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PSYCHOLOGICAL CAPITAL AS A FACTOR INFLUENCING EMPLOYEE PRODUCTIVITY

The purpose of the scientific article is to evaluate the concept of psychological capital as a factor of employee effectiveness and, as a result, the productivity of the entire company as a whole. The following methods of information collection were used in the article: analysis of literature sources on the problems and methods of assessing the psychological health of personnel; review of scientific articles on the problem of personnel assessment; methods of comparative analysis and synthesis. Psychological capital can be considered not only as a precursor to productivity, but also as a harbinger of mental health in the workplace. Thus, an increase in psychological capital in organizations would allow for “win-win” events for both parties involved (employers and employees). The results obtained in this work may encourage HR managers to focus more on psychological capital, as the development of self-efficacy, hope, optimism and resilience is crucial for the formation of desirable organizational attitudes and behaviors. At the same time, the main advantage of the four dimensions of psychological capital is that these dimensions are psychological quasi-states, which, unlike traits and quasi-traits, can be developed and can be “important assets for development”.

Key words: psychological capital, psychological resources of employees, labor psychology, productivity, efficiency.

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Психологиялық капитал қызметкер өнімділігіне әсер ететін фактор ретінде

Ғылыми мақаланың мақсаты қызметкерлердің тиімділігінің бір факторы ретінде әсер ететін психологиялық капитал тұжырымдамасын бағалау және оны жалпы компания өнімділігіне ықпал ететін шешуші элемент ретінде қарастыру. Бұл мақала психологиялық капиталды қызметкерлердің қатысуын жақсарту үшін корпоративтік стратегияларға қалай біріктіруге болатынын зерттейді. Мақалада деректерді алу үшін ақпаратты жинау мен талдаудың келесі әдістері қолданылды: проблемалар мен қызметкерлердің психологиялық денсаулығын бағалау әдістеріне қатысты бар әдебиет көздерін талдау; персоналдың жұмысын бағалауға қатысты ғылыми мақалаларға кеңінен шолу жасау; мәліметтерді салыстырмалы талдау, синтездеу және интерпретациялау. Психологиялық капитал, оның ішінде өзіндік тиімділік, үміт, оптимизм және тұрақтылық сияқты құрамдастарын өнімділіктің маңызды алғышарты ретінде ғана емес, сонымен қатар жұмыс орнындағы психикалық денсаулықтың маңызды жаршысы ретінде қарастыруға болады. Зерттеудің нәтижелері ұйымдық деңгейде психологиялық капиталды дамытуға көңіл бөлудің оң көзқарас пен мінез-құлықтың дамуына ықпал ететінін көрсетеді, бұл өз кезегінде жұмыс берушілер мен қызметкерлер үшін «жеңіс-жеңіс» жағдайын жасайды.

Түйін сөздер: психологиялық капитал, қызметкерлердің психологиялық ресурстары, еңбек психологиясы, өнімділік, тиімділік.

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Психологический капитал как фактор влияния на продуктивность работника

Цель данной научной статьи заключается в проведении глубокого анализа и оценки концепции психологического капитала как важного фактора, влияющего на эффективность сотрудников, и, как следствие, на общую производительность компании. Данная статья исследует, каким образом психологический капитал может быть интегрирован в корпоративные стратегии для по-

вышения уровня вовлеченности сотрудников. Для получения этих данных были использованы следующие методы сбора и анализа информации: анализ существующих литературных источников, касающихся проблем и методов оценки психологического здоровья персонала; подробный обзор научных статей, связанных с оценкой эффективности персонала; методы сравнительного анализа, синтеза и интерпретации данных. Психологический капитал, в том числе, такие его составляющие как самооэффективность, надежда, оптимизм и стойкость, может рассматриваться не только как важный предшественник производительности, но и как значимый предвестник психического здоровья на рабочем месте. Результаты данного исследования показывают, что усиленное внимание к развитию психологического капитала на уровне организации способствует формированию положительных установок и поведения, что, в свою очередь, создает «беспроблемные» условия для работодателей и работников.

Ключевые слова: психологический капитал, психологические ресурсы сотрудников, психология труда, продуктивность, эффективность.

Introduction

Transformations in the world of work and the global economy have generated an alarming social phenomenon that continues to grow: stress in the workplace. Our modern societies have created more psychologically and emotionally difficult work, in other words, work that causes stress, has harmful consequences and significant costs for the health of enterprises and the psychological health of employees (Smith et al., 2013).

Indeed, for companies, stress at work is synonymous with reduced productivity, absenteeism and staff turnover. The stress of employees may primarily be related to psychological stress in the workplace, which is characterized by a negative affective state. This condition is associated with symptoms such as depression, anxiety, irritability, exhaustion, social detachment and cognitive problems. Therefore, it should be recognized that stress and deterioration of psychological health in the workplace should be of serious concern to society and organizations (Van et al., 2016).

In turn, a staff member with a high level of well-being can better adapt to professional requirements, be more creative in dealing with them effectively and better integrate into the organization, which will generally increase his productivity.

Given the above, the role of staff psychological health is particularly important and relevant. As part of this study, the authors consider psychological capital as a multidimensional structure that can affect the productivity of an employee. It consists of four dimensions: optimism, self-efficacy, hope and resilience. Looking at psychological capital in our research, we aim to check whether there is a relationship between the psychological capital of an employee and its productivity.

Thus, the aim of scientific work is to assess the concept of psychological capital as a factor of efficiency of employees and productivity.

The object of the study is the psychological condition of the employee, namely his psychological capital. The subject of the study is the content and structure of the psychological capital of the person involved in the work of the organization.

The theoretical significance of the study. The obtained results will contribute to the expansion of theoretical knowledge about the problems of professional stress and its relationship with psychological health, and can also become a theoretical and methodological basis for further research in the field of labour psychology.

The practical significance of the scientific work lies in the fact that its results can be used in the field of organizational psychology in order to carry out preventive psychological measures for employees of public catering organizations

Literature review

The research was conducted in accordance with the researcher's worldview, which is characterized by a positivist or constructivist research paradigm. Accordingly, deduction and induction are two knowledge-building processes stemming from these research paradigms. The first is to verify the reality of a theoretical object, while the second refers to the approach used to obtain the proposal of innovative theoretical results (through research) (Wang et al., 2014).

Along with this, there is a lack of data regarding employee stress in the workplace. In this case, a research-type study turns out to be justified, since "it is aimed at clarifying a problem that has been more or less defined, and serves to gain knowledge about unknown phenomena" (Stiglbauer et al., 2017).

Thus, this study, due to the lack of work inherent in our research object, tends to prefer an inductive analytical approach that promotes the emergence of new knowledge. Indeed, this approach is ideally suited for our study because, according to Rauschenbach et al. (2012), “the inductive approach leads to a generalization to a class of objects of what has been observed in several special cases”.

At the same time, research methods were used: theoretical – analysis of economic and methodological literature, normative documentation; empirical – observation, analysis of documents.

The theoretical basis of the scientific article was the fundamental and modern works of scientists in the field of labor relations, regulatory documents, internal documents of organizations, as well as data from an anonymous sociological survey.

Since the concept of psychological capital has emerged relatively recently, there are currently few tools available to measure it. The most widely recognized and used tool is the Psychological Capital Questionnaire (Luthans et al., 2007). This study will use the original version of PCQ, i.e. PCQ-24, consisting of 24 items. Each of the points is evaluated on a four-point scale from “strongly agree” to “strongly disagree”. The Cronbach’s alpha coefficients (α) obtained for each of the measurements are 0.86, 0.79, 0.80 and 0.60 for self-efficacy, optimism, hope and resilience, respectively (α). The only factor having an α coefficient less than 0.70 is the stability coefficient. These α -coefficients are consistent with the coefficients obtained for the English version of PCQ-24, which was tested on four samples for each of the measurements: Hope ($0.72 < \alpha < 0.80$); stability ($0.66 < \alpha < 0.72$); self-efficacy ($0.75 < \alpha < 0.85$); optimism ($0.69 < \alpha < 0.79$) (Luthans et al., 2004).

Taking its scientific roots in the literature on positive psychology, the concept of psychological capital is defined by Luthans, Avolio, Avey and Norman as a state of positive psychological development of a personality characterized by strong self-confidence. This confidence gives him the ability to make the necessary efforts to achieve the difficult goals he has set, positively assess current or future successes, persistently achieve goals and refocus his goals on achieving success. Thus, psychological capital allows people in a professional context to effectively perform the most difficult tasks in equally difficult conditions. Several studies have also shown that this is associated with better individual outcomes, a positive attitude to work, and reduced staff turnover. Consequently, this will contribute to improving the efficiency of existing companies.

In turn, inspired by the sociocognitive theory of Bandura, self-efficacy can be defined as a person’s faith in their ability to organize and follow the order of actions necessary to obtain the desired results (Bandura, 1997). This dimension corresponds to a person’s judgment of their abilities and ability to overcome difficult situations to achieve their goals. People with a strong sense of their own effectiveness tend to set difficult goals; persist in achieving their goals even in difficult and stressful conditions; and quickly get back to normal in case of failure (Bandura, 1997). Self-efficacy in this case is a construct indicating that behavior, knowledge, and the environment interact dynamically. This characteristic of psychological capital is a differentiating factor that determines individual features of project implementation.

The second component of the concept of psychological capital is optimism. Seligman’s concept (Seligman, 1998) understands optimism as a cognitive predisposition, consisting of confidence in achieving goals, but this confidence is realistic and flexible (Lutance et al., 2007). A person with a realistic and high level of optimism is more motivated to achieve the goals he set for himself (Peterson, 2011). Optimistic people are also those who expect positive experiences in the future, as opposed to pessimistic people who expect negative experiences (Carver and Scheier, 2001). Similarly, optimistic people are more likely to accept the various changes taking place in their lives, determine the opportunities in the future and focus on these opportunities even in difficult situations (Luthans et al., 2007).

In the literature, some studies have shown that there is a curvilinear relationship between optimism and productivity (Brown et al., 2001). At the same time, people who lack optimism also lack motivation, because they believe that failure is inevitable. Moreover, they tend to focus on negative events that may lead to failure rather than positive ones. This is why they have low efficiency. However, excessive optimism can be harmful because people with optimism may end up with big failures because they are setting themselves too high (Khmelsky et al., 2009).

The third dimension of psychological capital is hope. In the concept of Snyder, Irving and Anderson (1991), she refers to a positive emotional state based on the interaction of three components: goals, actions, and planning of means to achieve goals. Hope is a cognitive or intellectual state in which a person is able to set realistic but ambitious goals and expectations, as well as seek to achieve them through energy, self-determination and conscious internal control (Luthans et al., 2007). Hope is thus

conceptualized as a purposeful cognitive process that focuses on setting clear goals, ways to achieve them, and the ability to act accordingly (Snyder et al., 1991).

Let us move on to the fourth dimension of the concept. Resilience is the ability to endure hardship, recover for success and return to normal functioning in everyday life after encountering difficulties or failures (Masten, 2001). Thus, resilience includes psychological skills and human strengths (Masten and Obradovic, 2006). According to this concept, resilient people are not exclusive individuals, and everyone can develop resilience (Kutu, 2002). However, people with low resilience are more vulnerable, often unable to return to normal daily life after experiencing hardship, while people with high resilience are less vulnerable, and the negative consequences of difficulties do not destroy them for a long time (Martin-Krum and Tarquinio, 2011).

After a literary review of psychological capital, a positive relationship between this concept and productivity has been noted in numerous studies (Luthans et al., 2004). Kutu (2002) stresses that sustainable people are realistic, do not take excessive risks, have a system of shared values and the ability to use their resources to find innovative solutions. Sustainable development must therefore be not only reactive, but also proactive and capable of producing real and positive results (Luthans et al., 2007).

Considering these achievements and understanding psychological capital through these four dimensions (Khmeleski and Karr, 2008), the authors have formed a research hypothesis: the level of psychological capital of an employee positively affects its effectiveness and efficiency of the organization as a whole.

Materials and methods

The psychological capital of the sample participants was measured using a 24-point psychological capital questionnaire (PCQ-24) (Luthans et al., 2007) in its self-assessment version. In their 2007 study, Luthans and his colleagues tested their instrument on four separate samples and obtained total Cronbach's Alpha values of 0.89 for the first three, compared with 0.88 for the fourth. They have also verified the reliability of measurements of each sub-dimension. Although one sample gave an Alpha score of 0.69 for optimism and the other 0.66 for stability, which is below the generally accepted internal consistency level of 0.70, the results still consistently exceed this limit and force the authors to positively evaluate their internal consistency. The

confirmatory factor analysis also allowed its authors to conclude the validity of their four-factor model in addition to favorably positioning it in relation to alternative models. This confirms the hypothesis of the construct, the cumulative variance of its four sub-dimensions is more important than the sum of the latter for predicting attitudes and behavior.

Each of the 24 points of the questionnaire is measured using a six-level Likert scale in the range from 1 (strongly disagree) up to 6 (I strongly agree). Since the three subjects were evaluated in reverse order, their scores had to be recalculated retroactively in a symmetrical manner. It should be noted that the version used in this study is a scale translated into French and taken from the work of Shi (2013).

This scale allows you to measure the overall level of the psychological level in addition to providing an indicator for each of the four psychological resources (hope, optimism, effectiveness and resilience) that make up this structure, while six points are devoted to measuring each of these sub-dimensions. This is due to the fact that the PCQ-24 questionnaire was built on the basis of pre-existing measurement scales that allow measuring individually for each resource that makes it up. An example of an element is hope: "I find many ways to achieve my goals at work," optimism: "I used to expect the best (positive) when the situation at work becomes uncertain for me", efficiency: "I feel able to participate in the discussion of my organization's strategies" and sustainability: "these days, when I have failures at work, it is difficult for me to overcome this test and continue" (feedback).

On the other hand, in the framework of this work, as far as we know, the relationships that we have considered between various variables have not yet been considered. Therefore, it seems advisable to consider them through a heterogeneous set, especially with a view to providing general data that may be used for future research and reflection applied to specific organizations.

Results

Resource conservation theory suggests that people seek to conserve, protect, and consolidate their resources, including through the work process (Hobfoll, 2002). In contrast, the loss (potential or actual) of resources that are important to staff is perceived as a threat. Such stress can be defined as the reaction of a person when his or her resources are threatened, lost or when he or she does not acquire new resources after having invested them.

Thus, stress can arise from the loss (or fear of loss) of previously acquired resources, especially if acquiring them has taken a lot of effort. This stress will be even greater when the amount of resources available to a person is limited. In addition, limited resource endowments reduce the ability to invest in other resources. Without losses (expected or actual) people would be motivated to replenish their resources, and the more those resources, the greater their well-being. This enables the staff member to develop his or her potential and invest in new resources that can improve his or her productivity. When work brings a high level of well-being, the employee will be inclined to invest more energy and effort.

On the contrary, when work causes a high level of stress, it negatively affects productivity due to a lack of resources of the staff member, which prevents him from coping with work requirements. Therefore, being in a state of psychological stress, the person will not be able to make the necessary efforts for the successful completion of his work or will prefer to limit his efforts to preserve the remaining resources. Work-related stress can also lead people to avoid work so as not to increase stress levels.

Frederickson's "expand and enrich" theory (2001) argues that positive emotions associated with well-being expand consciousness and increase the number of thoughts and behaviors that contribute to resource development. People with positive emotions live longer, have more open thinking and a variety of activities that create new personal and social resources. Frederickson (2003) emphasizes that positive emotions improve people's long-term functioning. Thus, by experiencing more positive emotions, people become more creative, flexible and socially integrated, showing greater care for others.

Psychological capital is a personal psychological resource that can be used in the professional sphere to achieve production goals. It combines the concepts of "who you are" and "who you can become" in terms of positive development. This concept has been of interest to researchers over the past fifteen years as it is seen as an indicator of the effectiveness of staff and organizations. Therefore, the identification and development of psychological capital would be a real competitive advantage.

Therefore, psychological capital is a positive organizational behavior and individual psychological quality that affects the productivity and health of the employee. At the optimum level of development, it allows the employee to make a significant contribution to his organization and society. Moreover, this

multidimensional concept unites different psychological resources that together lead to optimal development.

On this basis, psychological capital, taken together, is a better indicator of job satisfaction and productivity than when its components are analyzed separately. Moreover, the relationship between psychological capital and labor productivity is well established in many studies (Bakker et al., 2019). The impact on productivity is an important aspect of the positive psychological resources that make up psychological capital. Efficiency is therefore one of the most studied variables in psychological capital studies.

For a more detailed understanding, psychological capital can be defined as a positive psychological state of the person, which includes:

(1) self-confidence (personal effectiveness), i.e., the ability to take on tasks and work towards the success of complex tasks;

(2) positive expectations (optimism) of success, both in the near future and in the long term;

(3) perseverance in achieving the goal (hope) and, if necessary, reviewing the ways that allow you to achieve this;

(4) resilience, that is, the ability to recover and overcome difficulties (resilience) to achieve success. (Luthans, Avey, et al., 2006, 3)

According to Luthans (2007), the study of these four concepts is of interest because it allows you to measure and develop positive abilities in the workplace that can affect employee productivity.

In the light of this definition, it should be argued that this concept is mainly defined due to its four dimensions. Based on the work of Luthans and his colleagues (2004), it is possible to develop a scheme that presents these dimensions, as well as their main characteristics (Figure 1).

Dimension 1: Personal effectiveness. The term personal effectiveness or self-efficacy originates in the cognitive social theory developed by Bandura (1986). To integrate personal effectiveness as a dimension of the PsyCap concept, a definition similar to that proposed by Bandura (1997) is used: "Self-efficacy refers to the beliefs (or confidence) of a human individual in terms of his ability to mobilize motivation, cognitive resources and actions necessary to successfully complete a specific task in a given context" (Colombo, 2010).

Also, based on the work of Luthans and his colleagues (2004), various characteristics of personal effectiveness can be presented in the form of a diagram, as defined in the concept of psychological capital (Figure 2).

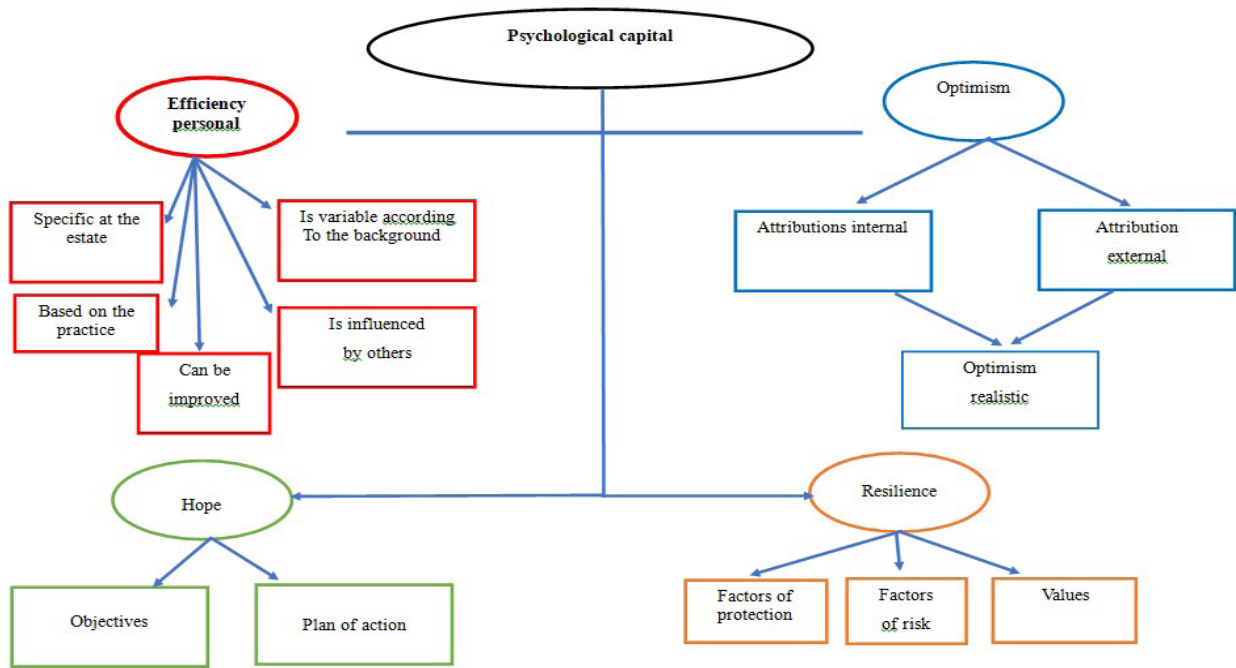


Figure 1 – The concept of psychological capital and its aspects

Note – compiled by the author based on (Luthans, 2004)

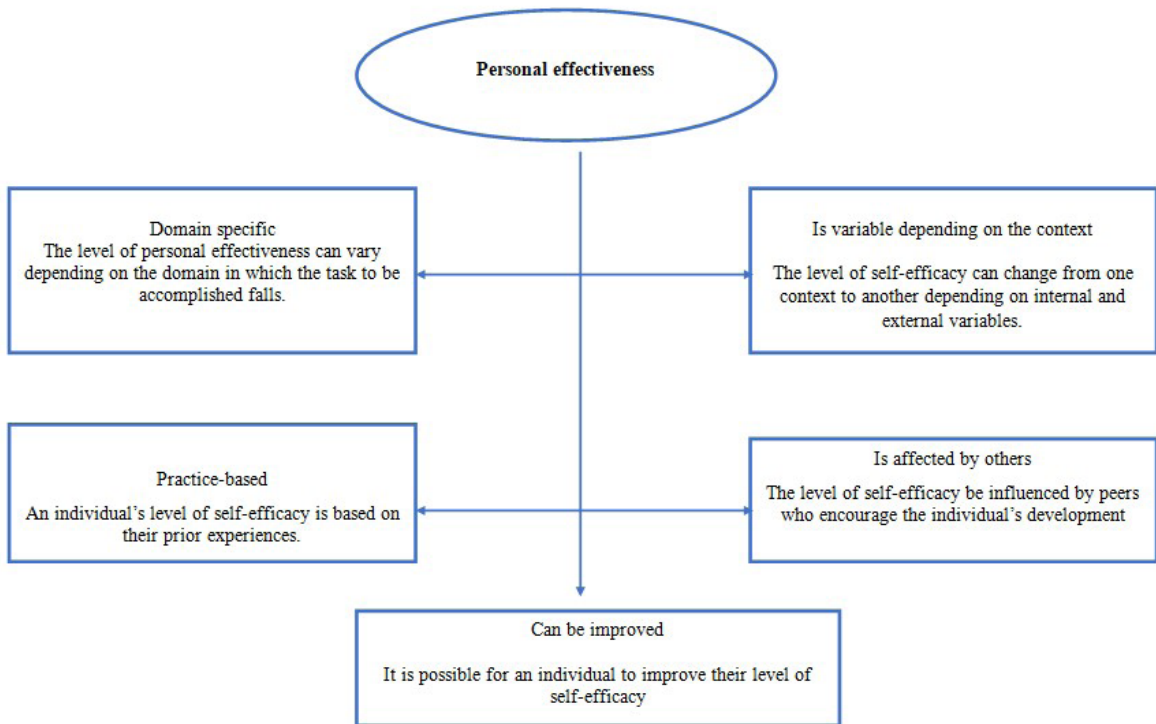


Figure 2 – Measuring personal effectiveness in the concept of psychological capital

Note – compiled by the author based on (Luthans, 2004)

Dimension 2: Optimism.

Optimism is defined as the expectation that positive outcomes are usually the result of life events (Volmer et al., 2008). The measurement of optimism within the framework of the concept of psychological capital, in addition to including the previous definition, is based on the definition proposed by Seligman (1998), which states that optimism consists in adopting a certain style of internal attribution (i.e. attribution to personal and permanent factors) of positive events and in adopting an external style of attribution (i.e. contextual and temporary factors) of negative events. Luthans, Youssef and Avolio (2007) clarify that these powers are not limited to cognitive aspects only, but also include attribution of emotions and

motives, as well as a person’s propensity for the future. In addition, the authors (Lutance et al., 2007) add that the concept may be the subject of a certain social desirability and that naive optimism should be distinguished from realist optimism. Indeed, it would be dangerous for an individual to systematically perform internal tasks when he has a positive experience and systematically external attributions when he is experiencing a negative experience. Both positive and negative events are often the result of the mutual influence of internal and external variables that lead to the result. Realistic optimism allows an individual to relativize the importance of internal and external factors depending on the context. Figure 3 shows how optimism is reflected in the concept of psychological capital.

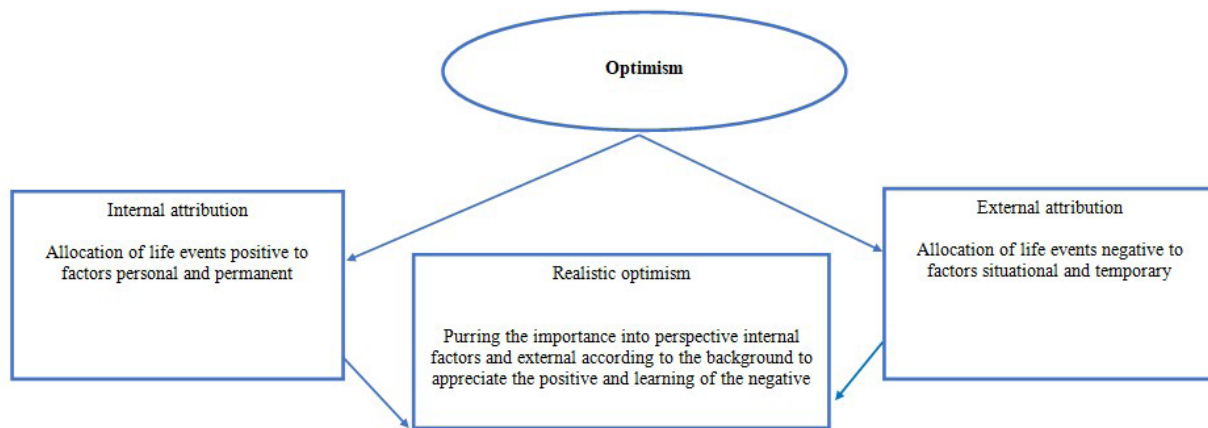


Figure 3 – Measuring optimism in the concept of psychological capital

Note – compiled by the author based on (Luthans, 2004)

Dimension 3: Hope.

To define hope as an integral dimension in the concept of psychological capital, Luthans and his colleagues (2004) based on the work of Snyder, which offers the following definition: “Hope is defined as a thought process for our own purposes, taking into account our motivation to strive to achieve these goals (objectives) and achieve them (action plan)” (Snyder et al., 1991). Due to the fact that the authors insist on the components “goals” (agency) and “action plan” (paths) and that they are mutual, complement each other and are positively related, but are not synonymous with each other. Figure 4 shows hope as defined in the concept of psychological capital.

Dimension 4: Sustainability.

Sustainability is a concept that has been thoroughly studied in terms of a child’s adaptability dur-

ing his development (Bobadilla et al., 2015). It can be defined as “a class of phenomena characterized by entrepreneurship and supporting the efforts necessary to achieve a goal, an action plan. The ability to generate alternative plans or circumvent obstacles that appear.” (Dewar et al., 2019). As part of the positive psychology of labor, Luthans (2002a) suggests that resilience allows you to return to normal life after negative events, as well as tune in to future positive developments.

Psychological capital includes three key elements that affect human resilience: protective factors or assets, risk factors and values. Protective factors or assets are resources that help a person cope with stress. These resources can be psychological, such as emotional stability, or social, such as peer support (Griffin et al., 2007).

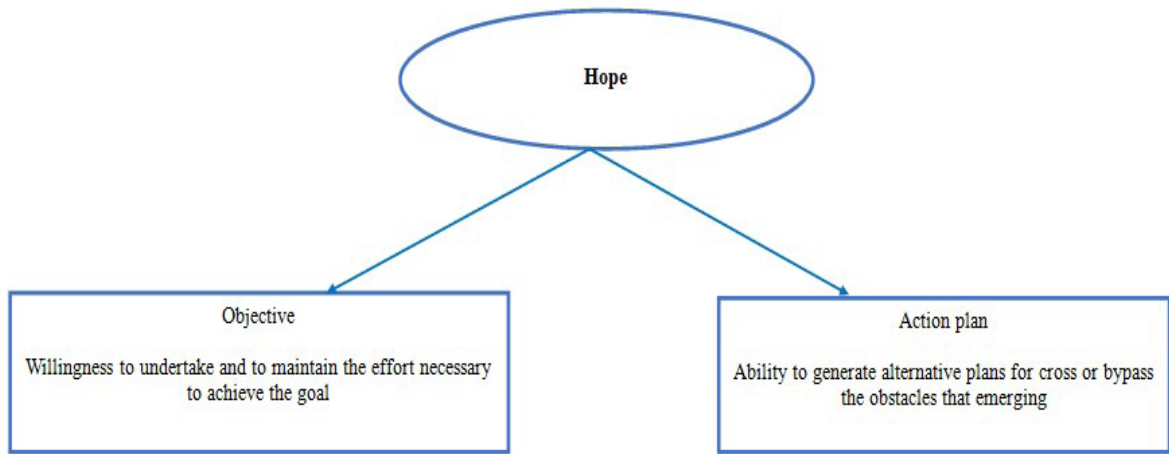


Figure 4 – Measuring hope in the concept of psychological capital

Note – compiled by the author based on (Luthans, 2004)

Risk factors are: the opposite of protective factors, variables that increase a person’s vulnerability in a stressful situation. From an individual point of view, these risk factors can take the form of dysfunctional experiences or behaviors such as anxiety, burnout at work, as well as many other conditions that can affect

a person. In the end, the personality value system affects resilience, allowing the person they encounter to confront significant life events, positive or negative, assign meaning to them and rise above current difficulties. Figure 5 demonstrates sustainability as defined in the concept of psychological capital.

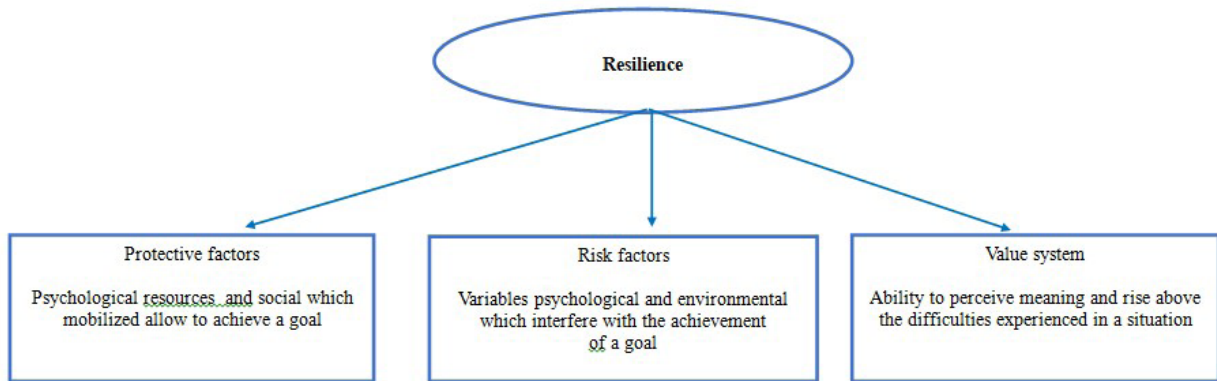


Figure 5 – Measuring sustainability in the concept of psychological capital

Note – compiled by the author based on (Luthans, 2004)

Currently, there are three PsyCap measurement scales developed by Fred Luthans and his collaborators. The most frequently used tool in the literature is the 24-point psychological capital questionnaire. It is derived from scales measuring self-efficacy, hope, resilience and optimism (Chen, 2023). Each sub-dimension includes 6 points, and the answers are collected on a 6-point Likert scale.

Overall, the PCQ-24 demonstrated interesting psychometric qualities. First, the four-dimensional structure contributing to the second-order variable was confirmed by confirmatory double factor analysis on several different samples.

There is a short version of the psychological capital questionnaire, PCQ-12, which includes 4 points for expectations, 3 points for efficiency, 3

points for sustainability and 2 points for optimism. These elements are selected from those that make up the 24-element version. This short version was created for use in long questionnaires, where psychological capital is examined simultaneously with other variables, and this is done in order not to reduce the response rate.

Finally, there is also an “implied dimension” of psychological capital, the I-PCQ, developed by Motowidlo (2003), aimed at minimizing social desirability bias and based on small stories that the respondent can relate to. PCQ-24, as well as its short version and translations, are copyrighted by Mind Garden, but it can be used for free for research purposes.

Rubina (2008) compared responses to PCQ-12 from employees of a large multinational firm in 12 countries and in 9 languages. The research results show that the structure of psychological capital remains the same in different cultures for three of the four dimensions.

A study by Luthans and his colleagues (2007) revealed the relationship between psychological capital and its components, as well as between each of the four dimensions. The study involved two groups: the first included more than 150 management students from an American university, and the second more than 100 engineers and technicians from a large company on the Fortune 100 list. These correlations are presented in tables 1 and 2.

Table 1 – Correlations of measurements of psychological capital among students

	Hope	Resilience	Personal effectiveness	Optimism	PsyCap
Hope	1				
Resilience	0,47	1			
Personal effectiveness	0,51	0,40	1		
Optimism	0,61	0,49	0,44	1	
PsyCap	0,83	0,72	0,78	0,81	1

Note – compiled by the author based on (Luthans, Avolio et al., 2007)

Table 2 – Correlations of measurements of psychological capital among specialists and engineers

	Hope	Resilience	Personal effectiveness	Optimism	PsyCap
Hope	1				
Resilience	0,54	1			
Personal effectiveness	0,50	0,42	1		
Optimism	0,42	0,34	0,61	1	
PsyCap	0,81	0,71	0,81	0,78	1

Note – compiled by the author based on (Luthans, Avolio et al., 2007)

Discussion

The author notes that there is a general connection between various aspects of PsyCap (psychological capital), as well as between these aspects and overall design. It also points to 16 differences between the dimensions of psychological capital. In

order to fully understand each aspect of PsyCap, it is important to pay attention to their similarities and differences, as detailed below.

Hope and personal effectiveness.

The main difference between hope and personal effectiveness lies in their stability in different contexts. Hope is a more sustainable concept, as it does

not depend on a specific task and remains constant regardless of the situation. The person with the highest level of hope has strong will and resources to achieve the goal in any area.

On the contrary, self-efficacy can be influenced by many context-specific factors, such as the presence of colleagues who are morally supportive of the individual and factors associated with the particular task, such as the perception of one's level of competence in the field in question. In other words, self-efficacy can vary depending on the context, while the level of human hope can be considered relatively constant regardless of the context.

Hope and resilience.

Resilience and hope may be perceived as similar in the sense that they demonstrate some flexibility in the individual. The hope component of the action plan shows flexibility in adapting to obstacles and changing plans. Resilience, on the other hand, involves using personal resources to manage risks and find meaning in life experiences. In both cases, man adjusts to adverse conditions. However, the two concepts differ in what causes them.

Indeed, the concept of sustainability can be seen as emerging, especially after personality events, while the hope and its component in a plan of action to achieve a specific goal cannot be applied in that context.

Hope and Optimism.

The concepts of hope and optimism differ in the way they are expressed in a person. Hope is more concrete and practical than optimism, which refers more to the general expectation of positive results. Hope involves the development of concrete action plans to achieve the goals, while optimism focuses on the assessment of life events.

Optimism in this sense is thus closer to the notion of hope, where in both cases the person shows a desire to achieve a positive result. A person can be very optimistic, but stuck in the face of the difficulties that stand between him and his goal because he has no hope – in particular, a component of the action plan – that would enable him to develop an alternative plan for the way forward.

Personal efficiency and sustainability.

As Lutins (2004) and his colleagues point out, it is possible to distinguish between the concepts of personal efficiency and resilience by analysing their

interrelationships. Indeed, Bandura (1997) mentions that self-efficacy has a positive effect on a person's ability to withstand adversity. That is, the more a person has a sense of personal effectiveness with respect to the task at hand, the more likely it is that he will be resilient by mobilizing his protective factors to address risk factors and give meaning to the experience. There is thus a causal relationship between the two variables in which self-efficacy increases resilience.

Personal efficiency and optimism.

Self-efficacy and optimism are similar in that they are both related to a person's confidence in achieving a positive outcome. This is due to the fact that self-efficacy is the level of confidence in one's ability to successfully perform a specific task, and optimism is defined as the general expectation of a positive outcome in relation to various life events. But optimism is a concept that is less context-dependent and not limited to the specific means that will be used to achieve the goal. On the other hand, self-efficacy depends on the specific task and context in question and is also directly related to the development of strategies that will achieve the desired result.

Resilience and optimism.

The concepts of sustainability and optimism are quite different and therefore do not require much distinction. Suffice it to say that sustainability is the mobilization of the individual in connection with a significant life event. On the other hand, optimism is man's tendency to anticipate positive outcomes and attribute more positive events to internal factors and negative ones to external factors.

In addition to the overall relationship of PsyCap to attitudes and behaviors in the workplace, it is interesting to focus on the conceptual aspects and relationships they may have with attitudes and behaviors in the workplace. Yousef and Lutins (2007) have conducted two studies in which they used different data collection methods for three of the four PsyCap parameters (i.e. optimism, hope and resilience) to link them to variables such as satisfaction, as well as workplace efficiency. In the first study, data were provided by the participants themselves. In the second study, data were collected at an effectiveness evaluation meeting with the line manager (table 3).

Table 3 – Correlation of hope, optimism and resilience with positive attitudes and behaviour in the workplace

Study 1 (self-reported results)			
	Optimism	Hope	Resilience
Performance	0,16	0,22	0,14
Satisfaction with the work	0,28	0,34	0,22
Well-being at work	0,35	0,31	0,30
Commitment to work	0,09	0,10	0,12
Study 2 (results via performance evaluation meetings)			
	Optimism	Hope	Resilience
Performance	0,23	0,16	0,00
Satisfaction with the work	0,20	0,36	0,21
Well-being at work	0,32	0,42	0,30
Commitment to work	0,07	0,14	0,14

Note – compiled by the author based on (Luthans, Avolio et al., 2007)

In addition to measuring sustainability, which has zero correlation with performance, each of the three dimensions (optimism, hope and resilience) has a weak or moderate relationship with positive attitudes and working behaviour, assessed in these studies. We have thus concluded that psychological capital and its aspects are directly related to positive attitudes and behaviour in the workplace.

Conclusion

One of the features of PsyCap is that it is not an isolated concept and that it plays a role in the dynamics of the work environment. This characteristic makes the PsyCap concept worthy of the attention of researchers and managers, since it implies that interference with psychological capital can affect a person's attitude and behavior at work.

Thus, psychological capital seems to have an even stronger impact on psychological health in the workplace than on productivity. This can have important practical consequences. Indeed, psychological capital can be viewed not only as a precursor to productivity, but also as a harbinger of mental health in the workplace. Thus, an increase in psychological capital in organizations would allow for "win-win" events for both parties involved (employers and employees), even if training is considered as a way to increase psychological capital, so far, few studies have considered the precursors of psychological capital in life situations.

This finding also opens the way to new research perspectives. However, it should not be overlooked

that the results presented here do not allow us to determine the significance of the causal relationship, that is, to decide whether psychological capital is the source of productivity and psychological health in the workplace. This survey opens up new perspectives for research that requires longitudinal design. The results obtained from PCQ-24 in English, as a rule, show that it is psychological capital that is the precursor of performance, but this result requires reproduction in other cultural contexts.

As for psychological health in the workplace, the prior nature of psychological capital at this stage remains a hypothesis that needs to be tested. The same applies to its possible indirect effect in the relationship between psychological capital and individual achievements. Nevertheless, both of these hypotheses are theoretically compatible with the systemic model of psychological health in the workplace.

The results obtained in this work may encourage HR managers to focus more on psychological capital. For example, when applying for a job, they could pay special attention to the internal resources that potential candidates possess. They could also adopt practices that value the development of positive psychology in the workplace. This practice can reduce the costs associated with staff turnover and will contribute to the formation of an organizational culture based on the importance and value of everyone's inner strength.

On the other hand, the development of self-efficacy, hope, optimism and resilience is crucial for the formation of desirable organizational attitudes and behaviors. In this regard, we urge managers to real-

ize the importance of spreading positive sentiments among their employees, as they are a role model for employees. Thus, managers will benefit from creating a favorable environment for the development of their employees' psychological resources. In other words, working conditions should contribute to the

emergence of positive attitudes towards the current and future professional situation. For example, setting specific, achievable and measurable goals, delegating authority, and implementing collective management can enhance certain aspects of psychological capital, such as self-efficacy and hope.

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*Келіп түсті: 23 ақпан 2024 жыл
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