonstrated strong psychometric properties, future studies may benefit from incorporating multiple data sources or objective indicators of engagement.

Third, the sample consisted of corporate Professionals recruited through convenience sampling, which may limit the generalizability of the findings to other occupational groups or organizational contexts. Further research involving larger and more diverse samples may provide broader insights into the relationship between psychological capital and work engagement.

Future Research Directions

Future research may expand upon the present study in several ways. Researchers may examine the relationship between psychological capital and work engagement across different industries, organizational levels, or cultural contexts. Comparative studies involving male and female professionals may also provide valuable insights into potential gender differences in psychological resources and engagement.

Additionally, future studies may explore potential mediating or moderating variables that influence the relationship between psychological capital and work engagement. For example,

organizational support, leadership style, or job autonomy may strengthen or weaken the impact of psychological capital on employee engagement.

Conclusion

The present study examined the relationship between psychological capital and work engagement among corporate Professionals. The findings revealed a significant positive relationship between psychological capital and work engagement, indicating that individuals possessing higher levels of hope, resilience, optimism, and self-efficacy tend to demonstrate greater involvement and enthusiasm in their work roles.

Regression analysis further demonstrated that psychological capital significantly predicted work engagement, explaining a meaningful proportion of variance in engagement levels. These findings support the perspective of positive organizational behaviour, which emphasizes the importance of psychological resources in enhancing employee motivation and well-being.

Overall, the study highlights the value of fostering psychological capital within organizational environments. Strengthening employees' psychological resources may contribute to greater engagement, improved workplace experiences, and more effective organizational functioning.

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