

**Premier Reference Source**

# **Resilience of Multicultural and Multigenerational Leadership and Workplace Experience**

**Joanne Vázquez de Príncipe**



**IGI Global**   
Publishing Tomorrow's Research Today

# Chapter 7

## The Impact of Positive Psychological Capital on Employee Well-Being: The Mediating Role of Authentic Leadership

**Célia Dionísio**


*ISLA, Instituto Politécnico de Gestão e Tecnologia, Portugal*

**Paula Cristina Nunes Figueiredo**

 <https://orcid.org/0000-0002-5267-546X>

*Universidade Lusófona, Portugal*

**Joana Filipa Lopes**

 <https://orcid.org/0000-0002-3208-2894>

*Universidade de Coimbra, Portugal*

**Rosa Isabel Rodrigues**

*Instituto Superior de Gestão, Portugal*

### ABSTRACT

*The world is constantly changing. The ability to adapt and develop continuously is essential for employees and organizations. The COVID-19 pandemic has impacted the way we live, work, and relate to each other. Considering people as an organization's most valuable resource, it is essential to examine well-being at work. The main objective of this research is to analyze the mediating role of authentic leadership in the relationship between positive psychological capital and well-being at work. Using a quantitative methodology, the results show that positive psychological capital influences well-being in an organizational context. Authentic leadership was found to play a mediating role in this relationship, but only partially. With this model, there is clear evidence of the role of the authentic leader in promoting well-being at work through positive psychological capital. Other recommendations for future studies are also presented.*

DOI: 10.4018/979-8-3693-1802-7.ch007

## **INTRODUCTION**

The pandemic took every country in the world by surprise and created great challenges, reminding us that we are all vulnerable and depend on each other (Araújo et al., 2020). The limitations caused by the pandemic had an impact on organizations and the wellbeing of employees (Gomes, 2022; Leal, 2021). Routines were altered, and it was necessary to restructure both personal and professional lives. Therefore, it is essential to understand the impact of Covid-19 in the workplace context, particularly the changes that occurred in work methods (Belzunegui-Eraso & Erro-Garcés, 2020). According to Rodríguez-Modroño and López-Igual (2021), there has been an increasing concern about balancing work with personal life, and organizations have become more flexible to the needs of their employees. Professional activity is essential in the life of any human being, and considering the amount of time we spend in the workplace, it is desirable for the environment to be positive and promote the wellbeing of its employees (Garcia et al., 2019).

Wellbeing in the workplace has been acquiring increasing importance in people's lives, and organizations and their leaders are increasingly being attributed this responsibility (Silva, 2021). In this context, Smith and Smith (2021) state that wellbeing at workplace encompasses three elementary concepts: satisfaction, engagement, and commitment to the organization. Based on these assumptions and in the search for new organizational approaches, at the end of the 20<sup>th</sup> century, the concept of positive psychology developed by psychologist Martin Seligman (1999) emerged. Unlike traditional approaches, which focused primarily on mental disorders and negative aspects, it fostered the development of positive emotions and wellbeing (Luthans et al., 2010). This new trend gives rise to two perspectives: Positive Organizational Scholarship (POS) and Positive Organizational Behavior (POB), from which the concept of positive psychological capital emerged (PsyCap; Luthans et al., 2007).

According to Alessandri et al. (2018), PsyCap can be defined as a state of positive individual development characterized by the confidence to exert the effort needed to succeed (self-efficacy), positivity about current and future success (optimism), the ability to overcome obstacles (resilience), and perseverance to achieve proposed goals (hope). The four components of PsyCap, when combined, predict performance better than each individually. These capacities can be developed by anyone and significantly improve individual performance (Imran & Shah Nawaz, 2020). Additionally, Kim et al. (2021) refer to the fact that effectiveness in leadership style contributes to improving employee satisfaction levels and, consequently, their wellbeing in the workplace. It is observed that when leaders are authentic, they create an environment of mutual trust with their employees, promoting a healthy, positive, and motivating work environment (Gardner et al., 2021).

Authentic leadership focuses on transparency, honesty, and sincerity on the part of the leader and, as such, has been associated with positive outcomes for both employees and the organization (Novitasar et al., 2020). This leadership style largely contributes to building relationships based on trust, respect, and authenticity, which reflects in higher levels of engagement, better performance, and greater job satisfaction (Purwanto et al., 2021). When organizations are aware that it is the people behind their success, they begin to value their employees and no longer view them solely as labor but invest in their wellbeing and quality of life at work (Monteiro et al., 2018). This research fits into this context and aims to explore the mediating role of authentic leadership in the relationship between PsyCap and wellbeing in the workplace.

## **BACKGROUND**

### **Wellbeing at Workplace**

Wellbeing is the result of positive feelings that manifest themselves in physical, social, and psychological terms (Nepali et al., 2020). The concept of wellbeing is complex to define. Broadly speaking, wellbeing refers to the individual's interpretation and evaluation of themselves and the various dimensions of their life. Wellbeing is often associated with the concepts of quality of life, health, and happiness (Ruggeri et al., 2020). Ryff et al. (2020) consider wellbeing from two different perspectives: (a) subjective wellbeing (hedonic); and (b) psychological wellbeing (eudemonic; Huta, 2020). Subjective wellbeing focuses on happiness and pleasure, and psychological wellbeing focuses on abilities and personal growth. Devotto et al. (2020) state that subjective wellbeing is made up of three characteristics: (a) global observation of life; (b) positive attitudes must be higher than negative attitudes; and (c) the subjectivity of each person's experiences. For Novaes et al. (2020), social wellbeing is made up of moments of closeness with others.

Making the most of an organization's existing human resources is fundamental to increasing efficiency and obtaining greater returns (Monteiro et al., 2018). In this sense, promoting employee wellbeing is essential. Employees are not solitary beings; they belong to a group of people and are part of a certain social context with its own rules. Wellbeing at workplace is shaped by a combination of individual and collective characteristics (Smith & Smith, 2021). Elements such as the structure of the company, the management model adopted, the tasks performed, individual characteristics, and interpersonal relationships between employees all influence wellbeing in an organizational context (Ryff et al., 2020). Achieving a positive organizational environment is essential for those who spend most of their day in the workplace. Wellbeing in this context arises because of the satisfaction of needs and the happiness that employees feel when carrying out their tasks. Recognition, remuneration, interpersonal relationships, and opportunities for growth and learning are some of the factors that promote individual satisfaction and organizational wellbeing (Rossi et al., 2020).

Achieving a positive organizational environment is essential for those who, according to Novaes et al. (2020), are successful at work. This is related to increasing employee participation in decision-making, promoting personal development, enabling optimum performance, and thus increasing job satisfaction. Wellbeing at workplace can be assessed from different perspectives, such as physical, social, and psychological (Blustein et al., 2019). According to Garcez et al. (2018), wellbeing at workplace is made up of three positive elements: job satisfaction, commitment to tasks, and emotional involvement with the organization. In turn, Oliveira et al. (2020) argue that it is possible for the components of psychology to contribute to fostering quality of life in the workplace by providing employees with health, wellbeing, and safety. Dagenais-Desmarais and Savoie (2012) and more recently Sandilya and Shahnawaz (2018) relate wellbeing at workplace to psychological wellbeing and identify five essentially eudemonic dimensions: (a) interpersonal relationships; (b) professional development; (c) feeling of competence; (d) perceived recognition; and (e) involvement at work. Encouraging social relationships, developing employees' skills, individual and collective recognition and setting clear objectives are all elements that organizations should give importance to in order to improve and promote the wellbeing of their employees (Ingsih et al., 2020).

According to Charalampous et al. (2022), the combination of the wellbeing models of Ryff (1989) and Warr (1994) gave rise to a model of occupational wellbeing that considers five dimensions: affective,

## ***The Impact of Positive Psychological Capital on Employee Well-Being***

social, professional, cognitive, and psychosomatic wellbeing. The growing importance of the concept has led several authors to study it, as can be seen in Table 1.

The different definitions in Table 1 show that the concept of wellbeing is diverse and should be explored, considering the organizational context and the characteristics of employees. Organizations play a key role in encouraging strategies that promote a healthy working environment, stimulate commitment to achieving organizational goals and, improve task performance (Arghode et al., 2020).

*Table 1. Evolution of the concept of wellbeing at workplace over time*

<b>Authors (Year)</b>	<b>Definition</b>
Warr (2007)	Is made up of a wide range of elements, including monetary reward, fairness in the organization, positive involvement of leaders, professional progression, carrying out the various job functions using skills and abilities, and promoting autonomy.
Paschoal and Tamayo (2008)	Presupposes the analysis of three essential elements: subjective wellbeing, psychological wellbeing, and wellbeing in the workplace.
Page and Vella-Brodrick (2009)	The degree to which one's satisfaction with their job contributes to their overall life satisfaction
Paschoal et al. (2010)	Encompasses two dimensions: hedonic (focus on emotions) and eudemonic (personal development and fulfillment).
Shier and Graham (2011)	Is influenced by one's work context, outlook, and daily activities and practices.
Dagenais-Desmarais and Savoie (2012)	Depends on five eudemonic dimensions: personal relationship, professional development, feeling of competence, perceived recognition and, work involvement.
Biggio and Cortese (2013)	It is the result of the interaction between individual characteristics and those of the work and organizational environment.
De Simone (2014)	Can refer to mental, psychological, or emotional aspects of workers. that influence satisfaction in the workplace.
Carneiro and Fernandes (2015)	Depend not only on the favorable environment that the organization promotes but also on how the employee understands and uses their experiences
Cooke et al. (2016)	It refers to the prevalence of positive emotions at work and the individual's perception that, in their work, they express and develop their abilities and potential and progress towards achieving their goals.
Boehs and Silva (2017)	Can be determined through the prevalence of positive emotions and can be classified into four broad types: (a) subjective wellbeing; (b) psychological wellbeing; (c) social wellbeing; and (d) wellbeing at work.
Warr and Nielsen (2018)	Is associated with characteristics such as optimism, confidence, involvement, and commitment to organizational goals, which influence employee performance.
Zhang et al. (2019)	It occurs when positive emotions prevail over negative ones and contribute to achieving professional goals.
Novaes et al. (2020)	It can be studied from three perspectives: physical, psychological, and social, with an emphasis on the latter. Social well-being is achieved through the relationships that exist between employees, the sharing of positive principles and mutual help.
Smith and Smith (2021)	It concerns the individual, group and organizational characteristics that have a positive impact on employees' behavior and attitude towards their work.
Daniels et al. (2022)	It is closely linked to the quality of life at work and the satisfaction people feel about their jobs.
De Neve and Ward (2023)	It encompasses three main dimensions: (a) evaluative job satisfaction; (b) the affective or emotional experience of work; and (c) the meaning and purpose of professional activities.
Rodrigues and Junça Silva (2024)	It refers to individuals' subjective evaluations of their work based on their personal experiences, relationships, feelings, and overall functioning.

## **COVID-19 and Wellbeing at the Workplace**

The Covid-19 pandemic has imposed a global challenge on physical and mental health. Organizations and their employees have had to adapt quickly and unexpectedly to the new reality (Mead et al., 2021). Relationships in the workplace are fundamental. Feeling safe and healthy brings wellbeing to employees. In order to help organizations prevent and protect their employees from the virus, guidelines have been released to stop the spread of the disease in organizations (Moreira & Nogueira, 2020). A healthy work-family relationship is fundamental. Reconciling work and family time is essential (Leal, 2021). Teleworking during the pandemic, especially during periods of confinement, has caused conflicts in individuals, sometimes associating them with burnout (Medina et al., 2021). The pandemic has led to feelings of fear, fear of contracting the disease, fear of the consequences of the pandemic, and fear of isolation. In the context of the uncertainty caused by the pandemic, it is essential to develop healthy relationships when working remotely. Even remotely, it is essential for managers to promote socializing and develop trust between employees in order to foster employee wellbeing (Bulińska-Stangrecka & Bagieńska, 2021).

As a result of the pandemic, researchers sought to study the effect of sharing information about Covid-19 on life satisfaction. The findings suggest that expected reciprocation may be an important incentive for social sharing, and received reciprocation may be a central part of the mechanism through which sharing benefits the sharer (Liu et al., 2023). These results are important for team leaders and managers in their relationships with their teams (Hunt & Fedynich, 2018).

Studies into wellbeing at workplace have also continued to be carried out and show that employees are increasingly interested in their wellbeing and work-life-balance rather than just their level of remuneration or position at work (Onesti, 2023). Recently, companies have been preoccupied with this issue because of the characteristics of the new generations, particularly the Millennials (Nabawanuka & Ekmekcioglu, 2021), but also because of the need to retain talent, which is the main challenge they face today (Gelencsér et al., 2023).

## **Positive Psychological Capital**

### **Positive Psychology in the Organizational Context**

Although the positive psychology movement does not focus on the organizational environment, it is a condition for the practice of positivity in that context (Formigo, 2023). In a context where wellbeing issues are more highly valued, it is important to address the contribution of positive psychology to the organizational context. The study of positive psychology is a field of psychology that emphasizes the conditions and paths that lead to an individual's wellbeing and happiness (Niu, 2021). For Seligman and Csikszentmihalyi (2000), the aim of positive psychology is to promote a change in the focus of psychology, i.e. to stop negative aspects being the center of change, but to promote and emphasize the positive aspects of the human being argues that positive psychology was the impetus for the emergence of two currents that relate research into positive processes in the field of organizational behavior (Luthans, 2002). The Positive Organizational Scholarship (POS) movement focuses on the organization, while the Positive Organizational Behavior (POB) movement focuses on the individual. The observation of positive behavior proves that an individual's psychological strengths and resources can be measured, developed, and directed towards improving work performance (Luthans & Youssef, 2004). After analyz-

## ***The Impact of Positive Psychological Capital on Employee Well-Being***

ing various studies, the authors conclude that there is a link between positive organizational behavior and satisfaction, commitment, and organizational performance. The higher the positive organizational commitment, the better that connection will be (Figueiredo & Fonseca, 2022).

### **Influence of PsyCap and Its Components on Wellbeing at Workplace**

The PsyCap concept emphasizes the capabilities and characteristics that are important for employee and organizational life and encompasses four components: self-efficacy, optimism, hope, and resilience (Alessandri et al., 2018). They are essential skills for personal and professional development, can be measured, assessed, and developed, and influence the performance of individuals in the workplace (Luthans & Youssef-Morgan, 2017). The construct of PsyCap is a positive and evolving psychological condition and is defined as: (a) having the resourcefulness and determination (self-efficacy) to overcome and succeed in the proposed challenges; (b) having positive thinking (optimism) for the now and the future; (c) being focused on the objectives and knowing how to overcome difficulties (hope) with the aim of overcoming; and (d) in the existence of problems and setbacks, resisting and overcoming in order to go further (resilience) and achieve success (Imran & Shahnawaz, 2020).

In an organizational context, optimal development is not just about economic and material development. Considering people as an irreplaceable resource, their development is also essential. Managers should foster a positive work culture, promote a happy and healthy organizational environment, and provide for the growth of employees and the organization (Niu, 2021). Investing in the growth of employees promotes optimism for the future; they are more perceptive in solving problems, improve performance, and create expectations in relation to achieving goals and objectives (Alias et al., 2020).

Individuals with higher levels of PsyCap perform better and show more job satisfaction (Sarwar et al., 2021). There is a positive relationship between the four dimensions of psychological capital and employee behavior, performance, and attitudes, and it influences wellbeing in the workplace (Imran & Shahnawaz, 2020). To improve the organization's competitive advantages, the authors advocate a positivity-oriented management approach. From this perspective, it is important to value human capital by maximizing the strengths and psychological skills of employees (Ingsih et al., 2020).

According to Anwar and Sarfraz (2023), PsyCap plays a significant role in influencing wellbeing at workplace. The higher the self-efficacy, the greater the propensity of employees to take on challenging tasks, which translates into higher levels of satisfaction and wellbeing and the ability to carry them out successfully (Hameed et al., 2022). It is also found that optimistic employees tend to approach work with a positive attitude, seeing challenges as opportunities for growth rather than insurmountable obstacles. This positive mindset contributes to increased wellbeing in the workplace (Darvishmotevali & Ali, 2020). On the other hand, Nguyen and Ngo (2020) report that employees with high levels of hope believe in their ability to pursue goals and persevere in achieving them despite obstacles. This positive outlook allows them to approach tasks with enthusiasm and resilience, which can lead to greater satisfaction and wellbeing at workplace. Finally, it appears that the more resilient employees are, the better they are able to deal with adversities and setbacks that occur in the workplace and, as such, they demonstrate greater general wellbeing (Rabenu & Tziner, 2020).

By promoting PsyCap to employees, organizations improve their employees' wellbeing, which is reflected in individual performance levels and consequently in organizational performance. Based on these assumptions, the following research hypothesis is proposed:

Hypothesis 1: PsyCap influences wellbeing at workplace.



Hypothesis 1a: Hope influences wellbeing at workplace.

Hypothesis 1b: Self-efficacy influences wellbeing at workplace.

Hypothesis 1c: Resilience influences wellbeing at workplace.

Hypothesis 1d: Optimism influences wellbeing at workplace.

## **Authentic Leadership**

### **The Authentic Leadership Style and Its Components**

The 21<sup>st</sup> century has accelerated globalization and the digital transformation of organizations, with a strong impact on work and the tools used, thus enhancing flexible working models (Loan, 2020). Faced with the issues of uncertainty and complexity, researchers are seeking to integrate more positive forms of leadership into their studies, promoting the integration of leadership theories (Sun & Shang, 2019). There are thus several researchers who present the components of authentic leadership theory and the comparison with charismatic and transformational leadership theories (Haque et al., 2021). In the current context, leadership practices cannot be the same, since in order to become effective and sustainable, they must adapt to the new demands of work (Bouziri et al., 2020; Lambert et al., 2020).

Studies developed by Farrokhi and Amiri (2023) demonstrate that authentic leadership encompasses four components: (a) balanced processing refers to the ability of each employee to pay attention and listen to different points of view and opinions before making a decision (Zeb et al., 2020); (b) internalized moral perspective expresses how consistently an individual is guided by the team's moral standards and social values, which in turn will significantly influence commitment levels (Akuffo & Kivipõld, 2021); (c) relational transparency concerns the integrity and honesty of the leader, which in addition to contributing to increasing the trust of team members, positively influences employee satisfaction and organizational effectiveness (Supriyadi et al., 2020); and (a) self-awareness is a significant component of an organization because it increases credibility, and acceptance of feedback, and commitment of employees to the role they perform, which is reflected in their performance (Whitehall et al., 2021).

### **Influence of PsyCap on Authentic Leadership Style**

In times of rapid change and uncertainty, leadership becomes even more vital for organizations, and it is essential to understand its role in employee performance (Dirani et al., 2020; Li et al., 2020). It is in this context that some researchers, based on evidence, suggest that authentic leadership is positively associated with employee engagement and performance (Daraba et al., 2021). The multidimensional development of authentic leadership has been shown to be consistent in terms of performance, satisfaction, and predicting positive attitudes in employees (Wirawan et al., 2020). Authentic leaders are more supportive, fair, transparent, and ethical, and they respond positively to employees' demands and anxieties. This type of leadership motivates employees to perform their roles effectively, resulting in a solid and lasting organization (Novitasari et al., 2020).

The authentic leadership style is largely influenced by PsyCap (Purwanto et al., 2021). Authentic leaders are self-aware and know their strengths and those in need of improvement. When leaders have a strong sense of self-efficacy and optimism, they better understand their behaviors and the impact they have on others, which leads to more authentic leadership practices (Ciftci & Erkanli, 2020). The transparency and genuineness that characterize authentic leaders are strongly influenced by the hope that



## ***The Impact of Positive Psychological Capital on Employee Well-Being***

helps maintain a positive perspective even in challenging situations (Whitehall et al., 2021). This positive perspective can translate into a relationship of mutual trust between the leader and his team members (Farrokhi & Amiri, 2023). Resilience, in turn, plays a fundamental role in regaining balance because it helps you learn from failures and persevere in achieving your goals (Rahimi et al., 2020).

Authentic leadership is associated with ethical behavior and moral reasoning, and leaders with higher levels of PsyCap tend to act towards common goals, even when faced with difficult choices (Ramalu & Janadari, 2022). It thus appears that PsyCap significantly influences the authentic leadership style, because it increases self-awareness and promotes transparency and genuineness that contribute to the development of ethical behavior. Leaders who focus on developing their positive skills are more likely to demonstrate authentic leadership qualities (Wirawan et al., 2020). In view of the above, the following research hypothesis was formulated:

Hypothesis 2: PsyCap has an impact on authentic leadership style.

Hypothesis 2a: Hope has an impact on authentic leadership style.

Hypothesis 2b: Self-efficacy has an impact on authentic leadership style.

Hypothesis 2c: Resilience has an impact on authentic leadership style.

Hypothesis 2d: Optimism has an impact on authentic leadership style.

## **The Role of Authentic Leadership in Promoting Wellbeing in the Workplace**

The topic of leadership is one of the most widely researched in the literature. Over time, various researchers and authors have delved into the concept of leadership, but it is the new perspectives on leadership that make it easier to adapt to constant change and achieve organizational goals (Bragança, 2021). Effective leadership is essential for the development and success of an organization. There is a need for leaders to adapt their behavior to new working conditions to ensure effectiveness (Figueiredo et al., 2022). Despite the limited literature on leadership effectiveness in more flexible (virtual and hybrid) work contexts (Bartsch et al., 2020), it is indisputable that the role of leadership is fundamental in communicating and managing change processes. There was already a concern about understanding how leadership works in virtual teams, as it was already a reality with a growing trend (Liao, 2017). Leaders need to make company structures more flexible and develop new skills to establish a strong and trusting relationship with employees, maintaining their competitiveness and a genuine concern for their wellbeing (Contreras et al., 2020).

Following the Covid-19 phenomenon, the role of leadership as a means of promoting employee wellbeing through healthier and more positive working environments has been questioned even more. Leadership effectiveness has a positive impact on wellbeing in the workplace and on employees' positive emotions, and the better the employees' perception of leadership effectiveness, the less likely they are to manifest negative emotions (Espírito-Santo, 2022). In this sense, it is necessary to understand which leadership style and behaviors contribute most to wellbeing in the workplace (Otoo, 2019). Given this evidence, the following research hypothesis was formulated:

Hypothesis 3: Authentic leadership style influences wellbeing at workplace.

## Relationship Between Authentic Leadership Style, PsyCap, and Wellbeing at Workplace

An authentic leader is an inspiration to his employees, enhancing their psychological capital, namely self-efficacy, hope, optimism, and resilience (Ramalu & Janadari, 2022). Through the authenticity of your leader and intrinsic motivation, it is possible to positively influence organizational performance (Jang, 2022). The concept of authenticity is universally accepted, allowing organizations to adopt this leadership style considering that leaders are perceived as positive individuals (Gardner et al., 2021). Psychological capital encourages authentic leadership in organizations, improving employees' leadership skills, and encouraging commitment and satisfaction with the organization (Wirawan et al., 2020). Therefore, organizations must encourage the development of positive psychological capabilities and promote an authentic leadership style because only in this way will they contribute to the wellbeing of their employees (Purwanto et al., 2021). Given these considerations, the fourth research hypothesis was developed:

Hypothesis 4: Authentic leadership style mediates the relationship between PsyCap and wellbeing at workplace.

Hypothesis 4a: Authentic leadership style mediates the relationship between hope and wellbeing at workplace.

Hypothesis 4b: Authentic leadership style mediates the relationship between self-efficacy and wellbeing at workplace.

Hypothesis 4c: Authentic leadership style mediates the relationship between resilience and wellbeing at workplace.

Hypothesis 4d: Authentic leadership style mediates the relationship between optimism and wellbeing at workplace.

## MAIN FOCUS OF THE CHAPTER

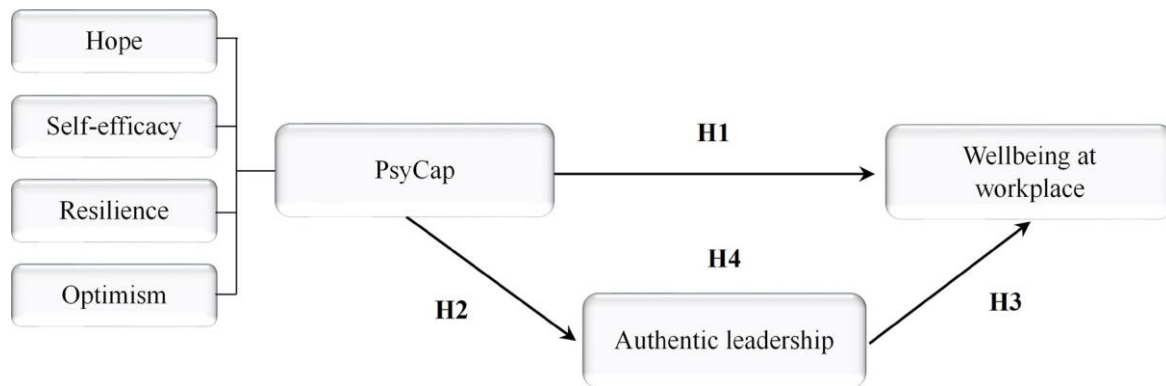
After reviewing the literature on concepts and theoretical approaches, a conceptual model was obtained that seeks to study in detail the mediating role of authentic leadership in the relationship between PsyCap and well-being in the workplace (Figure 1). In this sense, four specific objectives were formulated through the theoretical framework:

1. Analyze the impact of PsyCap on wellbeing at workplace;
2. Understand the influence of PsyCap on authentic leadership;
3. Evaluate the impact of authentic leadership on wellbeing at workplace;
4. Analyze the mediating role of authentic leadership in the relationship between PsyCap and wellbeing at workplace.

Figure 1 represents the relationship that exists between the variables under study and gave rise to the previously mentioned research hypotheses.

## The Impact of Positive Psychological Capital on Employee Well-Being

Figure 1. Conceptual model



## METHODOLOGY RESEARCH

In the present investigation, a quantitative methodology was used, and data were collected through questionnaire surveys. This study was based on a hypothetical-deductive perspective that seeks to determine to what extent the variables under analysis relate to each other (Mohajan, 2020).

### Sample

The sample consists of 270 employees, aged between 20 and 70 years old ( $M = 41.52$ ,  $SD = 9.78$ ). The majority of participants are female (71.9%) and have academic qualifications equal to or higher than a bachelor's degree (62.6%). It was also found that 53.3% of respondents work in the private sector and 35.6% in the public sector. Regarding length of service, it was possible to determine that around half of the respondents (48.9%) had worked in the current organization for more than ten years. In terms of contractual situation, it was found that the open-ended employment contract/permanent worker predominates, mentioned by 81.1% of respondents.

### Measures

*PsyCap.* Was used the short version of the Psychological Capital Questionnaire (PCQ12) developed by Luthans et al. (2007) and validated for the Portuguese population by Viseu et al. (2012). It consists of 12 items that assess four dimensions: (a) self-efficacy (3 items; e.g., I feel confident when contributing to discussions about the organization's strategy); (b) hope (4 items; e.g., If I found myself in a difficult situation at work, I would be able to think of many ways to get out of it); (c) resilience (4 items; e.g., I can overcome difficult moments at work, as I have previously experienced difficulties); and (d) optimism (2 items; e.g., At work, I am optimistic about what will happen in the future.). Responses were given using a six-point Likert scale, ranging from Strongly Disagree (1) to Strongly Agree (6).

*Wellbeing.* Was used the Index of Psychological Wellbeing at Work developed by Dagenais-Desmarais and Savoie (2012) and applied in Portugal by Espírito-Santo (2022). The Portuguese version consists of 20 items and assesses four components: (i) interpersonal relationships (e.g., I value the people I work with); (ii) professional development (e.g., I find my work interesting); (iii) feeling of competence (e.g.,

I am capable of doing my job correctly); (iv) perceived recognition (e.g., My work is recognized); and (v) involvement in work (e.g., I care about the good functioning of the organization). It is a self-reported measure which answers could be given using a seven-point Likert scale, ranging from Completely disagree (1) to Completely agree (7).

*Authentic leadership.* Was used the Authentic Leadership Questionnaire developed by Avolio (2010) and later revised by Avolio et al. (2018) and which has also been applied to the Portuguese population in several studies (e.g., Figueiredo et al., 2022; Rego et al., 2016). It consists of 16 items that assess four dimensions: (a) balanced processing of information (e.g., My leader analyzes relevant information before deciding); (b) internal moral perspective (e.g., My leader's actions are consistent with his beliefs); (c) relational transparency (e.g., My leader says exactly what he thinks); and (d) self-awareness (e.g., My leader understands how his or her actions impact others). Each item was answered using a five-point Likert scale ranging between Never (0) and Always (4).

## **Procedures**

The three questionnaires and the set of questions designed to characterize the sample were inserted into Google Forms, and the link was shared with contacts in the researcher's professional networks (e.g., LinkedIn, WhatsApp). All people involved in the study were informed about the purpose of the research. For statistical analysis, the SPSS software, version 29, was used.

## **RESULTS AND DISCUSSION**

Based on the research hypotheses, the aim is to understand whether the variables are interconnected and whether the presence of an authentic leadership style mediates the relationship between PsyCap and wellbeing at workplace.

### **Reliability Analysis**

Reliability was assessed using Cronbach's alpha coefficient, whose value must be greater than 0.70 (Sürücü & Maslakçi, 2020). In this investigation, the values oscillate between 0.94 and 0.97 which reveals that all the instruments used have adequate internal consistency

### **Hypothesis Testing**

To validate the research hypotheses, regression analyses were carried out, which made it possible to demonstrate the causal relationships existing between the independent variable and the moderating variable, which, hypothetically, are responsible for the dependent's behavior. Therefore, we sought to evaluate the impact of PsyCap on wellbeing at workplace. This analysis was performed using multiple linear regression using the Enter method, which revealed that the model is linear and statistically significant [ $F_{(1,268)} = 112.405, p < 0.001$ ] and that 29.3% of the variation in wellbeing at workplace is explained by PsyCap ( $\beta = 0.544, t = 10.602, p < 0.001$ ; Hypothesis 1: PsyCap influences wellbeing at workplace). In view of these results, we tried to find out the influence of each of the PsyCap components and found that only Hope ( $\beta = 0.211, t = 2.338, p < 0.05$ ; Hypothesis 1a: Hope influences wellbeing at workplace)

## ***The Impact of Positive Psychological Capital on Employee Well-Being***

and Self-efficacy ( $\beta = 0.219, t = 2.413, p < 0.05$ ; Hypothesis 1b: Self-efficacy influences wellbeing at workplace) significantly influences wellbeing in the work context.

It was also found that Psycap has a positively significant impact on authentic leadership style ( $\beta = 0.174, t = 2.898, p < 0.05$ ; Hypothesis 2: PsyCap has an impact on authentic leadership style). Similar to Hypothesis 1, we sought to understand the impact of each of the Psycap components on authentic leadership style. The results demonstrated that together, the four components explain 7.1% of the authentic leadership style existing in the workplace and, Self-efficacy ( $\beta = 0.257, t = 2.483, p = 0.05$ ; Hypothesis 2b: Self-efficacy has an impact on authentic leadership style) and Resilience ( $\beta = -0.310, t = -3.245, p = 0.118$ ; Hypothesis 2c: Resilience has an impact on authentic leadership style) have a significantly positive impact on authentic leadership style.

It was also possible to observe that authentic leadership style significantly influences wellbeing at workplace ( $\beta = 0.321, t = 5.542, p < 0.001$ ; Hypothesis 3: Authentic leadership style influences wellbeing at workplace) and explains 9.9% of its variation.

Lastly, analysis of the results revealed that with the addition of the mediator to the model, the effect of Psycap on wellbeing at workplace ( $\beta = 0.544, p < 0.001$  to  $\beta = 0.503, p < 0.001$ ) remained significant, indicating the existence of partial mediation (Hypothesis 4: Authentic leadership style mediates the relationship between PsyCap and wellbeing at workplace). As we have already seen, only the dimensions of Hope and Self-efficacy have a significantly positive effect on wellbeing at workplace. When the authentic leadership style enters the model as a mediator, this effect increases, which suggests that the importance attributed to the effect of authentic leadership overrides the importance that employees attribute to Hope (Hypothesis 4a: Authentic leadership style mediates the relationship between Hope and wellbeing at workplace) and Self-efficacy (Hypothesis 4b: Authentic leadership style mediates the relationship between Self-efficacy and wellbeing at workplace).

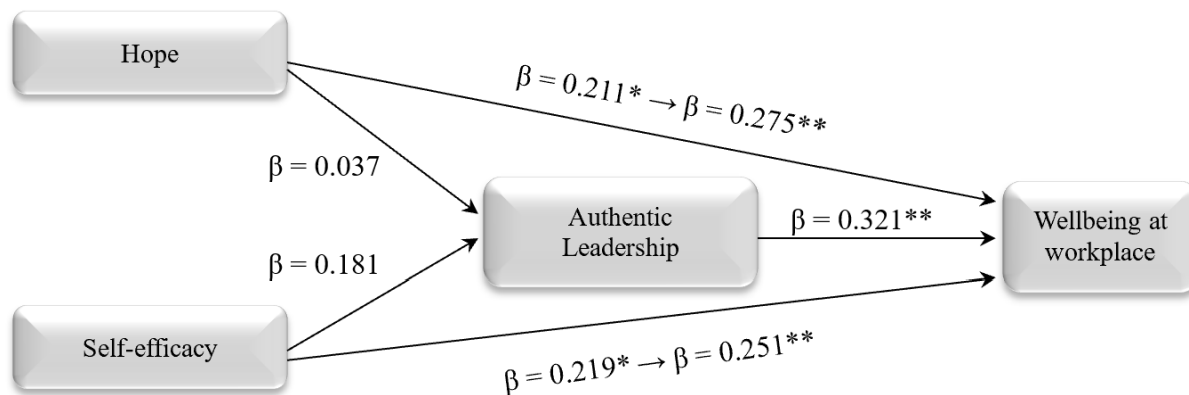
As previously mentioned, Resilience (Hypothesis 4c) and Optimism (Hypothesis 4d) do not significantly influence wellbeing at workplace, which is why they were not included in the mediation model (Figure 2).

## **Discussion of Results**

This investigation aimed to explore the relationship between PsyCap and wellbeing at workplace and the extent to which this relationship is mediated by an authentic leadership style. Hypothesis 1, that PsyCap and its dimensions influence wellbeing at workplace, was partially validated, as there was no evidence of this influence for the Resilience and Optimism components. Managers must pay special attention to the development of human resources and, considering that organizational results are strongly linked to employee performance, PsyCap plays an important role in employee attitudes, behavior and performance (Jang, 2022). Research has demonstrated the development of Psycap, in an organizational context, plays a fundamental role in employee performance (Luthans & Youssef-Morgan, 2017). Anwar and Sarfraz (2023) add that positive psychological capabilities are an essential resource for both employees and organizations. Following this idea, Ramalu and Janadari (2022) state that through the development of PsyCap, leaders can motivate and inspire their employees to carry out their duties, enabling the organization to function properly and facilitating positive behavior in the work environment. This study also reinforces that the Hope and Self-efficacy components are those that contribute most to wellbeing in the workplace.

Hypothesis 2 confirmed the presence of a positive relationship between Psycap and authentic leadership style. In this context, Huang (2017) states that to develop authentic leadership, it is essential to

Figure 2. Mediation model



strengthen positive psychological capabilities and promote a positive organizational culture. Similar conclusions were found in the Ramalu and Janadari (2022) studies, according to which the more authentic the perceived leadership, the greater the development of employees' psychological capital. The data obtained in the research also shows that only the PsyCap components related to Self-efficacy and Resilience have a significantly positive impact on the authentic leadership style.

Hypothesis 3, which assumes that authentic leadership style influences wellbeing at workplace, as with the previous hypotheses, was also empirically supported. Nwafor-Orizu et al. (2019) explains that the focus of leadership in organizations is to influence and promote individual and collective efforts, in order to facilitate the achievement of objectives and promote ideal performance. For Zeb et al. (2020), implementing an authentic leadership style improves employee wellbeing and promotes innovative behaviors. A leader who demonstrates skills in understanding and managing the emotions of their employees is able to enhance individual capabilities and encourage a favorable work environment (Espírito-Santo, 2022).

Finally, Hypothesis 4 suggested the presence of a mediating role of authentic leadership style in the relationship between PsyCap and wellbeing at workplace. This mediating effect was confirmed empirically and represents a significant contribution to the existing literature on these variables. To our knowledge, this relationship had not been explored in previous research, which gives originality and relevance to the present study.

With this investigation, it was possible to confirm that, although the mediation is partial, the authentic leadership style mediates the relationship between PsyCap and wellbeing at workplace. The variables Hope and Self-efficacy have a positive effect and enhance wellbeing at workplace. In this sense, the authentic leadership approach is reinforced when it comes to increasing wellbeing in today's work environments. Leaders must keep employees engaged with the organization. Authentic leadership and the application of positive psychology in the organization enhance the positive aspects and optimize the performance of employees, teams, and the organization (Figueiredo & Fonseca, 2022).

## SOLUTIONS AND RECOMMENDATIONS

The impact of PsyCap on employee wellbeing is a highly relevant topic in human resource management and in the organizational context. Psychological capital refers to the set of positive psychological

## ***The Impact of Positive Psychological Capital on Employee Well-Being***

capacities that an individual possesses, such as optimism, hope, self-efficacy, and resilience. There is evidence that when these elements are developed in a positive way, they can result in significant benefits for the wellbeing and performance of employees (Purwanto et al., 2021). The conclusions drawn from the statistical analysis show that PsyCap influences wellbeing in an organizational context and that authentic leadership plays a mediating role in this relationship, as it contributes to wellbeing at workplace. These results suggest that when the components of PsyCap are developed and strengthened, employees are better prepared to face challenges, maintain a positive state of mind, and increase their involvement with the organization's purpose. Authentic leadership involves the leader's authenticity, transparency, honesty, and the ability to create solid interpersonal relationships. When leaders adopt an authentic approach, they contribute to the development of employees' PsyCap. A leader's authenticity creates a working environment where employees feel valued, understood, and supported. To be authentic, a leader must be transparent, motivate the growth of their employees, and demonstrate trust, hope and optimism (Novitasari et al., 2020) and constant concern for their wellbeing (Contreras et al., 2020).

Leadership acts as an effective mediator, as it creates an organizational culture that promotes positive emotions, develops mutual trust, motivates the achievement of organizational goals, and fosters wellbeing (Espírito-Santo, 2022), which is essential for the development and success of the organization (Figueiredo et al., 2022). It can therefore be concluded that recognizing and developing employees' PsyCap is essential for their wellbeing at workplace. Authentic leadership acts as a catalyst for PsyCap, resulting in healthier and more productive employees.

Although there are studies that address the relationship between the variables studied, there is a gap in the approach to all three simultaneously. In this way, this study aims to contribute to the research and development of this increasingly pressing topic in the current context. In this way, the results and conclusions have strong implications for human resource management and the development of leaders' competencies. Promoting the components of PsyCap and the behaviors associated with authentic leadership will help to increase employee' levels of wellbeing at workplace.

## **LIMITATIONS AND FUTURE RESEARCH DIRECTION**

The method of data collection and the fact that it is a non-probabilistic sample by convenience and snowballing can be considered the first restriction of this study, as they limit the generalizability of the results and the authenticity of the responses. Filling in an online questionnaire required access to a device with internet access. In addition, it was necessary to share the questionnaire several times on different platforms to obtain an acceptable number of responses. It is suggested that in the future, the study be carried out in a specific organization and extended to other leadership styles to identify those that most influence wellbeing at workplace. Considering the hypotheses formulated, no analyses were carried out taking sociodemographic variables into account. Another suggestion could be to study the differences in the relationship between the variables under study, considering factors such as gender, age, or length of service in the company.

In today's context, it is essential to realize the importance of employee wellbeing in organizations. The development of employees' psychological capital combined with authentic leaders is an asset for the organization and strengthens the wellbeing of its employees. In conclusion, it is important to emphasize that this research not only enriches the literature on the variables investigated, but also opens doors for future research that can deepen knowledge of these topics and fill some of the gaps that remain.



Furthermore, by investigating the relationships between wellbeing at workplace, authentic leadership, and PsyCap, the study makes a significant contribution to the development of research into the resilience of leaders and the workplace experience in multicultural and multigenerational contexts.

Following this study, it is possible to outline future complementary research. Three studies are presented that are considered important for the current and future context: (a) a longitudinal study to investigate how wellbeing at workplace, authentic leadership, and PsyCap develop over time in multicultural and multigenerational leaders; (b) a comparative study to assess the influence of wellbeing at workplace, authentic leadership, and PsyCap in different cultures and organizational contexts; and (c) an intervention study to test the effectiveness of interventions aimed at strengthening wellbeing at workplace, authentic leadership, and PsyCap in leaders and employees.

## CONCLUSION

The global crisis triggered by the pandemic has brought significant challenges for the work environment and employee wellbeing. In the context of the post Covid-19 pandemic, the themes of wellbeing at workplace, PsyCap and authentic leadership have become even more crucial. An organization's main resource is its people, and they must be seen as valuable, irreplaceable, and unique. It was therefore pertinent to study the relationship between PsyCap and the wellbeing of individuals at work and the mediating role of authentic leadership. The uniqueness and innovation of this study stand out, as it attempts to explore the role of authentic leadership as a mediating variable in the relationship between PsyCap and wellbeing at workplace.

## REFERENCES

- Akuffo, I., & Kivipõld, K. (2021). Authentic leadership competences and positional favouritism: Impact on positive and negative organisational effectiveness. *International Journal of Applied Decision Sciences*, *14*(1), 112927. doi:10.1504/IJADS.2021.112927
- Alessandri, G., Consiglio, C., Luthans, F., & Borgogni, L. (2018). Testing a dynamic model of the impact of psychological capital on work engagement and job performance. *Career Development International*, *23*(1), 33–47. doi:10.1108/CDI-11-2016-0210
- Alias, N., Abu, N., Koe, W., Marmaya, N., & Romaiha, R. (2020). Does psychological capital matter for the public sector employees? A survey of the impact of psychological capital on individual job performance in Malaysia. *International Journal of Academic Research in Business & Social Sciences*, *10*(8), 772–787. doi:10.6007/IJARBS/v10-i8/7625
- Anwar, J., & Sarfraz, M. (2023). The Impact of Psychological Capital and Subjective Wellbeing on the Relationship of Job Insecurity and Job Performance. *Journal of Business Science and Applied Management*, *18*(2), 35–52.
- Araújo, C., Cortes, C., & Félix, M. (2020). *Viver em tempo de COVID-19 SARS-CoV2* [Living in a time of COVID-19 SARS-CoV2]. Ordem dos Médicos.

## ***The Impact of Positive Psychological Capital on Employee Well-Being***

Arghode, V., Heminger, S., & McLean, G. (2020). Career self-efficacy and education abroad: Implications for future global workforce. *European Journal of Training and Development*, 45(1), 1–13. doi:10.1108/EJTD-02-2020-0034

Avolio, B. (2010). Pursuing authentic leadership development. *Handbook of leadership theory and practice*, 17(1), 739-765.

Avolio, B., Wernsing, T., & Gardner, W. (2018). Revisiting the Development and Validation of the Authentic Leadership Questionnaire: Analytical Clarifications. *Journal of Management*, 44(2), 399–411. doi:10.1177/0149206317739960

Bartsch, S., Weber, E., Büttgen, M., & Huber, A. (2020). Leadership matters in crisis-induced digital transformation: How to lead service employees effectively during the COVID-19 pandemic. *Journal of Service Management*, 32(1), 71–85. doi:10.1108/JOSM-05-2020-0160

Belzunegui-Eraso, A., & Erro-Garcés, A. (2020). Teleworking in the Context of the Covid-19Crisis. *Sustainability (Basel)*, 12(9), 3662. doi:10.3390/su12093662

Biggio, G., & Cortese, C. (2013). Well-being in the workplace through interaction between individual characteristics and organizational context. *International Journal of Qualitative Studies on Health and Well-being*, 8(1), 1–13. doi:10.3402/qhw.v8i0.19823 PMID:23422265

Blustein, D., Kenny, M., Autin, K., & Duffy, R. (2019). The psychology of working in practice: A theory of change for a new era. *The Career Development Quarterly*, 67(3), 236–254. doi:10.1002/cdq.12193

Boehs, S., & Silva, N. (2017). *Positive Psychology in Organizations and at Work: fundamental concepts and applied meanings*. Vetor.

Bouziri, H., Smith, D., Descatha, A., Dab, W., & Jean, K. (2020). Working from home in the time of COVID-19: How to best preserve occupational health? *Occupational and Environmental Medicine*, 77(7), 509–510. doi:10.1136/oemed-2020-106599 PMID:32354748

Bragança, D. (2021). *A percepção dos líderes acerca da sua liderança autêntica: Estudo de caso em contact center* [Leaders' perception of their authentic leadership: Case study in a contact center; Dissertação de Mestrado]. Universidade da Beira Interior. <http://hdl.handle.net/10400.6/11970>

Bulińska-Stangrecka, H., & Bagieńska, A. (2021). The Role of Employee Relations in Shaping Job Satisfaction as an Element Promoting Positive Mental Health at Work in the Era of COVID-19. *International Journal of Environmental Research and Public Health*, 18(4), 1–18. doi:10.3390/ijerph18041903 PMID:33669365

Carneiro, L., & Fernandes, S. (2015). Bem-estar pessoal nas organizações e locus de controle no trabalho [Personal well-being in organizations and locus of control at work]. *Revista Psicologia (Sociedade Brasileira de Psicologia Organizacional e do Trabalho)*, 15(3), 257–270. doi:10.17652/rpot/2015.3.599

Charalampous, M., Grant, C., & Tramontano, C. (2022). It needs to be the right blend: A qualitative exploration of remote e-workers' experience and well-being at work. *Employee Relations*, 44(2), 335–355. doi:10.1108/ER-02-2021-0058

### ***The Impact of Positive Psychological Capital on Employee Well-Being***

- Ciftci, D., & Erkanli, H. (2020). Mediating role of the positive psychological capital on the relation between the authentic leadership style and employees' work engagement: An applied study on hospital-ity industry 1. *Business and Economics Research Journal*, *11*(2), 461–478. doi:10.20409/berj.2020.261
- Contreras, F., Baykal, E., & Abid, G. (2020). E-Leadership and Teleworking in Times of COVID-19 and Beyond: What We Know and Where Do We Go. *Frontiers in Psychology*, *11*, 1–11. doi:10.3389/fpsyg.2020.590271 PMID:33362656
- Cooke, P., Melchert, T., & Connor, K. (2016). Measuring well-being: A review of instruments. *The Counseling Psychologist*, *44*(5), 730–757. doi:10.1177/0011000016633507
- Dagenais-Desmarais, V., & Savoie, A. (2012). What is Psychological Wellbeing, Really? A Grassroots Approach from the Organizational Sciences. *Journal of Happiness Studies*, *13*(4), 659–684. doi:10.1007/s10902-011-9285-3
- Daniels, K., Tregaskis, O., Nayani, R., & Watson, D. (2022). Putting the workplace back into workplace wellbeing. In *Achieving Sustainable Workplace Wellbeing* (pp. 125–137). Springer. doi:10.1007/978-3-031-00665-4\_7
- Daraba, D., Wirawan, H., Salam, R., & Faisal, M. (2021). Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance. *Cogent Business & Management*, *8*(1), 1–17. doi:10.1080/23311975.2021.1885573
- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, *87*. <https://doi.org/2020.102462> doi:10.1016/j.ijhm
- De Neve, J., & Ward, G. (2023). *Measuring workplace wellbeing*. University of Oxford.
- De Simone, S. (2014). Conceptualizing wellbeing in the workplace. *International Journal of Business and Social Science*, *5*(12), 118–122.
- Devotto, R., Freitas, C., & Wechsler, S. (2020). O papel do redesenho do trabalho na promoção do flow e do bem-estar [The role of work redesign in promoting flow and wellbeing]. *RAM. Revista de Administração Mackenzie*, *21*(1), 1–25. doi:10.1590/1678-6971/eramd200113
- Dirani, K., Abadi, M., Alizadeh, A., Barhate, B., Garza, R., Gunasekara, N., Ibrahim, G., & Majzun, Z. (2020). Leadership competencies and the essential role of human resource development in times of crisis: A response to Covid-19 pandemic. *Human Resource Development International*, *23*(4), 380–394. doi:10.1080/13678868.2020.1780078
- Espírito-Santo, D. (2022). *O impacto da eficácia da liderança no bem-estar em contexto laboral: O papel mediador das emoções* [The impact of leadership effectiveness on well-being in the work context: The mediating role of emoticons; Dissertação de Mestrado]. Instituto Superior de Gestão – Business & Economics School. <http://hdl.handle.net/10400.26/41441>
- Farrokhi, M., & Amiri, Z. (2023). The Impact of Authentic Leadership on Organizational Trust of Employees (Case Study: Isfahan charities). *Journal of Endowment & Charity Studies*, *1*(2), 173–188. doi:10.22108/ecs.2023.136900.1045

## ***The Impact of Positive Psychological Capital on Employee Well-Being***

Figueiredo, P., & Fonseca, C. (2022). Positive Leader Development: Theoretical Model Proposal. In Leadership and Followership in an Organizational Change Context (pp. 161-196). IGI Global. doi:10.4018/978-1-7998-2807-5.ch007

Figueiredo, P., Leal, S., Lopes, I., Cascão, A., & Gomes, P. (2022). Transformational and Authentic Leadership in Telework. In P. Figueiredo, E. Tomé, & J. Rouco (Eds.), *Advances in Human Resources Management and Organizational Development*. IGI Global. doi:10.4018/978-1-7998-9840-5.ch013

Formigo, J. (2023). *Influência do conflito trabalho-família no desempenho individual: o papel moderador do capital psicológico positivo* [Influence of work-family conflict on individual performance: the moderating role of positive psychological capital; Dissertação de Mestrado]. Instituto Superior de Gestão – Business & Economics School. <http://hdl.handle.net/10400.26/46129>

Garcez, L., Antunes, C., & Zarife, P. (2018). Bem-estar no trabalho: Revisão sistemática da literatura brasileira [Well-being at work: Systematic review of Brazilian literature]. *Aletheia*, 51(1-2), 143–155.

Garcia, A., Arantes, K., Souto, L., Cruz, N., & Macedo, S. (2020). Bem-estar no trabalho: um estudo com operadores de telemarketing [Well-being at work: a study with telemarketers]. *e-RAC*, 9(1), 1-23.

Gardner, W., Karam, E., Alvesson, M., & Einola, K. (2021). Authentic leadership theory: The case for and against. *The Leadership Quarterly*, 32(6), 1–25. doi:10.1016/j.leaqua.2021.101495

Gelencsér, M., Szabó-Szentgróti, G., Kőműves, Z. S., & Hollósy-Vadász, G. (2023). The Holistic Model of Labour Retention: The Impact of Workplace Wellbeing Factors on Employee Retention. *Administrative Sciences*, 13(5), 1–25. doi:10.3390/admsci13050121

Gomes, P. (2022). *A crise pandémica do COVID-19: 10 lições aprendidas* [The COVID-19 pandemic crisis: 10 lessons learned]. ISCPSI/ICPOL. doi:10.57776/6P4T-5597

Hameed, S., Bano, S., & Ahmed, J. (2022). The effects of self-esteem, social capital and psychological capital on job satisfaction with mediating role of social capital. *Journal of Managerial Sciences*, 16(1), 19–38.

Haque, A., Fernando, M., & Caputi, P. (2021). How is responsible leadership related to the three-component model of organisational commitment? *International Journal of Productivity and Performance Management*, 70(5), 1137–1161. doi:10.1108/IJPPM-10-2019-0486

Huang, P. (2017). A Framework for Research and Practice: Relationship among Authentic Leadership, Employee Wellbeing, Organizational Innovative Climate and Innovative Behavior. *Open Journal of Leadership*, 6(3), 126–134. doi:10.4236/ojl.2017.63009

Hunt, T., & Fedynich, L. (2019). Leadership: Past, present, and future: An evolution of an idea. *Journal of Arts and Humanities*, 8(2), 22–26. doi:10.18533/journal.v8i2.1582

Huta, V. (2020). How distinct are eudaimonia and hedonia? It depends on how they are measured. *Journal of Well-Being Assessment*, 4(3), 511–537. doi:10.1007/s41543-021-00046-4

Imran, M., & Shahnawaz, M. (2020). PsyCap and performance: Wellbeing at work as a mediator. *Asia-Pacific Journal of Management Research and Innovation*, 16(2), 93–102. doi:10.1177/2319510X20915999

- Ingsih, K., Prayitno, A., Waluyo, D., & Suhana, S. (2020). Mediating roles of job satisfaction toward the organizational commitment of employees in the public sector. *Journal of Asian Finance. Economics and Business*, 7(10), 999–1006. doi:10.13106/jafeb.2020.vol7.no10.999
- Jang, E. (2022). Authentic Leadership and Task Performance via Psychological Capital: The Moderated Mediation Role of Performance Pressure. *Frontiers in Psychology*, 13, 1–14. doi:10.3389/fpsyg.2022.722214 PMID:35712172
- Kim, T., Sydnes, A., & Batalden, B. (2021). Development and validation of a safety leadership Self-Efficacy Scale (SLSES) in maritime context. *Safety Science*, 134, 1–11. doi:10.1016/j.ssci.2020.105031
- Lambert, A., Cayouette-Remblière, J., Guéraud, É., Roux, G., Bonvalet, C., Girard, V., & Langlois, L. (2020). How the COVID-19 epidemic changed working conditions in France. *Population et Sociétés*, 579(7), 1–4. doi:10.3917/popsoc.579.0001
- LealS. (2021). Quality of working life and the pandemic by COVID-19: Exploring possible consequences. *Revista da UI\_IPSantarém*, 9(2), 48-59. doi:10.25746/ruiips.v9.i2.26410
- Li, J., Ghosh, R., & Nachmias, S. (2020). A special issue on the impact of the COVID-19 pandemic on work, worker, and workplace! Implications for HRD research and practices in time of crisis. *Human Resource Development International*, 23(4), 329–332. doi:10.1080/13678868.2020.1780715
- Liao, C. (2017). Leadership in virtual teams: A multilevel perspective. *Human Resource Management Review*, 27(4), 648–659. doi:10.1016/j.hrmr.2016.12.010
- Liu, P., Huang, V., Zhan, M., & Zhao, X. (2023). Nice You Share in Return: Informational Sharing, Reciprocal Sharing, and Life Satisfaction Amid COVID-19Pandemic. *Social Indicators Research*, 165(2), 453–471. doi:10.1007/s11205-022-03023-3 PMID:36339657
- Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10, 3307–3312. doi:10.5267/j.msl.2020.6.007
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695–706. doi:10.1002/job.165
- Luthans, F., Avey, J., Avolio, B., & Peterson, S. (2010). The development and resulting performance impact of PsyCap. *Human Resource Development Quarterly*, 21(1), 41–67. doi:10.1002/hrdq.20034
- Luthans, F., Avolio, B., Avey, J., & Norman, S. (2007). PsyCap: Measurement and Relationship PsyCap: Measurement and Relationship with Performance and Satisfaction. *Personnel Psychology*, 60(3), 541–572. doi:10.1111/j.1744-6570.2007.00083.x
- Luthans, F., & Youssef, C. (2004). Human, Social, and Now Positive Psychological Capital Management: Investing in people for competitive advantage. *Organizational Dynamics*, 33(2), 143–160. doi:10.1016/j.orgdyn.2004.01.003
- Luthans, F., & Youssef-Morgan, C. (2017). Psychological capital: An evidence-based positive approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 4(1), 339–366. doi:10.1146/annurev-orgpsych-032516-113324

## ***The Impact of Positive Psychological Capital on Employee Well-Being***

- Mead, J., Fisher, Z., Tree, J., Wong, P., & Kemp, A. (2021). Protectors of Wellbeing During the COVID-19 Pandemic: Key Roles for Gratitude and Tragic Optimism in a UK-Based Cohort. *Frontiers in Psychology, 12*, 1–11. doi:10.3389/fpsyg.2021.647951 PMID:34305717
- Medina, H., Campoverde Aguirre, R., Coello-Montecel, D., Ochoa Pacheco, P., & Paredes-Aguirre, M. (2021). The Influence of Work–Family Conflict on Burnout during the COVID-19 Pandemic: The Effect of Teleworking Overload. *International Journal of Environmental Research and Public Health, 18*(19), 1–22. doi:10.3390/ijerph181910302 PMID:34639602
- Mohajan, H. (2020). Quantitative research: A successful investigation in natural and social sciences. *Journal of Economic Development. Environment and People, 9*(4), 50–79. doi:10.26458/jedep.v9i4.679
- Monteiro, L., Ornelas, M., & Cardoso, I. (2018). Socially Responsible Human Resources Management: Training and Retaining People. *Revista Científica da Escola da Gestão e Negócios da UnP, 7*(2), 28–41.
- Moreira, S., & Nogueira, J. (2020). *Saúde e trabalho: Medidas de prevenção da COVID-19 nas empresas* [Health and work: COVID-19 prevention measures in companies]. DGERT.
- Nabawanuka, H., & Ekmekcioglu, E. (2021). Millennials in the workplace: Perceived supervisor support, work–life balance and employee well-being. *Industrial and Commercial Training, 54*(1), 123–144. doi:10.1108/ICT-05-2021-0041
- Nepali, J., Bengali, M., French, V., & Mandarin, W. (2020). *Health: the importance of well-being (physical, emotional and social)*. NOVA FCSH.
- Nguyen, H., & Ngo, T. (2020). Psychological Capital, Organizational Commitment and Job Performance: A Case in Vietnam. *The Journal of Asian Finance. Economics and Business, 7*(5), 269–278. doi:10.13106/jafeb.2020.vol7.no5.269
- Niu, Y. (2021). Enlightenment of Positive Psychology on Human Resource Management. *Modern Management Forum, 5*(1), 212–217. 10.18686/mmf.v5i1.3169
- Novaes, V., Ferreira, M., Mendonça, H., & Torres, C. (2020). Antecedents and consequents of prosperity at work: A mediation-moderation model. *RAM. Revista de Administração Mackenzie, 21*(1), 1–30. doi:10.1590/1678-6971/eramd200107
- Novitasari, D., Siswanto, E., Purwanto, A., & Fahmi, K. (2020). Authentic leadership and innovation: What is the role of psychological capital? *International Journal of Social and Management Studies, 1*(1), 1–21. doi:10.51386/25815946/ijsms-v3i5p103
- Nwafor-Orizu, I., Chinyere, O., & Tochukwu, E. (2019). Management by objective as an effective tool for enhancing organizational productivity. *International Journal of Social Sciences and Management Review, 2*(3), 37–46.
- Oliveira, A., Gomide Júnior, S., & Poli, B. (2020). Antecedentes de bem-estar no trabalho: Confiança e políticas de gestão de pessoas [Antecedents of well-being at work: Trust and people management policies]. *RAM. Revista de Administração Mackenzie, 21*(1), 1–26. doi:10.1590/1678-6971/eramd200105
- Onesti, G. (2023). Exploring the Impact of Leadership Styles, Ethical Behavior, and Organizational Identification on Workers' Wellbeing. *Administrative Sciences, 13*(6), 149. doi:10.3390/admsci13060149

- Otoo, F. (2019). Human resource management (HRM) practices and organizational performance. *Employee Relations*, *41*(5), 949–970. doi:10.1108/ER-02-2018-0053
- Page, K., & Vella-Brodrick, D. (2009). The ‘What’, ‘Why’ and ‘How’ of Employee Wellbeing: A New Model. *Social Indicators Research*, *90*(3), 441–458. doi:10.1007/s11205-008-9270-3
- Paschoal, T., & Tamayo, A. (2008). Construction and validation of the work well-being scale. *Avaliação Psicológica*, *7*(1), 11–22.
- PaschoalT.TorresC.PortoJ. (2010). Happiness at work: relations with organizational support and social support. *Revista de Administração Contemporânea*, *14*(6), 1054-1072. <https://doi.org/> doi:10.1590/S1415-65552010000700005
- Purwanto, A., Asbari, M., Hartuti, H., Setiana, Y., & Fahmi, K. (2021). Effect of psychological capital and authentic leadership on innovation work behavior. *International Journal of Social and Management Studies*, *2*(1), 1–13. doi:10.5555/ijosmas.v2i1.4
- Rabenu, E., & Tziner, A. (2020). Applying psychological capital to senior management development: A “must” and not “nice to have.”. *International Journal of Business and Management*, *15*(2), 62–66. doi:10.5539/ijbm.v15n2p62
- Rahimi, F., Gholipor, A., Mohammadesmaeili, N., & Alavi, S. (2020). The effect of authentic leadership on employee resilience and their learning from errors in the context of complex organizational change: A Quantitative Study. *Iranian Journal of Management Sciences*, *15*(60), 1-22.
- Ramalu, S., & Janadari, N. (2022). Authentic leadership and organizational citizenship behaviour: The role of psychological capital. *International Journal of Productivity and Performance Management*, *71*(2), 365–385. doi:10.1108/IJPPM-03-2020-0110
- Rego, P., Lopes, M., & Nascimento, J. (2016). Authentic leadership and organizational commitment: The mediating role of PsyCap. *Journal of Industrial Engineering and Management*, *9*(1), 129–151. doi:10.3926/jiem.1540
- Rodrigues, R., & Junça-Silva, A. (2024). Harmonizing emotions in the workplace: Exploring the interaction between emotional intelligence, positive psychological capital, and flourishing. *Frontiers in Psychology*, *14*, 1–4. doi:10.3389/fpsyg.2023.1343043 PMID:38274691
- Rodríguez-Modroño, P., & López-Igual, P. (2021). Job Quality and Work-Life Balance of Teleworkers. *International Journal of Environmental Research and Public Health*, *18*(6), 1–13. doi:10.3390/ijerph18063239 PMID:33800995
- Rossi, V., Martins, M., Tashima-Cid, D., & Dias, M. (2020). Reflections on subjective well-being, psychological well-being and well-being at work. *Revista Organizações em Contexto*, *16*(31), 151–175. doi:10.15603/1982-8756/roc.v16n31p151-175
- Ruggeri, K., Garcia-Garzon, E., Maguire, Á., Matz, S., & Huppert, F. (2020). Well-being is more than happiness and life satisfaction: A multidimensional analysis of 21 countries. *Health and Quality of Life Outcomes*, *18*(1), 1–16. doi:10.1186/s12955-020-01423-y PMID:32560725



### ***The Impact of Positive Psychological Capital on Employee Well-Being***

- Ryff, C. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069–1081. doi:10.1037/0022-3514.57.6.1069
- Ryff, C., Boylan, J., & Kirsch, J. (2020). Disagreement about recommendations for measurement of well-being. *Preventive Medicine*, 139, 1–2. doi:10.1016/j.ypmed.2020.106049 PMID:32928444
- Sandilya, G., & Shahnawaz, G. (2018). Index of psychological well-being at work: Validation of tool in the Indian organizational context. *Vision: The Journal of Business Perspective*, 22(1), 174–184. doi:10.1177/0972262918766134
- Sarwar, F., Panatik, S., Sukor, M., & Rusbadrol, N. (2021). A Job Demand–Resource Model of Satisfaction With Work–Family Balance Among Academic Faculty: Mediating Roles of Psychological Capital, Work-to-Family Conflict, and Enrichment. *SAGE Open*, 11(2), 1–19. doi:10.1177/21582440211006142
- Seligman, M. (1999). Positive social science. *Journal of Positive Behavior Interventions*, 1(3), 181–192. doi:10.1177/109830079900100306
- Seligman, M., & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *The American Psychologist*, 55(1), 5–14. doi:10.1037/0003-066X.55.1.5 PMID:11392865
- Shier, M., & Graham, J. (2011). Work-related factors that impact social work practitioners' subjective well-being: Well-being in the workplace. *Journal of Social Work : JSW*, 11(4), 402–421. doi:10.1177/1468017310380486
- Silva, A. (2021). Emoções e bem-estar no trabalho [Emotions and well-being at work]. In A. Caetano & J. Neves (Eds.), *Psicossociologia das organizações: fundamentos e aplicações* (pp. 179–198). Sílabo.
- Smith, A., & Smith, H. (2021). Wellbeing at work: theory, measurement and findings. In E. Aydin & M. Rahman (Eds.), *Global Issues in Business and Organization Studies* (pp. 27–47). Cambridge Scholars Publishing.
- Sun, P., & Shang, S. (2019). Personality traits and personal values of servant leaders. *Leadership and Organization Development Journal*, 40(2), 177–192. doi:10.1108/LODJ-11-2018-0406
- Supriyadi, D., Nur, L., Syafitri, H., Fathudin, S., Widodo, A., Wahidi, R., & Nena, Y. (2020). Innovation and Authentic Leadership of Islamic University Lectures in Faculty of Pharmacy: What is the role of psychological capital? *Systematic Reviews in Pharmacy*, 11(8), 383–393.
- Sürücü, L., & Maslakçı, A. (2020). Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, 8(3), 2694–2726. doi:10.15295/bmij.v8i3.1540
- Viseu, J., Jesus, S., Rus, C., Nunes, H., Lobo, P., & Cara-Linda, I. (2012). Capital Psicológico e sua avaliação com o PCQ-12. *Estudos Contemporâneos da Subjetividade*, 2(1), 4–17.
- Warr, P. (1994). A conceptual framework for the study of work and mental health. *Work and Stress*, 8(2), 84–97. doi:10.1080/02678379408259982
- Warr, P. (2007). *Work, happiness, and unhappiness*. Psychology Press.
- Warr, P., & Nielsen, K. (2018). Wellbeing and work performance. In E. Diener, S. Oishi, & L. Tay (Eds.), *Handbook of well-being* (pp. 1–23). DEF Publishers.

Whitehall, A., Bletscher, C., & Yost, D. (2021). Increasing self-awareness and transparency of authentic leadership through online graduate student leadership programming. *Journal of Leadership Education*, 20(11), 114–128. doi:10.12806/V20/I1/R8

Wirawan, H., Jufri, M., & Saman, A. (2020). The effect of authentic leadership and psychological capital on work engagement: The mediating role of job satisfaction. *Leadership and Organization Development Journal*, 41(8), 1139–1154. doi:10.1108/LODJ-10-2019-0433

Zeb, A., Rehman, F., Imran, M., Ali, M., & Almansoori, R. G. (2020). Authentic leadership traits, high-performance human resource practices and job performance in Pakistan. *International Journal of Public Leadership*, 3(3), 2056–4929. doi:10.1108/IJPL-02-2020-0011

Zhang, Y., Rasheed, M., & Luqman, A. (2019). Work-family conflict and turnover intentions among Chinese nurses the combined role of job and life satisfaction and perceived supervisor support. *Personnel Review*, 49(5), 1140–1156. doi:10.1108/PR-01-2019-0017

## ADDITIONAL READING

Avolio, B., Wernsing, T., & Gardner, W. (2018). Revisiting the Development and Validation of the Authentic Leadership Questionnaire: Analytical Clarifications. *Journal of Management*, 44(2), 399–411. doi:10.1177/0149206317739960

Cameron, K., Dutton, J., & Quinn, R. (2013). An Introduction to Positive Organizational Scholarship. In K. Cameron, J. Dutton, & R. Quinn (Eds.), *Positive Organizational Scholarship* (pp. 3–13). Berrett-Koehler. doi:10.1108/S2046-410X(2013)0000001004

Cameron, K., Mora, C., Leutscher, T., & Calarco, M. (2011). Effects of positive practices on organizational effectiveness. *The Journal of Applied Behavioral Science*, 47(3), 266–308. doi:10.1177/0021886310395514

Owens, B., Baker, W., Sumpter, D., & Cameron, K. (2016). Relational energy at work: Implications for job engagement and job performance. *The Journal of Applied Psychology*, 101(1), 35–49. doi:10.1037/apl0000032 PMID:26098165

## KEY TERMS AND DEFINITIONS

**Authentic Leadership:** Is a multidimensional concept, with different models and theories that define it and characterize the components of this leadership style; which is based on authentic characteristics and behaviors of the leader, such as Transparency, Consistency, Integrity, Humility, Compassion and Self-awareness.

**COVID-19:** Was initially considered an epidemic and progressed to a pandemic in 2020. It is an acute respiratory disease caused by the SARS-CoV-2 coronavirus.

**Positive Psychological Capital:** Is a set of psychological resources based on the strengths and qualities of individuals that contribute to the success and wellbeing of both individuals and organizations.

### ***The Impact of Positive Psychological Capital on Employee Well-Being***

It is made up of four main dimensions – Hope, Self-efficacy, Resilience and Optimism – which are interconnected and influence each other.

**Positive Psychology:** Is a field of psychology that focuses on the study of positive experiences and characteristics that contribute to human flourishing, promoting people's well-being and happiness.

**Subjective Wellbeing:** Is a complex and multidimensional concept that is important for understanding people's well-being by improving their quality of life.

**Wellbeing:** Is a multidimensional state that involves physical, mental, social, environmental, and spiritual health.

**Wellbeing at Workplace:** Is a multifaceted state that refers to the positive and holistic feeling experienced by employees in their professional environment.