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Van Rheede, Jordan-Lee. (2025). The Mediating Role of Psychological Capital in the Relationship Between Organisational Resources and Flourishing. [Master's dissertation, University of the Witwatersrand, Johannesburg]. WIReDSpace. https://hdl.handle.net/10539/48574

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UNIVERSITY OF WITWATERSRAND

MASTER'S DISSERTATION

The Mediating Role of Psychological Capital in the Relationship Between Organisational Resources and Flourishing.

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PSYC7002A

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ACA00 Master of Arts by Coursework and Research Report

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January 2025

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Declaration

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Date	Wednesday, January 15, 2025
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Signed: Jordan-Lee van Rheede **Date**: 15 January 2025

Acknowledgments

I would like to express my heartfelt gratitude to my parents, whose unwavering love, support, and encouragement have been the foundation throughout. Mom and Dad, your belief in me has been my greatest motivation, and I cannot thank you enough for always standing by my side throughout this journey.

To my sister, thank you for always being there, cheering me on, and helping me through the ups and downs of this journey.

To Fabio, your patience, kindness, and belief in me have made all the difference. Grateful for you.

To my best friends, Genevieve and Caitlin, thank you for always being there with a listening ear.

I would also like to extend my deepest appreciation to my supervisor, Dr Shawn Rogers, whose expertise has been invaluable throughout this research.

Lastly, I am eternally grateful to God for granting me the strength, wisdom, and perseverance to complete this work. Without His grace and blessings, none of this would have been possible.

Abstract

This study looks into the relationship between organisational resources, Psychological Capital (PsyCap), and flourishing within the Job Demands-Resource (JD-R) framework, focusing on how PsyCap acts as a mediator between resources and flourishing to influence well-being and achievement. Data was collected from 120 employees-including interns, graduates, and full-time staff from an FMCG company in Johannesburg, South Africa. The survey included a composite demographic questionnaire combining validating scales, the PsyCap Questionnaire (Luthans et al., 2007), the JD-R Scale, and the Flourishing Scale. Mediation analysis revealed that PsyCap partially mediated the relationship between organisational resources and flourishing, with optimism emerging as the only significant mediator, suggesting that mindset-based strengths play more of an influential role in enhancing well-being than the other PsyCap facets such as hope, resilience or self-efficacy. On the other hand, job demands had no discernible impact as a moderator or control and had a weak relationship with flourishing. The moderated parallel mediation model of PsyCap facets accounted for over half of the variance in Flourishing *($R^2 = 52.1\%, F(7, 115) = 14.28, p < .001$)*, with a significant indirect effect of optimism *($B = .028$, 95% CI [.008, .050])**. By pinpointing optimism as the primary psychological mechanism via which organisational resources foster and promote flourishing, these findings contribute to the body of the literature. Practically speaking, this places emphasis on how crucial it is to cultivate mindset-based characteristics, especially optimism, in workplace interventions meant to improve employee engagement, well-being, and long-term performance. These insights deepen our understanding of how organisational and psychological factors interact to influence employee flourishing.

Keywords: Psychological Capital (PsyCap), flourishing, organisational resources, Job Demands-Resource (JD-R) Model, employee well-being, achievement, resilience, optimism.

Introduction

Several difficulties in the modern workplace lead to employee stress, stemming from various factors. This can vary from tight deadlines to conflict with managers and colleagues (Jones & Brown, 2018), including job insecurity, high workloads, and performance pressure. While these factors may also stretch employees to take steps out of their comfort zone to grow and climb the ladder within the organisation, they are often accompanied by experiences of strain and burnout (Maslach & Leiter, 2016)**.**

These pressures are particularly felt in the Fast-Moving Consumer Goods (FMCG) industry because of its intense competition, rapid pace, and goal-oriented positioning. Workers are expected to handle varying demands, maintain high customer satisfaction, and fulfil strict production and delivery deadlines (Smith & Clarke, 2021). These circumstances may exacerbate stress at work and put further strain on workers' mental health. Given these circumstances, it becomes crucial to investigate ways that workers in FMCG environments might continue to perform at their best - or even thrive - in spite of workplace pressures. Burnout is one of the main effects of ongoing professional stress, which has a detrimental effect on workers' mental and physical health by raising their levels of exhaustion, irritation, and anxiety, which in turn impairs their general well-being (Maslach & Leiter, 2016).

Burnout negatively affects employees both mentally and physically, leading to fatigue, irritability, and anxiety, all of which undermine overall well-being. (Kelloway et al., 2008). In addition, stress may develop when faced with a lack of a supportive environment or work-life balance encouragement (Greenhaus & Allen, 2011). Furthermore, a lack of personal resources such as resiliency, self-efficacy, hope, and optimism may result in employees not adapting to their environment or interacting with others in a negative light (Luthans et al., 2007). With that being said, employee burnout and stress impact overall engagement, ultimately affecting the organisation (Bakker & Demerouti, 2017).

Understanding employee well-being is fundamental to achieving positive work outcomes within organisational management, which this research aims to explore by investigating the interplay between organisational resources, flourishing, and PsyCap. Flourishing, a primary indicator of well-being characterised by positive emotions, relationships, and engagement (Robbins, 2011; Taris & Schaufeli, 2015), stems from living a purposeful life, which is crucial for employee satisfaction. By examining the dynamic between flourishing, organisational resources, and PsyCap, this study seeks to expand the theoretical framework underpinning organisational behaviour and resource-based theories of well-being.

Contextualisation

The atmosphere in which the Fast-Moving Consumer Goods (FMCG) industry operates is an intensely competitive, fast-paced, and goal-driven environment. Employees face continuous pressure to meet tight production deadlines, maintain high customer satisfaction levels, and handle shifting client needs (Smith & Clarke, 2021). These demands at work raise stress levels and the danger of burnout, which can have a detrimental impact on both organisational results and employee well-being.

Organisational resources, such as supportive management and clear policies, not only foster productivity but also mitigate burnout by enhancing resilience, in turn sustaining employee engagement and performance (Bakker & Demerouti, 2007). Psychological Capital (PsyCap), encompassing hope, resilience, optimism, and self-efficacy, represents a critical personal resource that enables employees to effectively leverage organisational support and maintain psychological well-being (Avey et al., 2011). Flourishing, in contrast, is defined as a state of optimal mental health characterized by positive emotions, meaningful engagement, and social connectedness, and serves as an important indicator of employee well-being and performance (Diener et al., 2009).

A theoretical framework for comprehending how organisational resources and PsyCap combine to impact flourishing, particularly in demanding contexts like FMCG, is provided by the Job Demands-Resources (JD-R) model (Bakker et al., 2003). Given the challenges faced by the FMCG industry and its dependence on employee well-being to maintain performance, it is imperative to look into this relationship in the context of the industry.

PsyCap has been associated with various positive organisational outcomes, including organisational commitment and performance (Providas, 2016). Despite growing interest in PsyCap, limited knowledge exists on how PsyCap interacts with organisational resources in the FMCG sector. Accordingly, examining whether PsyCap mediates the link between flourishing and these resources remains a valuable research goal (Avey et al., 2011). Recent studies have begun to unpack how PsyCap enhances employee engagement, well-being, and performance, ultimately contributing to organisational sustainability and success (Norman et al., 2015; Newman et al., 2014). Additionally, there has been growing exploration into how flourishing, characterised by positive psychological functioning, interacts with PsyCap to enhance workplace outcomes through resource utilisation and employee engagement (Chesley, 2014). These findings support the notion that PsyCap may mediate the relationship, fostering an environment conducive to both productivity and growth (Providas, 2016). When organizational resources are effectively utilized through the lens of PsyCap, employees are more likely to experience flourishing (Luthans et al., 2007).

In continuation, prior studies indicate that there is an integration of existing theories on organisational resources and well-being; however, few studies have specifically identified the resources that have the most significant influence on fostering PsyCap and, in turn, nurturing flourishing (Smith & Clarke, 2021). This gap provides a unique opportunity for the current research to reshape our understanding of the dynamic relationship between organisational elements and employee flourishing.

While organisational resources support employee well-being and productivity, PsyCap functions as an individual psychological resource encompassing hope, efficacy, resilience, and optimism (HERO). The interaction between these organisational and individual resources creates a dynamic interplay that warrants further exploration. Specifically, it highlights the need to investigate how certain organisational resources synergise with PsyCap to foster environments conducive to employee flourishing. By identifying and refining these key elements, the current research can enhance our understanding of the relationship between organisational resources, PsyCap, and employee well-being (Smith & Clarke, 2021).

Rationale

The relationship between employee flourishing and organisational resources is a key area of study in industrial psychology, as it directly impacts employee well-being, productivity, and overall organisational success (Emmons, 2003). Due to the high pressure, competitive and goal-driven nature of the workplace, which exacerbates stress and jeopargizes employee well-being, this relationship is quite important within the FMCG industry (Smith & Clarke, 2021).

While previous research has highlighted the positive outcomes associated with well-managed organisational resources, the mechanisms mediating this relationship remain underexplored. One such mechanism is PsyCap (Luthans et al., 2007). Understanding the mediating role of PsyCap offers a more nuanced perspective on how organisational factors, such as leadership style and culture, interact with resources to foster flourishing. For example, organisational culture can either enhance or hinder the impact of PsyCap on employee outcomes, depending on how well it aligns with an employee’s psychological needs (Luthans et al., 2007).

Schein (2010) defines organisational culture as the pattern of shared basic assumptions learned by a group as it solves problems of external adaptation. This culture shapes how individuals perceive, think, and feel, influencing nearly all aspects of organisational life, from employee experiences to interpersonal dynamics (Schein, 2010). In the context of PsyCap, the alignment between an organisation’s cultural values and employees' psychological needs can significantly amplify or diminish PsyCap’s impact on productivity, engagement, and well-being (Schein, 2010). Specifically, a culture built on trust, participation, and mutual respect is particularly effective in fostering

psychological flourishing (Schein, 2010).

Given the unique challenges of the FMCG sector, understanding how PsyCap mediates the relationship between organisational resources and flourishing is essential to design targeted interventions that enhance employee resilience and engagement in this context. This research also aims to identify the conditions under which PsyCap serves as a strong mediator in the relationship between flourishing and organisational resources. Additionally, by pinpointing these key interaction points, the current study aims to contribute both practical insights and theoretical advancements, informing organisational strategies that involve optimising leadership development, resource allocation, and culture-building efforts to enhance employee well-being.

Aims

The primary aim of this study is to investigate the complex relationship between organisational resources, PsyCap, and flourishing within the workplace. This research focuses on understanding how organisational resources influence flourishing and the extent to which PsyCap mediates this relationship. The study specifically seeks to clarify the mediating role of PsyCap, which is made up of resilience, hope, optimism, and self-efficacy, in enabling workers to thrive, especially in fast-moving consumer goods (FMCG) sector that is characterized by competition and high demands.

The study fills a research gap and offers insights with real-world applications for businesses in this industry by using flourishing as the dependent variable and organisational resources and PsyCap as the independent and mediating variables, respectively.

Literature Review

This literature aims to shed light on the role that PsyCap plays in the relationship between organisational resources and employee flourishing. The Job Demands-Resources model (JD-R) and the Conservation of Resources (COR) Theory are two main theoretical frameworks that are introduced at the beginning of the review. Then, the three main constructs, PsyCap, organisational resources, and flourishing are defined and discussed further. To contexualise these constructs within broader organisational psychology, theoretical concepts from work stress and job design are incorporated, helping to explain how job demands and resources influence employee well-being. Finally, the integration of these ideas supports the development of the hypotheses as well as reinforces the study's focus.

Theoretical frameworks: Job Demands-Resource (JD-R) Model

The Job Demands-Resource Model (JD-R model) serves as a theoretical framework used to explain and examine how job demands and resources influence employee well-being and performance, focusing on experiences such as burnout and engagement.

This model categorises workplace characteristics into two primary groups: job demands and job resources. Job resources refer to all social, physical and psychological aspects of a job that are functional in achieving goals, reducing demands or stimulating development and growth (Bakker & Demerouti, 2007). In line with the JD-R framework, this paper uses “job” resources and “organisational resources" interchangeably to describe the same set of social, psychological and physical assets the workplace provides to assist employees in meeting demands and flourishing. To understand how organisational resources influence employee flourishing within the framework of the Job Demands-Resources (JD-R) model, it is essential to examine factors such as employee well-being, productivity, engagement, and the nature of the resources themselves. Silva et al. (2022) emphasise that organisational resources may play a role in enhancing organisational effectiveness as well as promoting employee well-being. On the other hand, job demands are the work conditions (physical, emotional, cognitive) that continuously tax a worker's energy and can undermine well-being when remaining high. It refers to aspects of work that require sustained effort over a period of time (Bakker & Demerouti, 2007).

Cox and Griffiths (2010) argue that these specific characteristics influence employee well-being, which is conceptualized in the JD-R model as a balanced interplay between job demands and organisational resources. This balance may be crucial as it fosters conditions that enable individual employees to flourish and achieve optimal performance. In this sense, employee well-being, organisational resources act as a protective factor that reduces burnout and increases engagement.

The Conservation of Resources (COR) Theory

On the other hand, the Conservation of Resources (COR) theory (Hobfoll, 1989) suggests that individuals actively strive to acquire, retain and protect valuable resources, whether social, physical, organisational, or psychological. According to this perspective, stress occurs when these valuable resources are threatened, diminished or lost. Conversely, the acquisition or accumulation of resources promotes positive psychological states and well-being. Within organisational contexts, the COR theory offers valuable insight into how organisaitonal resources as well as psychological resources serve as critical buffers against workplace stressors (Hobfoll, 1989). For example, sufficient organisational resources such as social support, autonomy, feedback can assist in mitigating the impact of demanding work conditions whilst psychological resources, such as HERO, core components of PsyCap equip individuals to manage workplace hurdles. Thus, this theory underscores the role of both organisationl and psychological resources in enhancing resilience and promoting conditions that support flourishing (Hobfoll, 1989).

Job Demands

The Job Demands Resource (JD-R) Model was initially developed by Demerouti et al., (2001), and provides a framework for grasping how job demands and resources interact with one another to influence employee well-being and performance. This model suggests that those who manage job resources, and leverage on PsyCap effectively can experience flourishing due to the educed impact of job demands through fostering a positive but also productive work environment. The JD-R model allows for flexibility when applied across various occupational settings and work environments. The versatility allows it to be applied to not only traditional job settings but also to different industries such as Fast-Moving Consumer Goods (FMCG) companies such as the one used in the current research. This enables researchers to use this model effectively in different scenarios.

Job demands focus on the psychological and social aspects of the job that require the employee to invest in physical and mental effort to cope with them. Strain and burnout are normally associated with these sorts of demands (Providas, 2016). When employees are in situations that require excessive effort and energy to maintain high standards regarding their performance, job demands turn into stressors resulting in negative outcomes, leading to burnout. Examples include a lack of social support and feedback as well as heavy workloads (Bakker et al., 2005). Previous research indicates that excessive job demands can transform into stressors when employees are required to exert excessive effort to maintain high standards when it comes to performance (Bakker et al., 2005). Frequently, this means that effects that are typified by diminished personal accomplishment and emotional tiredness.

High job demands, including time pressure and heavy workloads, correlate strongly with high burnout levels amongst employees (Bakker et al., 2005). This may extend further, as these same pressures diminish broader employee well-being. Following this, focus is placed on the healthcare section that found high job demands, such as workload and emotional labour to contribute to decreased job satisfaction and burnout among the nurses. This evidence illustrates and places a lot of emphasis on the critical need for organisations to manage job demands to prevent adverse outcomes and promote overall well-being (Hakanen et al., 2008). Building on from this, the JD-R model also touches on how job demands can deplete employees' energy, which in turn leads to a state of exhaustion. Bakker and Demerouti (2007), have spoken about how high job demands exhaust employees' mental resources and through this, their capacity to perform effectively is reduced. This sort of exhaustion has the potential to result in decreased motivation and lower job satisfaction (Bakker & Demerouti, 2007).

While the JDR framework emphasises how job demands are not static and constantly evolve with changes in the workplace (Bakker, Demerouti, & Sanz-Vergel, 2014). As mentioned earlier, as much as tangible resources such as technology and infrastructure can enhance and support employee well-being, it may also introduce new demands such as information overload. Studies by Chesley (2014) and Day et al., (2012) demonstrate that constant use of various digital communication tools has increased job demands, which has led to higher levels of work-life conflict. Chesley (2014), has explored the implications of technology on work-life balance and has found that constant connectivity through emails and smartphones has blurred the boundaries between work and one's personal life. There is a precedent set that employees may be required to be available beyond the traditional working hours which increases their job demands (Bakker et al., 2009). This extension into one's personal life results in high stress levels as employees struggle to disconnect from their workday which leads to work-life conflict and reduced well-being. On a similar note, Day et al., (2012) examine the impact of digital communication on job demands as well as well-being. Their research has demonstrated that the use of constant and instant messaging creates a certain culture that requires employees to always feel pressured to respond to work-related communications promptly. And this is regardless of time or communication.

Additional research supports these findings and provides a broader perspective when it boils down to the impact of digital technology on job demands. Employees who are frequently using smartphones for work-related tasks outside of office hours experience enormous amounts of job strain (Derks et al., 2014). The constant connectivity makes it difficult for employees to withdraw themselves from work. The interplay between job demands and the digital world varies across different roles and industries. In certain professions,

timely responses are critical such as customer service and sales (Wajcman & Rose, 2011). The pressure to stay connected can become intense. Wajcman and Rose (2011), have explored these roles and how job demands are increased due to the expectation of rapid communication which in turn contributes to work-life imbalance.

Ultimately, when integrating job demands within the context of the JD-R model, managing job demands is crucial for fostering a positive work environment and promoting well-being contributing to the employee's ability to flourish (Bakker & Demerouti, 2007). Through the implementation of supportive policies and encouraging work-life balance, the negative effects of job demands can be mitigated (Bakker & Demerouti, 2007). This approach aligns with the broader objective of enhancing flourishing because of it acknowledges the critical role of job demands management in creating a healthy and progressive work environment.

Job Demands/Organisational Resources

Job resources (also referred to as organisational resources) are both tangible and intangible. It plays a vital role within the JD-R model through the essential support and infrastructure provided for employees, in order to manage their demands but also thrive in their roles in the most effective way. Tangible resources and assets such as advanced technology and financial resources are in place to ensure efficient task completion is present only when technology is not linked to communication, because then, it may be perceived as a demand. Intangible resources, leadership support, and culture enable a positive work environment (Taris & Schaufeli, 2015). Within this context, culture is referred to as behaviours, beliefs, and norms within an organisation shaping the way in which employees interact and how they approach their work (Cole, 2014). It encompasses the unwritten rules that align with the organisation's goals that influence decision-making, mindset, and the overall atmosphere of a work environment. One where a positive culture exists is one that fosters trust, inclusivity, contribution, and collaboration (Cole, 2014).

These sorts of resources assist in not only enhancing employee resilience and well-being but also buffer against the negative impact that job demands may have on an employee (Bakker & Demerouti, 2007). Resources empower employees to not only meet their job demands but also excel in their roles, fostering a sense of achievement and personal growth (Bakker & Demerouti, 2007). Taris and Schaufeli (2015) talk to the importance of integrating organisational resources into the JD-R framework to optimize all organisational outcomes in the most efficient and effective way. They argue that organisations that offer training opportunities and supportive supervision could decrease the impact of job demands when it comes to burnout and employee engagement. Through this integration, strategic allocation and management of organisational resources are highlighted which has the power to cultivate a work environment

that promotes organisational effectiveness as well as employee well-being (Bakker & Demerouti, 2007).

Job resources, as outlined in the JD-R framework, has a direct impact on the ability to contribute to flourishing by providing the necessary tools and support for employees to perform (Bakker & Demerouti, 2007). Practically, by understanding the synergy between job resources and job demand, organisations have the ability to identify and prioritize investments that enhance overall well-being (Taris & Schaufeli, 2015). Leveraging the JD-R framework as well as evidence, tailored interventions can manage job demands whilst boosting resources that inevitably support employee growth and satisfaction (Bakker & Demerouti, 2007).

Prior research has consistently demonstrated that organisational resources significantly influence employee outcomes by enhancing motivation, facilitating superior performance and fostering higher levels of engagement. Specifically in environments that are characterized by high job demands, organisational resources act as a buffer against stressors which in turn promotes employee adaptability and resilience (Xanthopoulou et al., 2009). Therefore, as one understands how these organisational resources contribute to employee flourishing is essential, as they not only mitigate the negative impact of a workplace that is consistently demanding, they are proactively cultivating a supportive context in which employees are able to thrive and achieve sustained well-being over a longer period. Understanding how these organisational resources contribute to employee flourishing is essential, as they not only mitigate the negative impact of demanding workplace conditions but also proactively cultivate a supportive context in which employees can thrive and achieve sustained well-being.

This model can provide insight into employee well-being and work achievements. The idea that resources act as reservoirs from which we can draw is best encapsulated in the conservation of resources model (Emmons & McCullough, 2003). This model suggests individuals not only strive to acquire and retain valuable resources, but losing these resources leads to negative psychological outcomes. Bakker's (2008) research has examined and investigated both the physical and emotional needs of the workforce and discovered that organisations can cultivate a thriving work environment where employees feel engaged, motivated, and equipped to reach their full potential. His work has highlighted that holistic support systems are crucial for fostering a flourishing workforce that can lead to organisational success (Bakker, 2008). Cox & Griffiths (2010) highlight the link between organisational resources and positive employee outcomes which include increased engagement as well as enhanced employee performance. Whilst these findings are well-documented, the specific role that these resources play in highlighting and promoting flourishing - defined as fulfillment and an optimal state of psychological functioning- requires further exploration and research. Chan and Ho (2002), draw attention to the gap in the prior research

and emphasise the need to investigate how these resources intricately contribute to flourishing.

Psychological Capital (PsyCap)

Psychological Capital is a higher-order positive psychological construct that comprises of four key components: HERO (Luthans et al., 2007). Together, these dimensions represent an individual's positive psychological state of development and their capacity to persevere towards goals, recover from setbacks, and maintain a future-focused mindset in the face of challenges. PsyCap has been empirically linked to a wide range of beneficial work-related outcomes which include, including job satisfaction, improved performance, enhanced wellbeing, and increased engagement (Avey et al., 2011).

Luthans (2002) and his colleagues have significantly advanced the field of organisational psychology with their work on Psychological Capital (PsyCap). In their 2007 study, self-efficacy, optimism, hope, and resilience are the four essential psychological resources that make up PsyCap. These components have become central to understanding how psychological resources influence workplace outcomes (Luthans et al., 2007). PsyCap acts as a vital bridge between organisational resources and flourishing, as it helps to translate available organisational support into tangible improvements in employee well-being and performance (Youssef-Morgan & Peterson, 2019).

Employee growth is supported by organisational resources, both intangible (e.g., infrastructure, technology) and intangible (e.g., culture, leadership) (Bakker & Derks, 2010). However, it is through the lens of PsyCap that these resources are fully leveraged since employees' psychological characteristics improve from how they engage with and benefit from the resources (Luthans et al., 2007). For example, employees who have high levels of self-efficacy are more likely to fully make use of organisational resources, and in the same breathe, resilient individuals are better able to overcome obstacles, and therefore flourish in trying circumstances (Luthans et al., 2007). Even in challenging circumstances, hope and optimism motivate employees to seek out solutions, which in turn increases their adaptability and commitment in the work environment (Bakker & Derks, 2010).

The real benefit for organisations is to combine these resources with PsyCap development to produce a coherent approach that enhances employees’ unique effects. Companies could create a framework for enhancing performance and well-being by coordinating organizational actions with PsyCap principles (Bakker & Derks, 2010).In addition to optimization regarding the usefulness of these resources, this integration offers practical advice on how to create a positive but also productive work environment leading to long-term growth and employee happiness (Bakker & Derks, 2010).

By encouraging a mindset that is in line with individual and organisational objectives, PsyCap characteristics have a positive impact on performance, well-being and motivation. Employees are more likely to possess greater levels of engagement, productivity, and job satisfaction when they have the belief in their own ability to succeed (self-efficacy), belief in their own potential to succeed (optimism), ability to preserve in the face of adversity (resilience) and the belief to purpure meaningful goals (hope) (Luthans et al., 2007). From here, employees are enabled both personally and professionally to boost motivation and promote flourishing. PsyCap's integration with organisational resources produces a feedback loop that is positive where performance and psychological well-being have the potential to support one another, fostering a productive workplace (Bakker & Derks, 2010)

The literature highlights that PsyCap can amplify the benefits of organisational resources by fostering a positive mindset and improving resource utilisation (Youssef-Morgan & Peterson, 2019). This synergy reveals how PsyCap enhances well-being at work by making the most of available resources. PsyCap's ability to integrate its components into a unified construct suggests that individual resources should be viewed as manifestations of a core mechanism rather than isolated elements (Bakker & Derks, 2010; Brouze, 2014; Youssef-Morgan & Peterson, 2019). This collaborative effect underscores PsyCap's predictive power regarding job performance, satisfaction, organisational commitment, and innovative work behaviour (Luthans et al., 2007; Luthans et al., 2004).

Similarly, the dynamic nature of PsyCap, which evolves over time, underscores its potential to contribute to organisational stability. This suggests that targeted organisational interventions can enhance PsyCap, thereby improving both performance and well-being (Bakker & Derks, 2010; Youssef-Morgan & Peterson, 2019). Such interventions often involve leveraging organisational resources–both tangible, such as training programmes, and intangible, such as a positive workplace culture—to cultivate the psychological resources that form a part of PsyCap (Mangundjaya, 2022). This adaptability and growth are crucial for organisations who strive to foster a resilient and thriving workforce, as the strategic use of organisational resources to enhance PsyCap can lead to long-term improvements in employee performance, well-being, and overall organisational effectiveness (Luthans, Youssef, & Avolio, 2007).

Furthermore, Hobfoll (2002) and Youssef-Morgan and Peterson (2019) emphasise the strategic allocation and accumulation of PsyCap as a means to manage adversity to provide guidance for overcoming organisational obstacles and navigating organisational challenges. Hobfoll (2002) suggests that individuals invest their psychological resources to cope with threats, which not only mitigates negative impacts but also generates additional resources such as improved work engagement, social support networks and skills

development. This proactive approach aligns with the idea that leveraging PsyCap can transform challenges into opportunities for growth and positive outcomes (Folkman & Moskowitz, 2000). This dynamic interplay highlights the importance of managing and investing in PsyCap to enhance resilience and foster positive outcomes in challenging situations (Youssef-Morgan & Peterson, 2019).

Integrating PsyCap with organisational resources provides valuable insights into enhancing employee well-being and performance. The empirical evidence supports the notion that PsyCap not only contributes to immediate job outcomes but also fosters long-term resilience and growth, making it a crucial component of effective organisational strategies (Luthans & Youssef-Morgan, 2017).

Luthan et al. (2007) explored the four components of PsyCap thoroughly including HERO. Research has gathered information on all four components (Luthans et al., 2007). Self-efficacy talks about an individual's ability to successfully execute tasks, achieve tasks and attain the desired outcome. Studies have demonstrated how higher levels of self-efficacy are associated with that of motivation and well-being. Individuals with high levels of self-efficacy are normally the type to view challenges as an opportunity to grow and exhibit resilience when faced with adversity. These individuals are more likely to persevere to achieve goals as well as contribute to flourishing within an organisation (Peterson, 2019). This resilience enables individuals to persevere and contribute within organisational contexts in the most effective way. Optimism complements self-efficacy by fostering a positive outlook on future possibilities through the enhanced perception of beneficial organisational resources (Herbet & Gorgens, 2012). It is the part of PsyCap that focuses on the belief that positive outcomes are achievable. Individuals who possess higher levels of optimism perceive their organisational resources as well as the environment as beneficial as they can draw on support from it. This enables individuals to leverage resources (Luthans et al., 2007).

Secondly, resilience, perhaps the cornerstone of PsyCap, is an individual’s ability to bounce back or being able to adapt to change as well as thrive when faced with change (Herbet & Gorgens, 2012). Studies have shown that resilient employees are known to cope with stressful situations and maintain a positive mindset throughout (Hyatt, 2019). Thirdly, hope, another vital component of PsyCap, refers to an individual’s belief in their ability to pursue pathways to goals (Herbet & Gorgens, 2012). Research has shown that individuals with hope will most likely maintain a proactive attitude when facing challenges and working on a specific goal (Herbet & Gorgens, 2012). They try to actively seek out and utilize all of that within their environment to navigate obstacles (Avey et al., 2011). The interplay between these components of PsyCap and organisational resources results in a positive cycle. Differentiating between

mindset-based traits and action-oriented strengths may shed light on which psychological capacities are most impactful in specific work contexts (Hobfoll, 2002). This distinction becomes especially relevant in demanding or fast-paced environments, like FMCG's, where employees may be required to draw on internal strengths to sustain performance and well-being (Bakker & Demerouti, 2007).

When employees take note of their organisations providing support and resources, they are more likely to develop higher levels of PsyCap (Herbet & Gorgens, 2012). This, in turn, could result in increased levels of well-being, motivation, and ultimately ability to overcome challenges, which in turn could result in flourishing. Luthans et al. (2015) found that organisational support directly enhances PsyCap, in turn driving improved well-being, and performance outcomes. Additionally, Newman et al., (2014) emphasises the bidirectional nature of this relationship, showing how employees with high PsyCap are likely to leverage organisational resources more effectively, creating a loop that promotes flourishing. This synergy underscores the importance of creating an environment that is facilitating the creation of PsyCap as well as the supply of organisational resources.

The argument highlights the potential for organisational strategies to cultivate PsyCap among employees. To boost one's PsyCap, training programmes, supportive leadership, and coaching need to be incorporated (Herbet & Gorgens, 2012). Through investing in these initiatives and strategies, employees can enhance their hope, optimism, self-efficacy, and resilience, which improves their overall well-being and productivity within an organisation. This may overall affect the flourishing of employees as well as the organisation. With that being said, there is a part of the argument that also acknowledges that there are areas that require further exploration. This is especially relevant considering that, while the existing research has established the link between PsyCap, organisational resources, and flourishing, there is still room for deeper understanding. With future studies diving into the mediating role of PsyCap between organisational resources and well-being, there could be further information to explore that provides insights into how PsyCap operates.

The present study will continue to explore PsyCap acting as a mediator (Youssef-Morgan & Peterson, 2019), which means that it will play a pivotal role in linking the positive effects of resources to one's positive well-being. This may enable individuals to maintain well-being despite the challenges they face. Studies have emphasized how organisations can leverage findings to cultivate PsyCap among employees, which in turn improves organisational outcomes (Ho & Chan, 2022). This mediation that will be further explored and demonstrates the importance of PsyCap in translating organisational resources into flourishing among employees. Additionally, the findings can guide organisations in implementing interventions to foster PsyCap and promote flourishing among employees.

While there have been some scholars that have examined additional dimensions, such as cultural intelligence, as potential extensions of PsyCap (Ng & Earley, 2006), this study focuses mainly on its four core components: HERO. PsyCap is conceptualised not only as a valuable individual resource, but also as a mediator in the relationship between organisational resources and positive employee outcomes, such as flourishing (Logan et al., 2023).

Flourishing: A General Concept Linked to Well-being

Flourishing refers to one's optimal psychological functioning, encompassing their overall well-being (Ho & Chan, 2022). This includes positive emotions such as engagement, meaning, fulfilling relationships, and a sense of accomplishment (Keyes & Haidt, 2003). Research conducted by Keyes and Haidt (2002) indicates that individuals who flourish report greater life satisfaction and a stronger sense of purpose compared to those who do not. Furthermore, experiencing emotions such as joy and contentment is closely associated with high levels of flourishing (Logan et al., 2023). In alignment with this, a longitudinal study by Lyubomirsky et al. (2005) revealed that individuals who regularly experience these positive emotions tend to be more actively engaged in daily activities and report greater happiness and life satisfaction.

In the same vein, Nakamura & Csikszentmihalyi's (2014), concept of flow, places a lot of emphasis on how engagement in challenging tasks that are linked to one's skills, has the potential to lead to a state of optimal flourishing. Similarly, Bakker (2008) emphasises that employees who experience flow at work become fully absorbed in their tasks, resulting in improved performance and satisfaction. This in turn enhances their overall performance and satisfaction. Reaching and accomplishing meaningful goals, further enhances flourishing. Emmons (2003) demonstrates that achieving professional and personal goals enhances a sense of competence and self-efficacy, contributing to sustained well-being.

Deci and Ryan (2000) found that connections with others foster well-being and a sense of relatedness, emphasising the critical role of positive relationships in a fulfilling life. Similarly, for one to embody the true essence of flourishing, finding meaning in life and work is pivotal (Seligman, 2011). Steger and Dik (2009) note that individuals engaged in meaningful work often experience greater job satisfaction and well-being. Moreover, Gagné and Deci (2023) conclude that employees whose personal values align with their organisation's goals report higher levels of commitment and engagement.

Flourishing in the Workplace

Building on this, emotional, psychological and social well-being are all included in the concept of optimal human functioning

(Keyes, 2002). When employee's feel a strong sense of purpose, meaningful relationships, ongoing engagement and a sense of success in their roles, they are said to be flourishing in the workplace (Keyes, 2002).

In the workplace, flourishing can encompass several principles, such as organisational resources and PsyCap, whereby employee well-being is closely linked to organisational performance and effectiveness. By recognising the importance of well-being, organisations increasingly understand its influence on job satisfaction, productivity, and mental health stability (Ho & Chan, 2022). Therefore, once one understands how to foster flourishing within a workplace, organisational performance and employee satisfaction can be improved. As demonstrated by Grant and Parker (2009), flourishing employees often display greater organisational commitment and foster a positive work culture through their innovative mindset. By fostering flourishing, organisations can enhance both employee satisfaction and overall performance.

The presence of positive states like PsyCap and the availability of organisational resources both have an impact on flourishing in the workplace. According to research, flourishing individuals exhibit and show greater levels of engagement, dedication, and job satisfaction, all of which enhance organization outcomes (Grant & Parker, 2009; Ho & Chan, 2022). Those organisations that tend to make investments in resources and supportive settings assist PsyCap develop, promoting employee flourishing (Steger & Dik, 2009).

Prior research examined workplace flourishing by exploring the interplay between individual well-being and organisational practices that create a supportive environment (Steger & Dik, 2009). Long-term success can be sustained through the prioritisation of flourishing that enhances productivity and performance (Ho & Chan, 2022). Taking this into consideration, organisational resources encompass both tangible and intangible assets that organisations offer to enhance operational effectiveness and employee well-being (Barley & Kunda, 2006).

Research conducted by Barley and Kunda (2006) highlights the importance of digital tools and high-speed internet in streamlining processes through rapid communication and decision-making. Additionally, investing in ergonomic office furniture and well-designed workspaces not only enhances employee comfort and satisfaction but also reduces stress, boosting productivity and retention (Robertson, 2018). These tangible assets support day-to-day operations while providing a competitive advantage by attracting top talent and fostering a collaborative environment (Teece, 2018).

Organisations embracing technological resources experience higher levels of employee engagement and satisfaction. The seamless incorporation of digital tools not only facilitates task completion but also contributes to a sense of mastery and autonomy,

positively influencing employee flourishing (Robbins, 2011). As work evolves in the digital age, virtual organisational resources have emerged, particularly with the rise of remote work and virtual collaboration tools (Davis et al., 2011). These resources, such as online training programs, virtual team-building activities, and digital well-being initiatives, address the unique challenges of maintaining connection and support, further enhancing flourishing (Robbins, 2011).

Taris and Schaufeli (2015) demonstrate that resources are not only instrumental in achieving goals but also used to overcome challenges, enhancing resilience and fostering a positive mental state within an organisational context. A recent study placed a lot of emphasis on the dynamic nature of organisational resources responding to workplace demands that are constantly evolving (Davis et al., 2011). There are discussions present around the proactive approach when it comes to resource adaptation, where organisations anticipate further hurdles and adjust their resource allocation and strategies accordingly (Ahmed & Othman, 2017). Over time, this proactive approach mitigates burnout and enhances morale and organisational agility (Grant & Parker, 2009). This can be achieved by fostering a healthier and more adaptable workforce (Herbert & Gorgens, 2012). Employees who experience less stress and have developed greater resilience are better equipped to make decisions that align with both their personal values and organisational standards (AlKetbi & Rice, 2024). Such employees feel more empowered and confident in their ability to tackle challenges and address dilemmas effectively (Ahmed & Othman, 2017).

Exploring the intersectionality of organisational resources and socio-economic factors adds a valuable socio-cultural perspective (Hobfoll, 2002). Research by Castro & Holvino (2016) suggests that organisations addressing socioeconomic disparities through resource allocation strategies contribute not only to individual flourishing but also to social justice within the workplace. This perspective emphasises the broader societal impact of organisational resource practices and their potential role in fostering a more equitable and flourishing work environment (Amis et al., 2020).

Additionally, in the contemporary business landscape, environmental sustainability practices are gaining increasing prominence. Organisations that prioritise eco-friendly initiatives and sustainable practices offer an additional resource, environmental responsibility. Research suggests that employees in environmentally conscious organisations report higher levels of well-being and job satisfaction (AlKetbi & Rice, 2024). Therefore, understanding how environmental responsibility contributes to flourishing within an organisation can provide a unique perspective on existing frameworks (Porath, 2023). Employees in organisations with robust sustainability practices report higher levels of job satisfaction, a greater sense of purpose, and overall well-being (Herbert & Gorgens, 2012). The connection

between environmental responsibility and well-being suggests that employees may derive psychological benefits from aligning with organisations that prioritise ethical and sustainable practices (Seligman, 2011). Exploring the interplay between environmental sustainability and PsyCap components reveals interesting dynamics. For instance, employees in environmentally conscious organisations may experience higher levels of optimism and hope, driven by a sense of contributing to a greater cause (Seligman, 2011). The commitment to sustainability from organisations can foster a positive and resilient mindset, aligning with the principles of the PsyCap framework (Porath, 2023).

Linking Organisational Resources, PsyCap, and Flourishing

Combining these concepts, the literature indicates that organisational resources offer a crucial basis for the growth and preservation of PsyCap (Luthans et al., 2007). Employees who tend to have high PsyCap are therefore able to make better use of organisational resources, leading to increased levels of workplace thriving (Xanthopoulou et al., 2009).

It has been demonstrated that vital organisational resources like that of social support and constructive criticism have a favourable impact on fundamental PsyCap elements like optimism and self-efficacy (Avey et al., 2011). Additionally, it has also been discovered that PsyCap mediates the link between organisational and work resources and favourable outcomes such as performance and engagement (Newman et al., 2014).

By making use of the JD-R and COR frameworks to inform its theoretical underpinnings, this study attempts to examine the mediating function of PsyCap in the link between flourishing and organisational resources.

Justification of Variables and Mediation Role

The study's conceptualisation of psychological capital (PsyCap) as the mediator is consistent with earlier research that views PsyCap as a psychological tool that converts workplace resources into favourable results (Avey et al., 2011). It has been demonstrated that organisational resources (IV), such as leadership support and recognition, improve PsyCap (Luthans et al., 2007). This, in turn, promotes flourishing (DV) by boosting an individual’s hope, optimism, resilience and self-efficacy (Youssef-Morgan & Luthans, 2013). According to the COR theory, access to external resources, like that of organisational support, enables individuals to build internal resources like PsyCap. These same internal resources, in turn, influence certain outcomes and from there reinforce PsyCap’s role as a mediator in the relationship between organisational resources and flourishing.

Research Questions and Hypotheses

Main Question

1. Does PsyCap mediate the relationship between organisational resources and flourishing?

Hypothesis

PsyCap statistically significantly mediates the relationship between organisational resources and flourishing. This means that organisational resources positively impact PsyCap, which in turn enhances flourishing.

Sub-Questions

1. What is the relationship between organisational resources and PsyCap?

Hypothesis

Organisational resources are statistically significantly and positively related to PsyCap. The availability and quality of organisational resources, such as support, training, and tools, contribute to the development and enhancement of PsyCap among employees.

2. What is the relationship between organisational resources and flourishing?

Hypothesis

Organisational resources are statistically significantly and positively related to flourishing. Adequate organisational resources support employees in their roles and promote a positive work environment, which leads to greater well-being and flourishing.

3. What is the relationship between PsyCap and flourishing?

Hypothesis

PsyCap is statistically significantly and positively related to flourishing. Higher levels of PsyCap, which include self-efficacy, optimism, hope, and resilience, contribute to greater personal and professional well-being, thus enhancing overall flourishing.

Methodology

This chapter focuses on detailing approaches, procedures, and methodologies that have been employed in carrying out the current investigation. This includes the implemented research design, a depiction of the acquired sample as well as strategies applied for sampling to arrive at its final cohort. This section also touches on the instruments used, the procedural steps, ethical considerations, and the statistical analyses performed.

Research Design

A quantitative, cross-sectional, correlational, non-experimental research design was utilised. Quantitative research is focused on collecting numerical data from individuals. This allows for objective measurement using statistical analysis (Watson, 2015). This design was chosen to provide a measurable as well as clear understanding of the relationships between variables. It was cross-sectional as data was collected at one specific time. This approach was selected because of its ability to capture the current state of flourishing, organisational resources, and PsyCap (Creswell & Creswell, 2017). This approach is also seen to be effective because it takes less time in comparison to longitudinal studies and can find trends to guide future studies (Creswell & Creswell, 2017). The cross-sectional correlational design precludes causal inference as well. The study was non-experimental as no variables had been manipulated, nor did it include any control group or random assignment. This decision was made to observe natural relationships that exist within real-life settings, which provides ecological validity to the findings (Creswell & Creswell, 2017). Lastly, touching on the study being correlational, the aim was to assess the relationship between the three variables, flourishing, organisational resources, and PsyCap. By understanding what these correlations mean, key factors that contribute to well-being and organizational effectiveness can be identified. This in turn addresses the research question of how PsyCap relates to flourishing as well as available resources.

Within the post-positivist paradigm, although objective connections between these variables can be seen, perceptions are impacted by measurement limits and contextual nuances. This method acknowledges that causality can't be determined but still provides insights into picked-up patterns and connections (Creswell, 2018). It assists with actionable knowledge that supports organisational practices and individual flourishing whilst embracing complexity (Creswell, 2018).

Sampling

This study looked at full-time and part-time employees at a major international FMCG company that was chosen for its significant impact and market share within the consumer goods industry. The organisation is also distinguished by its commitment to adaptability

and operational excellence in a competitive environment that sits in a dynamic sector. In addition to this, the workforce is characterised by cultural backgrounds, diversity in roles, and expertise. Through the inclusion of global operations, insights were gained into both local and overarching external practices which assisted in shedding light on how employees navigate within their roles in a fast-paced, dynamic environment. Through understanding the complexity and diversity of the organisation, one was able to grasp the factors that influence employee flourishing.

The total global headcount of the organisation is approximately 273 000 employees; the South African business unit operating all nine provinces from which participants were recruited employs roughly 3000 staff.

The study sample was comprised of full-time and part-time employees in a leading multinational FMCG company across various departments such as Human Resources (HR), Marketing, Supply Chain, Finance, and Engineering. Data collection was conducted between November and December 2023. The FMCG company was able to provide a rich context for understanding employee experiences and examining various perspectives due to its dynamic workforce. Only employees who had worked for/with the company for at least six months or more were considered, ensuring participants had sufficient familiarity with the organisation. This resulted in a sample of 120 employees, older than 18 years. Racial composition ranged from Black African to Coloured, White, and Indian, which included males and females. This is discussed further in the results section. There were no other exclusion criteria that were applied; the sample consisted of employees from all races and genders.

Convenience sampling was conducted to select participants based on their willingness and availability to participate. This non-probability sampling method was chosen because of its efficiency as well as practicality (Etikan et al, 2016). In contrast to previous systematic sampling techniques, this allowed for the participation of employees who were easily accessible, enabling a quick and more cost-effective process. (Evans & Mathur, 2005). Although this approach does not provide randomness regarding the sampling, it can be useful in exploratory research where results are needed quicker, and resources are limited (Bornstein et al., 2013). The step-by-step process of obtaining the sample is discussed and detailed further in the procedure section.

Sample Demographics

The demographic characteristics of the study participants include age, ethnicity, gender, and city of residence. The average age of all 120 participants was 25 years of age. The age range extended from 21 to 64 years (inter-quartile range = 21–38). The city of residence was predominantly Johannesburg, with a notable concentration of respondents originating from this location. Analysing the

tenure within their respective organisations, the data exhibited a diverse range, spanning from 1 to 35 years, with the majority clustering around 2 years within the organisation. A detailed demographic frequency table is provided in Appendix D. These detailed statistics, derived from frequency tables and descriptive statistics, lay the foundation for a comprehensive understanding of the demographic landscape, facilitating subsequent analyses and interpretations in the study.

Procedure

To collect the relevant data and secure the sample intended, the initial step was to gain ethical clearance which was obtained from the University of Witwatersrand's Human Ethics Committee. Once permission was obtained (Appendix A), the researcher then approached the FMCG company to request permission to engage with their staff and use the employees as potential participants for the research study. All the details pertaining to the research were discussed and disclosed to the Legal department (Appendix B).

Once the Legal department granted the researcher permission to access the company's employees, an electronic questionnaire link was sent out to all the personal assistants of each business unit. The personal assistants from each business unit then circulated the electronic questionnaire link within their team. It was mentioned that permission was obtained and granted by the company and the link was accompanied by a participant information sheet (Appendix C) specifying the details pertaining to the research study. These details included the approximate time it would take to complete the questionnaire, notifying the employees that participation was voluntary and that they had the right to withdraw from the study without any consequences. Participants were required to provide informed consent electronically by selecting the statement: "I voluntarily agree to participate in this study after having read the Participant Information Sheet and understanding its contents."

The electronic questionnaires remained open on Qualtrics software for approximately three weeks for employees from all nine South African provinces to access and complete. Once all responses were received, data was extracted, entered, and sorted into an Excel spreadsheet, ready to be cleaned and proceed with the data analysis.

Instruments

The following instruments were combined into a single composite questionnaire for data collection: (1) a demographic questionnaire was administered to gather information about the characteristics of the sample; (2) a PsyCap questionnaire was used to measure one's individual levels of hope, self-efficacy, resilience, and optimism. (3) the Flourishing scale was employed to assess well-being; and (4) the Job Demands and Resource scale was used to measure the presence of organisational resources and demands within

the workspace. The combined measure consisted of 84 items and required approximately 15–20 minutes to complete.

Demographics

A demographic questionnaire (Appendix D) was sent out to collect information regarding the sample's characteristics. The demographics collected include, but are not limited to, age, gender, ethnicity, location, employment status (full-time/part-time), department, and number of years spent at the company. In the demographic questionnaire, "gender" was used to gather specific data regarding the biological characteristics of the sample, distinguishing it from gender identity. This distinction allows for a more nuanced understanding of the participant population, particularly in studies that may explore gender differences in experiences or outcomes. The inclusion of 'sex assigned at birth' ensures clarity and accuracy in cases where gender identity may not align with biological sex, allowing for comprehensive data analysis and supporting inclusivity in research. The data is tabulated and summarized in a way that generates descriptive statistics. This is because demographic surveys are made up of nominal and categorical data (e.g. age, gender, etc.).

PsyCap

A PsyCap Questionnaire (PCQ) (Appendix F) was originally developed by Luthans et al. (2007) and assesses personal resources. Permission to use the PsyCap questionnaire was obtained from www.mindgarden.com and a copy of the permission letter can be found in Appendix E. As a result of copyright limitations, the complete PCQ instrument is not included in this report. Three sample items from the instrument were included for reference.

The scale is comprised of 24 items that are divided into further subscales: self-efficacy (6 items), hope (6 items), resilience (6 items), and optimism (6 items). To be specific, the self-efficacy items were adapted from Parker's (1998) measure of Self-efficacy in the Workplace and the hope items were drawn from Snyder et al.'s (1996) State Hope Scale. The resilience items have been drawn from Wagnild and Young's (1993) Resilience Scale, whereas the optimism items were taken from Scheier and Carver's (1985) Measure of Optimism (Providas, 2016). The questionnaire is made up of a six-point Likert scale, ranging from 1 (strongly disagree) to 6 (strongly agree). Higher scores on the PsyCap scale are known to indicate higher overall PsyCap levels while lower scores will indicate lower overall PsyCap levels. Each of the four PCQ subscale scores was measured by calculating the average (mean) of all six items within the scale. The overall PsyCap score was determined by averaging all 24 items in the questionnaire.

Additionally, Cronbach alpha coefficients for the PCQ subscales have previously exhibited values ranging from, 0.75 to 0.85

for self-efficacy, 0.69 to 0.79 for optimism, 0.72 to 0.80 for hope, and 0.66 to 0.72 for resilience (Luthans et al., 2007). Reliability scores have demonstrated an overall reliability of 0.95 (Avey et al., 2008), and 0.90 (Avey, et al., 2006). These values indicate that the items within each subscale have high correlations with one another which in turn suggests strong internal consistency. In general, Cronbrach's alpha values that fall above 0.70 are considered acceptable, and those that are above 0.80 are considered good to great (Luthans, 2008).

Example Items

1. I am confident that I can complete challenging tasks.
2. I believe that my future will be full of opportunities and possibilities.

Reliability and Validity

PsyCap's questionnaire's high reliability and validity have been shown in prior research with overall ratings that range from 0.90 to 0.95. Cronbach's alpha reliability assessment has demonstrated strong internal consistency (Avey et al., 2006). Subscale reliability has also been shown through alpha values that generally surpass 0.70 which is known to be the recognized cutoff for internal consistency. Through the inclusion of well-known and validated scales of hope, resilience, optimism, and self-efficacy, the PCQ has demonstrated good content validity. Additionally, the scale's strong association with favourable psychological outcomes which includes employment also highlights convergent validity (Avey et al., 2006).

Flourishing Scale

Flourishing was assessed by using the flourishing scale which was developed by Diener (2009). It consists of eight statements that allow participants to rate on a scale ranging from 1 (strongly disagree) to 7 (strongly agree). The scale is set to capture key aspects around flourishing and well-being. Based on their own experiences, employees indicated the extent to which they disagreed or agreed with each statement. The sum has been calculated across all eight items. High scores indicated higher levels of flourishing.

That being said, due to copyright considerations, the full scale has not been reproduced in the appendices. Although the scale is freely available for non-commercial research purposes, its inclusion in a potentially published document requires permission from additional authors. As such, readers are directed to the original publication for the full scale as well as scoring instructions *(*Diener et al., 2010).

Example Items

1. I feel a sense of purpose and meaning in my life.
2. I often find myself fully absorbed and engaged in my activities.

Reliability and Validity

Studies have previously shown that the flourishing scale has good internal consistency (Sumi, 2014). Cronbach's alpha coefficients have been shown to be above 0.80, demonstrating that the items within the scale are measuring the same underlying construct (Thompson, 2003). The items within the scale have also been designed to cover various aspects of well-being, including social and psychological elements, which can contribute to its content validity (Sumi, 2014). Researchers have also discovered that there have been correlations between scores of the flourishing scales as well as other measures such as the Satisfaction with Life Scale (SWLS) and the Ryff scales of psychological well-being (Sumi, 2014). This suggests that this scale can converge with other well-established measures of well-being. The flourishing scale has been able to distinguish between individuals with various levels of well-being (Sumi, 2014). It has been shown to differentiate between those who do not have high levels of well-being and those who do.

Job Demands Resource Scale (see Appendix H)

Both the job-demands and job-resources components of the JD-R were administered. Job resources (also referred to as organisational resources) refer to both tangible and intangible assets (Taris & Schaufeli, 2015). Assets that are known to be available within an organisation which has the potential to impact employee well-being and performance. Within this study, these resources can be categorised into two main types:

1. Tangible organisational resources: These are concrete assets that include advanced technology and comfortable workspaces. These resources are visible and can directly affect an employee's ability to perform their jobs comfortably (Taris & Schaufeli, 2015)
2. Intangible organisational resources: These resources include social support from colleagues and supervisors, opportunities for skill development as well as effective feedback mechanisms. There is no physical presence, but it plays a role in employees well- being and job satisfaction (Bakker & Demerouti, 2007)

The Job demands resource scale (JDR) was used to measure the presence and quality of these organizational resources (job control, social support, feedback, and task variety) within the organisation (Deci & Ryan, 2000). It assessed the adequacy and availability of job-related resources to demands (Grant & Parker, 2009). It allows one to evaluate how the resources are impacting an

employee's experience in the workplace. The JDR scale includes a Likert scale ranging from 1 (Never) to 4 (Always). Participants were asked to disagree/agree with statements provided within the scale. The highest rating indicated a strong agreement, whilst the lowest rating suggested less frequent agreement amongst those who had participated.

Example Items

1. I receive sufficient support from my immediate supervisor to excel in my job.
2. The organisation provides ample opportunities for skill development and training.

Reliability and Validity

Cronbach's alpha was used to test internal consistency, reliability and factor analysis for construct validity. Cronbach's alpha should be above 0.70 to indicate that the items in the scale have consistently measured demands and resources accordingly (Tavakol & Dennick, 2011).

Data Analysis

After collecting, sorting and coding the questionnaire data into a secure Excel spreadsheet, the coded spreadsheet was then imported into SPSS version 28 and SAS Version 9.4 for analysis. Statistical analyses for each research question were utilised using Hayes regression and correlation. Moreover, normality checks, descriptive statistics, kurtosis and summary statistics were performed for the current study. Cronbach's alpha coefficients were used to assess the dependability and reliability of the data collection instruments.

Descriptive Statistics

Descriptive statistics play a vital role in the initial exploration and characterisation of data which provides insights into the distribution of variables within the study as well as understanding the demographic profile (Howell, 2011). In this research, descriptive statistics such as mean, standard deviation, and frequency distributions were computed to outline the characteristics of the sample at hand. Through this, not only does this analysis establish a clear profile of the participants but also allows for deeper investigations into the relationships between flourishing, organisational resources, and PsyCap. This is normally achieved through the identification of patterns, trends, and potential correlations within the data set. This allows one to explore how organisational resources influence individual flourishing whilst understanding how PsyCap might enhance employee behaviour. Thereafter, the normality of the variables was determined by examining histograms, skewness and kurtosis. Skewness helped assess the asymmetry of the data distribution, whilst

kurtosis had provided some insight into the sharpness of the distribution showing if the data had light or heavy tails compared to that of normal distribution. This sort of combination of measures allowed for a comprehensive evaluation of the normality of the variables being analysed within the study.

Reliability

Reliability assessments are crucial to ensure the dependability and consistency of the instruments used across the research study (Huck, 2004). In this current study, internal consistency was measured using Cronbach's alpha coefficients to assess the reliability of scales and subscales measuring PsyCap, organisational resources, and flourishing.

Correlation

Correlation analysis provides quantitative insights into the relationships between variables, which in turn assesses both strength and direction (Howell, 2011). Pearson's correlation coefficient (r) was used in this study to examine the association between organisational resources and PsyCap; the link between flourishing and organisational resources as well as the relationship between PsyCap and flourishing. It is important to note that these correlations do not imply causation, but the findings provide evidence that guides further investigation into mechanisms that are underlying to these relationships as well as their implications for individual/organisational outcomes.

Correlation coefficients range between +1.00 and -1.00. If no relationship exists between variables, values of 0.00 will be indicated, where values nearing +/-1.00 indicate a stronger relationship (Huck, 2004). Positive or negative signs indicate the direction of the association between variables. On the other hand, a negative correlation enables an inverse relationship where higher values of one variable correspond to lower values of another. A positive correlation stems from a direct linear relationship where higher values of one variable align with higher values of another (Huck, 2004).

Hayes Regression

This analysis expands upon correlation simply by exploring the potential mediation effect among variables (Hayes, 2018). In this research study, Hayes regression was employed to investigate whether PsyCap mediates the relationship between organisational resources and flourishing. Through the examination of pathways through which organisational resources may influence flourishing via PsyCap, valuable insights into complex dynamics are explored.

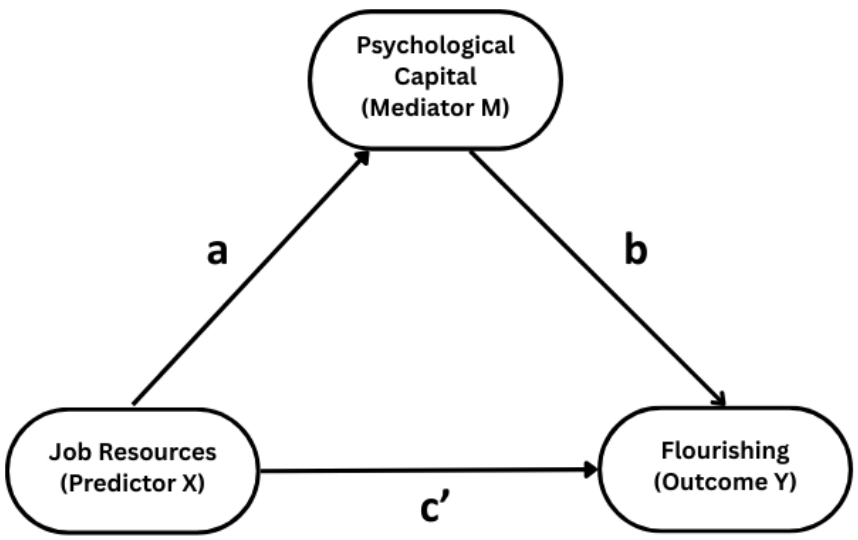
Prerequisites for Testing Mediation

Before formally testing whether PsyCap (M) mediates the relationship between Job Resources (X) and Flourishing (Y) (see Figure 1), three pre-conditions must be met:

1. X and Y must be significantly correlated, i.e., Job Resources must be significantly correlated with Flourishing
2. X and M must be significantly correlated, i.e., Job Resources must be significantly correlated with PsyCap
3. M and Y must be significantly correlated, i.e., PsyCap must be significantly correlated with Flourishing

Figure 1

Typical Mediation Relationship



Taken together, the significant bivariate correlations in Table 4 satisfy all the prerequisites for mediation: Resources predict PsyCap (the "a-path" in Figure 1), PsyCap predicts Flourishing (the "b-path" in Figure 1), and resources predict Flourishing directly (the "c-path" in Figure 1). This pattern of relationships underlies the following PROCESS mediation analyses, the objective of which is to test whether PsyCap and its facets explain a significant portion of the Job Resources-Flourishing effect.

Procedure for Testing Mediation

Having satisfied the prerequisites, the plan to formally test whether PsyCap(M) mediates the relationship between Job Resources (X) and Flourishing (Y) (see Figure 1) proceeds in three further steps.

Step 1: Establish that the following conditions hold (1 and 2 already checked in the prerequisites):

1. Assess the Total Effect (c path)

   X must be significantly related to Y when M is not in the model.

2. Path a (X → M)

   X must significantly predict the mediator.

3. Path b (M → Y controlling X)

   The mediator must significantly predict Y when X is entered simultaneously.

Step 2: Examine the indirect effect (a·b) via bootstrap confidence intervals:

A significant indirect effect demonstrates genuine mediation (i.e. bootstrap confidence interval excludes zero).

Step 3: Inspect the direct effect of X on Y, controlling for M - labelled c′ in Figure 1:

- If c′ is non-significant, the mediation is *full*, meaning *all* of X's effect on Y runs through M.
- If c′ remains significant but is reduced, the mediation is *partial*, indicating that X affects Y both directly and via M.

Ethical considerations

This section places emphasis on all the ethical concerns that play a part in this study. Although demographic information (e.g., age, gender, race, department) was collected, it was used solely to generate an aggregated profile of the sample; the sample was kept anonymous and confidential, and no analyses were conducted at the individual-identifiable level (Appendix D). Responses were aggregated and analysed collectively, preventing individual participants from being singled out or identified based on their answers.

Clear instructions were also provided at the beginning of the survey to guide participants on how to answer questions accurately, reducing the likelihood of inconsistent or inaccurate responses. By doing so, this study aimed to create a safe and respectful environment for participants, ensuring their trust and contributing to the ethical integrity of the research process.

To ensure confidentiality the data collected is stored in a password-protected computer, only accessible by the researcher and supervisor. No Identifying markers are resented in the research. Additionally, there was minimal risk experienced by an individual who chose to participate in the questionnaire as it was completely voluntary. Participants also had the right to withdraw from the study if they felt the need to without any consequences. It remained the researcher's main responsibility to also ensure the participants were aware of the research study's purpose and procedure (Appendix C). The language used in the survey was clear, unambiguous, and easy to understand, promoting accurate interpretation of questions and reducing potential misunderstandings.

Results

The analysis examines whether job/organisational resources predict flourishing indirectly via psychological capital (PsyCap). In line with the JD-R model, the two key dimensions, job demands and job resources, are treated as distinct constructs in the analysis. Furthermore, the outcome of PsyCap is first analysed as a composite, then separated into its underlying theoretical components or facets as measured by the published subscales and analysed individually.

Given the sample of $N = 120$, a simple regression-based mediation approach is computed in SPSS via Hayes' PROCESS macro, rather than conducting full structural equation modelling, since structural equation modelling would be underpowered.

The chapter is structured as follows: Following a description of the data cleaning, the sample and the psychometric properties of the measurement scales are presented. The analyses check the subscale intercorrelations before proceeding with the mediation analyses. Finally, the validity of the final model is examined via checks of the regression assumptions and the adequacy of its statistical power.

Data Cleaning

The data were mainly complete. Of the 120 cases, 14 had missing data, seven cases with two missing responses on the PsyCap scale, six cases with one missing response on the PsyCap scale, and one case with one missing item response on the flourishing scale. Substituted with the mean of the items of the corresponding subscale in these cases. Reverse-scoring was used for the three negatively phrased items:

- PsyCap Resilience (Item 13): "When I have a setback at work, I have trouble recovering from it, moving on."
- PsyCap Optimism (Item 20): "If something can go wrong for me work-wise, it will."
- PsyCap Optimism (Item 23): "In this job, things never work out the way I want them to."

Description of the Sample

A total of 120 employees took part in the survey (Table 1). Just over half were women (65; 55.6%) and the remainder men (52; 44.4%), with median = 29, IQR = 29 - 38. Concerning gender, the majority identified as Black (68; 56.7%), followed by Indian (22; 18.3%), Coloured (16; 13.3%), and White (14; 11.7%).

Participants' ages were significantly non-normal and right-skewed (1.23), reflecting an overrepresentation of younger adults in the sample.

Most respondents (77.5%) were Johannesburg-based full-time employees (68.4%), and the largest departmental groups were Human Resources and Marketing (each 29.2%); the detailed breakdown of the remaining locations, employment categories, and smaller departments appears in the accompanying tables.

In summary, the sample is relatively young, predominantly Black and female, heavily concentrated in Johannesburg, essentially full-time staff, with a strong presence in HR and Marketing.

Table 1

Descriptive Statistics

	Summary
N	120
Gender	
Female	65 (55.6%)
Male	52 (44.4%)
Age	Med=29, IQR = 26 - 38
Ethnicity	
Black	68 (56.7%)
Coloured	16 (13.3%)
Indian	22 (18.3%)
White	14 (11.7%)
City	
Cape Town	1 (0.8%)
Durban	1 (0.8%)
East London	4 (3.3%)
Estcourt	1 (0.8%)
Free state	1 (0.8%)
Harrismith	1 (0.8%)
Johannesburg	93 (77.5%)
Mossel Bay	2 (1.7%)
Nairobi	1 (0.8%)
Pretoria	15 (12.5%)
Employment_Status	
Employed full-time	80 (68.4%)
Graduate	16 (13.7%)
Intern	21 (17.9%)
Years_Employed	5.38 (5.64)
Department	
Corporate Communications & Public Affairs	2 (1.7%)
Ecommerce	1 (0.8%)

Engineering	2 (1.7%)
Finance	7 (5.8%)
HR	35 (29.2%)
IT	2 (1.7%)
Marketing	35 (29.2%)
Physical Logistics	1 (0.8%)
Procurement	3 (2.5%)
Quality Assurance	1 (0.8%)
Regulatory & Scientific Affairs	1 (0.8%)
Sales	12 (10.0%)
Supply Chain	17 (14.2%)
Technical & Production	1 (0.8%)

Reliability of the Scale and Subscale Scores

The reliability of the scale and subscale scores are examined via three indices: Cronbach's α, the average inter-item correlation, and McDonald's ω (Table 3). By the conventional $\alpha \geq .70$ rule, the scores of a scale or subscale are considered reliable at $\alpha \geq .70$ for purposes of the study. However, as Cronbach's α is a function of both the average inter-item correlation and the number of items, very short scales tend to have lower alphas even if the items hang together well, all else equal (McDonald, 1999). This may explain the substandard α values of the three-item emotional demands subscale of the job demands scale, and the two-item role clarity and the three-item participation possibilities subscales of the job resources scale.

Table 2

Reliability Indices of Scores of Scales and Subscales

Scale	Subscale	N items	Cronbach's α	Average inter-item correlation	McDonald's ω
Job Demands	Quantitative demands	2	0.75	0.61	0.89
	Cognitive demands	5	0.59	0.24	0.76
	Emotional demands	3	0.65	0.38	0.81
	Aggregate Demands	10	0.71	0.20	0.79
Job Resources	Opportunities for development	3	0.70	0.44	0.83
	Performance feedback	3	0.82	0.48	0.87
	Autonomy	4	0.77	0.46	0.83
	Co-worker support	3	0.81	0.47	0.88
	Supervisor support	3	0.79	0.42	0.86
	Role clarity	2	0.66	0.46	0.77
	Information & clarity	4	0.71	0.40	0.80
	Communication	1	-	-	-

	Participation possibilities	2	0.68	0.39	0.79
	Social community at work	3	0.76	0.49	0.86
	Job security	3	0.73	0.42	0.86
	Financial compensation	4	0.80	0.48	0.85
	Aggregate Resources	35	0.93	0.24	0.96
PsyCap	Self-Efficacy	6	0.85	0.51	0.91
	Hope	6	0.76	0.37	0.88
	Resilience	6	0.73	0.40	0.90
	Optimism	6	0.70	0.31	0.79
	Aggregate PsyCap	24	0.92	0.38	0.96
Flourishing	Aggregate Flourishing	7	0.89	0.51	0.92

Note. Communication is a single-item measure, so α is not defined.

The average inter-item correlations and McDonald's ω reliability indices are provided for an extra thorough check. The average inter-item correlations, less affected by scale length, are all within acceptable limits (.20 - .40) (Briggs et al., 1986; Clark & Watson, 1995). Similarly, McDonald (1999) presents ω as a superior reliability estimate with $\omega \geq .70$ representing an acceptable minimum for exploratory research and $\omega \geq .80$ preferable for applied settings. This view is corroborated by Dunn et al. (2014), and Zinbarg et al. (2005). These conservative views were adopted here as none of these subscales were analysed as facets in the mediation analyses.

The borderline Cronbach α reliability of PsyCap's six-item optimism subscale was also considered acceptable for the purposes of the study based on its acceptable average inter-item correlation and McDonald's ω values. Furthermore, the researcher wished to maintain the structure of the measurement instruments as far as possible to compare the results with published studies. Thus, all the measurement instruments were kept in their original states.

Normality Assessment

All continuous scores were checked for normality via the Shapiro-Wilk test as indicated in the text.

On average, participants scored a mean of 27.9 (SD = 3.96) on the job demands scale (possible range 10 - 50), with no significant departure from normality (Shapiro-Wilk $p = .303$). By contrast, the job resources scale yielded a mean of 103.6 (SD = 15.7) on its 35-item composite (possible range 35 - 175). The distribution was almost symmetric (skewness = 0.08) and passed the normality test ($p = .329$). Participants' flourishing scores were not normally distributed ($p < .001$), reflecting some clustering of scores at the upper end of the scale and a median of 42 (IQR = 40 - 46) out of a possible 8 - 56. These scores indicate generally high flourishing.

The aggregate or total PsyCap score averaged 110.8 (SD = 13.0) on its 24-item measure (possible 24 - 144), and the distribution was normally distributed (p = .248).). However, when broken into its four facets, the self-efficacy and optimism facet scores were not normally distributed (both p < .001).

Description of the Measurement Scales

Descriptive statistics of the scale scores are reported in Table 3.

Their scores indicated a generally balanced, but slightly lower than the scale midpoint, demand profile. This may also expand on how job demands were fairly consistent across employees and followed a normal distribution that indicates that most individuals report moderate levels of perceived work-related demands. This suggests that employees perceived moderately high access to resources, and their responses were well spread around the mean.

Flourishing scores reflected some clustering of scores at the upper end of the scale and a median of 42 (IQR = 40 - 46) out of a possible 8 - 56. These scores indicate generally high flourishing. Self-efficacy (median = 30, IQR = 26.3 - 32) and optimism (median = 26, IQR = 23 - 28) both showed moderate left skew, suggesting many participants clustered toward higher self-belief and positive expectancy. In contrast, hope and resilience facet scores were approximately symmetric and normally distributed. Hope (mean = 28.6, SD = 4.9) and resilience (mean = 27.9, SD = 3.2). These scores suggested that most participants reported consistently higher levels of motivation to achieve their goals and capacity to bounce back from challenges within their workplace.

Table 3

Descriptive statistics of the Scores on the Scales and Subscales (N = 120)

	Descriptive Statistics								Shapiro-Wilk W test	
	Min	Max	Mean	Std. Deviation	Median	IQR: P25 - P75	Skewness	Kurtosis	Z	Prob>z
Job Demands Total	14	38	27.91	3.96	28.5	25 - 31	-0.35	0.39	0.52	0.303
Job Resources Total	68	139	103.58	15.67	104.5	89.25 - 114	0.08	-0.63	0.44	0.329
Flourishing	24	49	42.13	4.73	42	40 - 46	-0.62	0.92	3.73	< .001
PsyCap_Self Efficacy	13	36	29.05	4.69	30	26.25 - 32	-0.72	0.52	3.50	< .001
PsyCap_Hope	16	36	28.58	4.86	29	25 - 32	-0.25	-0.43	1.04	0.150
PsyCap_Resilience	20	36	27.86	3.22	28	26 - 29.75	0.17	0.06	-1.74	0.959
PsyCap_Optimism	12	31	25.30	3.60	26	23 - 28	-0.59	1.09	3.50	< .001
PsyCap Total	82	136	110.79	12.97	110	102 - 121	-0.09	-0.63	0.68	0.248
Age	20	64	31.89	8.33	29	29 - 38	1.23	1.56	4.86	<.001

Correlations between Scales and Subscales

The bivariate correlations (Table 4) show how the measurement scales of resources, psychological capital, and flourishing interrelate in the sample. All correlations and their p-values are provided in the table, and significant correlations are provided in the test for ease of reference.

First, access to job resources is strongly and positively linked to each subscale of PsyCap. Employees who report more resources also report higher self-efficacy (r = .48), hope (r =.56), resilience (r =.46), and optimism (r =.38). Job resources are even more strongly linked to the overall PsyCap score (r = .60).

Second, each dimension of PsyCap in turn correlates highly with flourishing**:** self-efficacy (r =.49), hope (r =.61), resilience (r =.44), and optimism (r =.50), all showing high positive associations, with overall PsyCap correlating highly (r = .65) with flourishing. These patterns show that individuals who feel capable, motivated, able to bounce back, and expect the best are considerably more likely to report meaningful engagement, positive relationships, and general flourishing.

Finally, job resources are directly and strongly associated with flourishing (r = .59), confirming that a resource-rich work environment tends to be associated with higher employee flourishing. By contrast, job demands are only weakly to moderately related to both PsyCap and flourishing (all correlations range between .19 and .34), suggesting that in this sample, demands play a lesser role than resources in shaping psychological capital and flourishing.

Table 4

Correlations Among Scales (N=120)

	Job Demands	Job Resources	Flourishing	PsyCap Self-Efficacy	PsyCap Hope	PsyCap Resilience	PsyCap Optimism	PsyCap
Job Demands	1							
	0.125	1						
Job Resources	0.175							
	.193*	.593**	1					
Flourishing	0.035	<.001						
PsyCap Self	.338**	.483**	.493**	1				
Efficacy	<.001	<.001	<.001					
	.185*	.564**	.606**	.691**	1			
PsyCap Hope	0.043	<.001	<.001	<.001				
	.191*	.455**	.439**	.573**	.497**	1		
PsyCap Resilience	0.037	<.001	<.001	<.001	<.001			
	-0.040	.376**	.500**	.257**	.579**	.267**	1	
PsyCap Optimism	0.665	<.001	<.001	0.005	<.001	0.003		
	.228*	.603**	.653**	.834**	.908**	.715**	.653**	1
PsyCap	0.012	<.001	<.001	<.001	<.001	<.001	<.001	

Note.* Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Cohen's (1992) standards for Pearson correlation coefficients were used to help interpret the relationships shown in Table 4 in the case of normally distributed variables. A correlation of around r =.10 is regarded as small (explaining around 1% of the variance), r =.30 is seen as medium (explaining 9% of the variance), and r =.50 or greater is regarded as large (explaining approximately 25% of the variance).

These benchmarks provide context for evaluating the practical significance of the link between PsyCap, organsiational resources, and flourishing in the current study.

Tests of Assumptions

Prior to the interpretation of the moderated-mediation results, all key Ordinary Least Square (OLS) regression assumptions were evaluated for the mean-centered model predicting flourishing from job resources, PsyCap, job demands, and their interaction (Table 5).

Table 5

Tests of Regression Assumptions (Parallel Mediation with Moderation)

Assumption	Statistic	Reference Criterion	Conclusion
Independence of errors	Durbin-Watson = 1.94	2.0	Residuals uncorrelated
Multicollinearity (VIF)	1.04 - 1.63	VIF < 5 (tolerance > 0.20)	Predictors independent
Normality of residuals	Shapiro-Wilk W = 0.99 p > .05	p > .05	Residuals approx. normal
Homoscedasticity	Breusch-Pagan χ^2 = 3.5 p > .05	p > .05	Constant error variance (no funnelling)
Influence (Cook's D)	Max Cook's D < 0.03	< 4/N ≈ 0.033	No case unduly influences the model

The Durbin-Watson statistic = 1.94, essentially matching the ideal value 2.0 and indicating uncorrelated residuals. Collinearity diagnostics provided Variance Inflation Factors (VIFs) between 1.04 and 1.63 (all tolerances above 0.60), confirming that predictors - including the centered interaction term - were suitably independent.

Examination of the standardised residuals via histogram and Q-Q plot revealed an approximately normal distribution, with no extreme skewness or kurtosis, and the Shapiro-Wilk test on these residuals was non-significant (p > .05).

The residuals-versus-predicted plot exhibited a "fat pencil" pattern rather than a funnel, supporting homoscedasticity.

Finally, all Cook's D values remained well below 1, and although a few points showed elevated Mahalanobis distances, none exerted undue influence. Collectively, these checks substantiate the validity of the mediation and moderation estimates.

Sequence of Moderation Testing

In line with JD-R theory's propositions, we examined how job resources (X) translate into flourishing (Y) via PsyCap(M), while treating job demands both as a control and as a potential moderator of the direct X→Y link.

Four models were examined: Model 1 regresses flourishing on job resources, aggregate PsyCap, and job demands, computed via Hayes Model 4. Model 2 adds the centred interaction term (jobresources×jobdemands) to test moderation of the direct effect, computed via Hayes Model 5. Model 3 regresses flourishing on organisational resources, the four PsyCap facets (SE, Hope, Res, Opt), and job demands, computed via Hayes Model 4. Model 4 adds the same interaction term to Model 3, computed via Hayes Model 5.

This two-stage approach - first at the level of the aggregate PsyCap construct, then at the level of its constituent facets – allowed us to determine both whether PsyCap carries the resources→flourishing effect, and which facet (s) of PsyCap are responsible.

Table 6 summarises four progressively complex tests of how organisational resources (X) influence flourishing (Y) through PsyCap (M)- first at the aggregate level, then at the level of its four facets – with job demands treated alternately as a covariate and as a moderator of the direct X-Y path.

1. Aggregate PsyCap Mediation (job demands controlled)
    - Path a: Job resources strongly predicts aggregate PsyCap ($B = .499$, $p < .001$).
    - Path b: PsyCap, in turn, predicts flourishing ($B = .169$, $p < .001$) when resources are held constant.
    - Indirect effect bootstrapped a·b: .084 (95% CI [.055, .120]), indicating that a significant portion of resources' effect on well-being flows through PsyCap.
    - Direct effect (c′): .095 ($p < .001$), which remains significant, so we have partial mediation.
2. Aggregate PsyCap Mediation with Moderation
    - Adding the job demands × job resources interaction to the direct path (Model 5) leaves both the indirect effect (.082, 95% CI [.052, .120]) and the direct effect (.096, $p < .001$) essentially unchanged.
    - Because c′ remains significant at all demand levels, resources still exert a direct influence on flourishing, and job demands do not meaningfully moderate that pathway - again partial mediation.
3. Parallel Mediation of PsyCap Facets (job demands controlled)
    - Path a's: resources positively predict each facet (all $p < .001$):

        - Self-Efficacy (.134), hope (.170), resilience (.090), optimism (.089).
    - Path b's: Only optimism significantly predicts flourishing when all four facets are included (B = .316, p = .005); the other three facets do not (all p > .13).
    - Indirect effects: Only the optimism pathway is significant (.028, 95% CI [.008, .050]); the others cross zero.
    - Direct effect (c′): .096 (p < .001).
    - This pattern reveals that among the four PsyCap sub-components, optimism alone carries a significant mediation effect-partial mediation via optimism.
4. Parallel Mediation with Moderation
    - Introducing the same job demands moderator again does not alter these results: the optimism indirect effect remains .028 (95% CI [.008, .050]), and the direct effect persists at .096 (p < .001).
    - Thus, even under varying demand levels, optimism is the only PsyCap facet that mediates the resources→flourishing link.

Table 6

Summary of Tests of the PsyCap as a Mediator

Model	Mediator	Job Demands Role	Path a (X→M)	Path b (M→Y)	Indirect a·b [95% CI]	Direct c′ (X→Y|M)	Mediation
1. Aggregate Mediation (JD covariate)	Aggregate PsyCap	Controlled (covariate)	B = 0.499, p < .001	B = 0.169, p < .001	0.084 [0.055, 0.120]	0.095, p < .001	Partial
2. Aggregate Mediation (JD moderation)	Aggregate PsyCap	Moderator of c′	B = 0.499, p < .001	B = 0.165, p < .001	0.082 [0.052, 0.120]	0.096, p < .001	Partial
3. Parallel Mediation (JD covariate)	SE, Hope, Res, Opt	Controlled (covariate)	SE: B =.134, p < .001; Hope: B =.170, p < .001; Res: B =.090, p < .001; Opt: B =.089, p < .001	SE: B =.082, p =.440; Hope: B =.172, p =.130; Res: B =.118, p =.339; Opt: B =.316, p =.005	SE: 0.011 [–0.021, 0.041]; Hope: 0.029 [–0.008, 0.077]; Res: 0.010 [–0.014, 0.037]; Opt: 0.028 [0.008, 0.050]	c′ = 0.096, p < .001	Partial (Optimism)
4. Parallel Mediation (JD moderation)	SE, Hope, Res, Opt	Moderator of c′	same as Model 3	same as Model 3	Opt: 0.028 [0.008, 0.050]; Total: 0.079 [0.045, 0.121]	c′ = 0.096, p < .001	Partial (Optimism)

A summary of the R^2 and F-statistics for each of the four regression models is provided in Table 7.

Table 7

Model Summary Statistics (R^2 and F-tests) for Mediation and Moderation Analyses

Model	Predictors	R^2	$F(df_1, df_2)$	p
1. Aggregate Mediation (Demands as covariate) (Hayes Model 4)	JobResources, PsyCap, JobDemands	0.49	F(3, 116) = 36.96	< .001
2. Aggregate Moderated Mediation (Hayes Model 5)	JobResources, PsyCap, JobDemands, JobResources×JobDemands	0.49	F(4, 115) = 27.84	< .001
3. Parallel Mediation of PsyCap Facets (Demands as covariate) (Hayes Model 4)	JobResources, SE, Hope, Resilience, Optimism, JobDemands	0.52	F(6, 113) = 16.69	< .001
4. Parallel Moderated Mediation of PsyCap Facets (Hayes Model 5)	JobResources, SE, Hope, Resilience, Optimism, JobDemands, Interaction	0.52	F(7, 112) = 14.28	< .001

In summary, across both aggregate and facet-level models, PsyCap partially mediates the beneficial impact of job resources on flourishing, and this mediation is driven entirely by the optimism component. Job demands neither explain away nor significantly weaken these pathways. All four models are significant overall ($p < .001$), indicating that the included predictors together explain a large portion of the variance in flourishing.

Comments on Statistical Power

With a sample size of N = 120, the design is adequately powered to detect medium-sized indirect effects in single-mediator models (Fritz & MacKinnon, 2007), and the use of bootstrap confidence intervals further enhances sensitivity for the aggregate PsyCap and parallel-mediation analyses. By contrast, detecting small-to-moderate interaction effects in moderation tests typically requires larger samples, often over 200, suggesting limited power for the job demands×job resources interaction. Accordingly, while the significant mediation findings - especially the robust indirect effects via aggregate PsyCap and the optimism facet - can be interpreted confidently, the non-significant moderation results should be viewed cautiously, as a larger sample would be needed to rule out subtler interactions.

Discussion

Within various organisations, significant pressures are placed on employees to excel and deliver, which can negatively impact their well-being (Bakker et al., 2003). Persistent demands from both personal and organisational factors can exacerbate stress and reduce engagement (Bakker et al., 2003). However, understanding which resources contribute to employee well-being is crucial for mitigating these challenges and fostering a sustainable workforce (Bakker et al., 2003).

This study investigated the mediating role of PsyCap in the relationship between organisational resources and employee flourishing. Drawing on the JD-R model (Bakker & Demerouti, 2007) and the COR theory (Hobfoll, 1989), this research integrated Hayes' Process and moderated median-tests with a robust set of correlational analyses. The objective was to ascertain if the positive impact of organisational resources on employee flourishing could be explained, either fully or partially, through the psychological facets that PsyCap encompasses (Bakker et al., 2003).

The discussion for obstacles, facilitators, and organisational outcomes warrants a deeper critical analysis. While facilitators like job autonomy or supportive management can improve engagement, barriers like excessive workloads or imprecise expectations can lead to burnout (Bakker et al., 2003). Being able to make complex connections is limited when these particular characteristics are missing. Highlighting these processes, a more thorough knowledge of the interactions between organisational resources, PsyCap and flourishing may be obtained. In a case like this, it's about knowing how much organisational resources lessen the effects of challenges. This should assist companies in creating more focused initiatives promoting resilience (Bakker et al., 2003)

Results demonstrated that organisational resources exert both direct and indirect effects on flourishing, indirectly via PsyCap, and that this indirect pathway is driven almost entirely by the optimism facet of PsyCap. The strong and positive correlation between PsyCap, organisational resources, and flourishing aligns with Keyes and Haidt's (2003) view that motivational processes underpin well-being. This confirms prior research by Taris and Schaufeli (2015), which found that a supportive organisational environment enhances flourishing and mitigates the negative effects of job demands.

Below, we expand on these results by referring to prior research, highlighting theoretical and practical implications as well.

Relationship between Organisational Resources and PsyCap

In the Hayes Model 1, mediation is confirmed as organisational resources strongly and positively predict PsyCap ($a = .499$, $p <$

.001), which places emphasis on COR's theory of resource-gain (Hobfoll, 1989) and aligns with that research of Xanathopoulou et al. (2009). This finding compliments the positive bivariate correlation between PsyCap and organisational resources (r = .54), which shows that investments in tangible and intangible resources translate further into higher PsyCap levels over time.

Khericha (2002) highlights the potential limitations of resource allocation with corresponding efforts to align these resources with employees and their specific needs, which in turn may lead to wasted investments and unmet expectations; but within this FMCG sample, resources were well matched to those of employee needs.

The facet-level analyses further revealed that optimism carried the most potent a-path (.089, $p < .001$), whereas self-efficacy (.134), hope (.170), and resilience (.090) were weaker, likely because median self-efficacy (30) and resilience (28) were already high, limiting additional variance. These results align with the JD-R model, which emphasises the role of a supportive work environment in developing positive psychological states (Schaufeli & Bakker, 2004). Luthans et al. (2007) also suggest that such investments, whether in social support, comfortable workspaces, or skill development, foster higher levels of PsyCap.

Relationship between Organisational Resources and Flourishing

The direct correlation between resources and flourishing (r = .59, $p < .001$) mirrors Keyes and Haidt's (2003) environmental facilitators of well-being and builds on Salanova et al. (2006) by demonstrating flourishing (not just engagement or reduced burnout). Keyes and Haidt (2003) argue that flourishing is facilitated by the presence of resources that create a conducive environment for well-being. At the same time, there is recent research that diminishes chronic stress returns when excessive resources are provided without addressing barriers such as workload distribution or organisational culture (Day et al., 2021). In such cases, employees who receive excessive resources unemotionally are fostering a culture of dependency where they depend more on outside assistance rather than building their own PsyCap (Khericha, 2022). This may leave them vulnerable if they are withdrawn very suddenly.

However, the robust direct effect ($c' = .095$, $p < .001$) and moderate demand profile (mean = 27.9, SD = 3.96) suggest that, in this FMCG sample, resources were effectively calibrated to employee needs, which was enabling them to feel more motivated, valued, and capable, and thus flourish within their workplace.

This result also aligns with Luthans et al. (2007), but it extends the conversation by suggesting that specific types of resources, such as opportunities for growth, may have a more profound impact on flourishing. This also substantiates Ho & Chan's (2022) research, which found that resources like social support alone are insufficient for fostering flourishing in high-pressure environments.

Relationship between PsyCap and Flourishing

Consistent with Avey et al. (2006), PsyCap predicted flourishing ($b = .169$, $p < .001$). At the facet level of HERO, however, only optimism has carried a significant indirect effect in Hayes Model 3 (indirect = .028, 95% CI [.008, .050]), while self-efficacy, hope, and resilience pathways were non-significant. This finding derives from the broader PsyCap literature that is discussed (Luthans et al., 2007; Youssef-Morgan & Peterson, 2019), suggesting that optimism's future-oriented expectancy may be uniquely potent for flourishing in dynamic work environments.

But with that being said, the current study has demonstrated a significant positive correlation ($r = 0.53$), the relationship between PsyCap and flourishing highlights that individuals with higher self-efficacy, hope, resilience, and optimism are more likely to flourish. This finding is consistent with prior studies that have shown the significant role of personal resources in contributing to overall well-being (Ahmed & Othman, 2017).

Future research and researchers should take heed to Day et al. (2021), who focus on the necessity of having a balance between PsyCap training and a more general overview of well-being programmes to ensure inclusion. Although there is evidence linking PsyCap to flourishing, there is no one-size-fits-all approach to interventions around PsyCap. Dat et al. (2021) warn that PsyCap development programmes could not benefit all employees equally, especially those who are dealing with and currently going through chronic stress and burnout. In a situation like this, it's argued that employees might need mental health assistance before fully benefiting from PsyCap growth.

In other words, although optimism emerges as a vital mediator in the models, effective interventions should combine optimism-enhancing exercises with comprehensive support to maximise flourishing across the workplace.

Mediation Analysis

The mediation analysis provided valuable insights into the role of PsyCap in the relationship between flourishing and organisational resources, whilst painting a picture that extends prior work, and confirms it too. PsyCap emerged as a significant mediator, explaining part of the relationship between these variables (Rodrigues & Junça Silva, 2024). The analysis revealed that an increase in organisational resources predicts higher levels of flourishing, both directly and indirectly through PsyCap. This supports previous findings by Salanova et al. (2006), who demonstrated the importance of resource allocation in fostering employee flourishing. This finding enriches our understanding of how resources and personal capacities interact to improve well-being. The direct effect of organisational resources on flourishing further supports the importance of resource investment, reinforcing the need for

organisations to focus on developing both external (organisational) and internal (psychological) resources. This finding aligns with Herbert and Gorgens (2012), who emphasised the need to consider both tangible and intangible resources in promoting employee wellbeing.

Overall, at the aggregate level, organisational resources emerged as a strong predictor of PsyCap ($B = 0.499$, $p < .001$), and on the other hand, PsyCap significantly predicting that of flourishing ($B = 0.169$, $p < .001$). When looking at the bootstrapped indirect effect of 084 (95% CI [.055, .120]), it confirms that PsyCap carries a significant amount of resource influence on flourishing itself. But with that being said, one is able to pick up on the partial mediation because of the direct effect of resources in flourishing that was still significant ($c' = .095$, $p < .001$). This suggests that resources also have the ability to improve flourishing through additional pathways like expanding social support networks or forming meaningful work experiences (Grant & Parker, 2009; Salanova et al., 2006). This pattern seems to align with the resource-gained spiral that is outlined in the COR theory (Hobfoll, 1989).

When PsyCap was broken down into its four HERO facets, it became clear that not every component contributed equally to this indirect effect. Although organisational resources increased self-efficacy ($a = .134$, $p < .001$), hope ($a = .170$, $p < .001$), resilience ($a = .090$, $p < .001$), and optimism ($a = .089$, $p < .001$), only optimism was a significant predictor of flourishing after controlling the other facets ($b = .316$, $p = .005$). Within an FMCG setting like this, the main psychological mechanism through which resources transfer flourishing is an employee's expectation of favourable outcomes through the optimism-specific indirect impact (.028; 95% CI [.008,.050]). On the other hand, because of the employees' high baseline levels (medians of 30 and 28 for resilience and self-efficacy, respectively), hope, self-efficacy, and resilience did not produce significant indirect effects (CIs crossing zero). This result seems to contradict the initial HERO assumption of equal contributions (Luthans et al., 2007) and aligns with the more recent research emphasising the disproportionate significance of optimism in dynamic, fast-paced situations, such as an, FMCG (Logan et al., 2023).

Lastly, we had examined how these mediated pathways are strengthened or weakened through workload demands. When the work demands × resources interaction was introduced, the direct effect stayed constant ($c' \approx .096$, $p < .001$), and the optimism-specific indirect effects were essentially unaffected (aggregate indirect =.082 [.052,.120]; optimism indirect =.028 [.008,.050]). Looking at these results, it may imply that the resource→PsyCap→flourishing mechanism functions reliably in our moderately demanding sample (M demands = 27.9, SD = 3.96), even when employees are exposed to different and various demands.

Although some JD-R studies have found that high demands completely diminish the effects that resources can play (Bakker &

Demerouti, 2007), this research's findings have implied that an environment that is resource-rich may buffer against this. Given the limited ability to detect small interactions N = 120 (Fritz & MacKinnon, 2007), these same boundary conditions should be further explored in the future with larger and diverse samples.

Looking at these mediation results as a whole, theoretical understanding is enhanced through identifying optimism as a key component of PsyCap's mediating function. Which in turn, is reiterating the need to combine organisation resources with focused psychological therapies to optimise employee flourishing in the short and long term.

Practical Implications

The results suggest several practical implications for organisations. First, organisations aiming to enhance employee flourishing should not only provide tangible resources (such as training and support) but also focus on fostering PsyCap. Given optimism's central mediating role, initiatives should include of optimism-enhancement exercises, such as future-visioning workshops.

PsyCap plays a crucial role in mediating the indirect effects of organisational resources on employee flourishing, indicating that organisations should invest in developing personal resources such as self-efficacy, resilience, optimism, and hope. At the same time, when addressing barriers, like organisaitonal culture, workload barriers or mental health support, one is ensuring that employees have the option to leverage on these resources. This could be achieved through targeted interventions such as resilience training programmes, mentoring, and leadership development initiatives (Herbert & Gorgens, 2012). Blending these PsyCap interventions with broader programmes that focus on broader well-being, employees may feel supported in facing stress in order to prevent any diminishing returns.

Conclusion

This study contributes to the growing literature on employee well-being by investigating the role of PsyCap in mediating the relationship between organisational resources and flourishing, through the lens of the JD-R and COR frameworks.

According to this study, organisational resources play a critical and crucial role in developing and sustaining PsyCap, which in turn contributes to employee flourishing. The findings of this study offer valuable insights into the interconnected dynamics of PsyCap, organisational resources, and employee flourishing. Notably, optimism emerges as the critical PsyCap facet mediating this relationship, which in turn reinforces the idea that future-oriented expectancy is key when it comes to translating resources into well-being. By demonstrating that PsyCap mediates the relationship between organisational resources and employee flourishing, this research contributes to a growing body of literature that emphasises the importance of both organisational and personal resources in fostering employee well-being.

According to this study, organisational resources play a critical and crucial role in developing as well as fostering PsyCap, which in turn contributes to employee flourishing. However, the partial mediation observed (direct effect $c' = .095$, $p < .001$) indicates that resources also act through other pathways-such as meaningful work and social support-that organisations should strengthen. The study advances both theory and practice by offering a more sophisticated comprehension of how resources operate within the framework of the FMCG industry. To improve PsyCap and advance well-being, organisations should focus on a balanced approach to resource allocation, ensuring tangible and intangible resources are used effectively and efficiently. They should also consider and think of integrating optimism-enhancing interventions alongside those barrier-reduction efforts (e.g, workload management) to maximise their impact. Furthermore, organisations hoping to improve employee engagement, productivity, performance, and long-term well-being will need to foster an environment that actively supports the development of optimism within PsyCap.

Strengths and Implications

The strength of this study lies in its holistic approach to understanding well-being. Rather than viewing organizational resources and personal resources as separate or isolated factors, this research demonstrates how they interact dynamically. The discovery that optimism within PsyCap has a mediating role in the relationship between organisational resources and flourishing implies that, in order to support well-being, both professional and personal investments are required. In summary, this study makes a strong case for organisations to consider both their internal policies on resource allocation and their efforts to cultivate personal psychological resources among employees. This dual investment through pairing resource provision with targeted optimism and resilience training has the potential to create workplaces that are not only more productive but also more sustainable in the long term.

Future research should continue to explore the complex interactions between organisational and personal resources to further refine strategies that enhance employee well-being. To be specific, studies should examine those boundary conditions, such as demand levels as well as economic context, to attempt to understand when and how optimism-driven pathways hold.

Additionally, despite PsyCap being a noteworthy mediator, its function might not adequately capture the nuanced connections between that of organisaitonal resources and flourishing. Rodigues and Silva (2024) contend that how outside variables such as the state of the economy or difficulties unique to a given business could, in turn, lessen PsyCap’s effect on flourishing. Furthermore, possible moderators that could affect the strength of these interactions, like cultural variations and personality qualities, might be missed during tests run like a mediation analysis.

Limitations and Recommendations for Future Research

This study has certain limitations, although it also provides insightful information. Firstly, the capacity to prove causation is rather limited due to the cross-sectional design. Longitudinal or experimental designs should be used in future studies to further explore that of those directional links between organisational resources, PsyCap and flourishing. (Ahmed & Othman, 2017). Secondly, the focus on employees in the FMCG company limits the generalisability of the findings to other industries. Future studies should include diverse samples to enhance the external validity of the results.

Additionally, incorporating qualitative methods could provide a richer understanding of employees' subjective experiences related to flourishing, including how it could provide a more in-depth understanding of how optimism is used and felt in the actual work environment.

This would compliment the quantitative findings and offer a more comprehensive view of how organisational resources impact well-being. Finally, while this study confirmed the mediating role of PsyCap, future research should explore potential moderators or additional mediators to better understand the mechanisms driving these relationships. Doing so could inform targeted interventions aimed at optimising both organisational resources and personal well-being.

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Appendices

Appendix A

Ethical Clearance Letter

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

SCHOOL OF HUMAN AND COMMUNITY DEVELOPMENT ETHICS COMMITTEE
CONSTITUTED UNDER THE UNIVERSITY HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER: MAORG/23/12**
PROJECT TITLE:	The mediating role of psychological capital in the relationship between organisational resources and flourishing.
INVESTIGATOR	Van Rheede Jordan-Lee (1946598)
SCHOOL/DEPARTMENT OF INVESTIGATOR	SHCD/Psychology
DATE CONSIDERED	14 November 2023
DECISION OF THE COMMITTEE	Approved unconditionally
RISK LEVEL	Minimal Risk
EXPIRY DATE	31 December 2025

ISSUE DATE OF CERTIFICATE 29 November 2023 **CHAIRPERSON** Aline Ferreira Correia
(Prof. Aline Ferreira Correia)

cc: Mr Ian Siemers (Supervisor)

DECLARATION OF INVESTIGATOR

To be completed in duplicate and **ONE COPY** returned to the Chairperson of the School/Department ethics committee.

I/we fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure be contemplated from the research procedure as approved, I/we undertake to submit an amendment of the protocol to the Committee.

Signature **Date** 29 / 11 / 2023

Appendix B

Permission Letter from A Leading Multinational FMCG Company

DocuSign Envelope ID: 885E076A-224D-4184-80D6-2F66EE26A537

(South Africa) (Pty) Limited

25 October 2023

Dear Jordan-Lee,

Re: Permission to Access FMCG Employees

I am writing on behalf of the company to formally grant you permission to access and utilize the employees that are held by our organization. We have carefully reviewed your request and the purpose behind it, which is related to your research project titled "The mediating role of PsyCap in the relationship between organizational resources and flourishing''.

We appreciate your understanding of and commitment to adhering to our organization's policies, procedures, and guidelines. By granting you access, we trust that you will handle the requested resources or data with the utmost care, professionalism, and confidentiality. It is imperative that the information is used exclusively for scholarly purposes, as indicated in your request.

In accordance with your request, please be aware that there may be specific terms and conditions associated with this permission. These conditions may include the signing of confidentiality agreements. We kindly request your full compliance with any such requirements.

Your access to the employees will be effective from November to December 2023 unless otherwise specified. Please ensure that you follow all access-related protocols during this period.

We trust that you will conduct your research diligently and responsibly, and we look forward to hearing about the outcomes of your work. Thank you for considering Nestlé as a valuable resource for your research project. We are pleased to grant you this permission and wish you every success in your research endeavors.

Sincerely,

Head of Legal and Company Secretary

Appendix C

Participant information sheet

Psychology
School of Human & Community Development
University of the Witwatersrand
Private Bag 3, Wits, 2050
Tel: 011 717 4503
Fax: 011 717 4559

Dear employee,

As part of a partial fulfillment of a postgraduate Master's degree in Organizational Psychology at the University of the Witwatersrand, I am currently conducting research examining how PsyCap acts as a mediator between organizational resources and flourishing. I understand that taking part in such research requires an investment of your time, but your participation will be greatly appreciated. I would therefore like to invite you to participate in this research. Participation is entirely voluntary and choosing to participate will not advantage or disadvantage you in any way. There are no foreseeable risks involved in your participation. Please note that you have the right to refuse to participate or to withdraw from the study at any time and this will not be held against you in any way.

The assessment procedure will be conducted individually at a time suitable to you, whereby a portion of the assessments will be computer-based and recorded. Participation in the study will involve giving consent and completing questionnaires/surveys. This will take approximately 30 minutes in total.

This information will not be linked to any results or traceable to any individual. Anonymity will be guaranteed in resulting reports, theses, and/or publications. Complete confidentiality will be guaranteed since only the researcher and supervisor have access to the questionnaires and corresponding data, and anonymous participant codes will be used to identify both. This study has also received ethical clearance to ensure your rights and safety are protected throughout the research process. The results of this research will not be used to examine individual performance, but rather group trends.

You may receive general feedback on the outcomes of the study if requested, but given the confidential nature of the study, individual feedback is not possible.

Please see the contact details provided below if you have any further questions, concerns or you require feedback on the progress of the research. Thank you again for considering being part of this study. Please detach and keep this sheet for future reference

Student contact details: Jordan-Lee Van Rheede – 1946598@students.wits.ac.za

Ian Siemers (Supervisor)
Ian.Siemers@wits.ac.za

Appendix D

Demographic Questionnaire

Before you begin, I would like to ensure that you have read through the participant information sheet. Please take a moment to confirm your understanding and consent.

1. Have you read and understood the participant information sheet? (please tick below)

Yes ☐ No ☐

If you choose to participate, you will consent to the abovementioned information, and you will be giving permission for all data collected throughout the study to be used for analysis, reporting, and possible publication or conference presentation.

Please put a tick next to the box to provide informed consent.

☐ "I voluntarily agree to participate in this study after having read the PIS and understanding its contents."

Date:

Thank you for your participation. Your input will be valuable to my research. So that one can better understand the diverse backgrounds of the participants and ensure the research is inclusive, I would like to gather some demographic information. Please answer the questions below by choosing the correct option or filling in the information requested. Please note that the following demographic questions are for statistical purposes only and are in no way meant to be offensive.

1. What is your age?
    - _____(insert value in years)
    - Prefer not to say

2. Which gender do you identify yourself with?
    - Male
    - Female

- Other (you can specify below)
- Prefer not to say
- o

3. What race/ethnicity best describes you?
   - Black
   - White
   - Coloured
   - Indian
   - Asian
   - Other (please specify)

4. In which city are you presently situated?

5. What is your current employment status?
   - Employed full-time
   - Employed part-time
   - Graduate
   - Intern
   - Prefer not to say

6. How many years have you been with the organization?
   - _____(insert value in years)

7. Which department do you work in (please specify)

Appendix E

Permission to Use PCQ-24 Scale

For use by Jordan-Lee Van Rheede only. Received from Mind Garden, Inc. on September 8, 2023

Permission Letter

mind garden

www.mindgarden.com

To Whom It May Concern,
The above-named person has made a license purchase from Mind Garden, Inc. and has permission to administer the following copyrighted instrument up to that quantity purchased:

Psychological Capital Questionnaire

The license holder has permission to administer the complete instrument in their research, however, only three sample items from this instrument as specified below may be included in the research write-up, thesis, or dissertation. Any other use must receive prior written permission from Mind Garden. The entire instrument form may not be included or reproduced at any time in any other published material. Please understand that disclosing more than we have authorized will compromise the integrity and value of the test.

Citation of the instrument must include the applicable copyright statement listed below.

Sample items:
Self-Rater Form :

I feel confident analyzing a long-term problem to find a solution.
If I should find myself in a jam at work, I could think of many ways to get out of it.
When I have a setback at work, I have trouble recovering from it, moving on.

Other Rater Form:

This person feels confident analyzing a long-term problem to find a solution.
If this person should find him/herself in a jam at work, he/she could think of many ways to get out of it.
When this person has a setback at work, he/she has trouble recovering from it, moving on.

Copyright © 2007 Fred L. Luthans, Bruce J. Avolio, and James B. Avey. All rights reserved in all media. Published by Mind Garden, Inc., www.mindgarden.com

Sincerely,

Robert Most
Mind Garden, Inc.
www.mindgarden.com

Appendix F

PsyCap Questionnaire (PCQ-24)

Below are a series of statements that describe how you may think about yourself RIGHT NOW. We are asking you to consider each question relative to your organization and current work environment. Use the scale below to indicate your level of AGREEMENT or DISAGREEMENT with each statement, where 1= strongly disagree, 2= disagree, 3= somewhat disagree, 4= sometimes agree, 5= agree, 6= strongly agree

	Strongly Disagree	**Disagree**	**Somewhat Disagree**	**Sometimes Agree**	**Agree**	**Strongly Agree**
If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5	6
I can think of many ways to reach my current work goals.	1	2	3	4	5	6

I feel confident in representing my work area in meetings with management	1	2	3	4	5	6

Appendix G

The Flourishing Scale

Below are 8 statements with which you may agree or disagree. *Using the 1–7 scale below, indicate your agreement with each item by indicating that response for each statement.*

1. Strongly disagree
2. Disagree
3. Slightly disagree
4. Mixed or neither agree nor disagree
5. Slightly agree
6. Agree
7. Strongly agree

_____I lead a purposeful and meaningful life.

_____My social relationships are supportive and rewarding.

I am engaged and interested in my daily activities.

_____I actively contribute to the happiness and well-being of others.

_____I am comp~~etent an~~d capable in the activities that are important to me.

_____I am a good person and live a good life.

_____I am optimistic about my future.

_____People respect me.

Appendix H

Job Demands and Resources Scale

The following questions assess your experience of work demands and resources. Please rate the following in terms of how much you agree or disagree with each statement in relation to your work experience.

Never = 1

Sometimes =2

Often = 3

Always =4

PLEASE MAKE SURE THAT YOU ANSWER ALL 45 QUESTIONS BELOW.

		1	**2**	**3**	**4**
1	Do you have too much work to do?				
2	Do you work under time pressure?				
3	Do you have to be attentive to many things at the same time?				
4	Do you have to pay continuous attention to your work?				
5	Do you have to remember many things in your work?				
6	Are you confronted in your work with things that affect you personally?				
7	Do you have contact with difficult people in your work?				

8	Does your work put you in emotionally upsetting situations?				
9	Does your work make sufficient demands on all your skills and capacities?				
10	Do you have enough variety in your work?				
11	Does your job offer you opportunities for personal growth and development?				
12	Does your work give you the feeling that you can achieve something?				

13	Does your job offer you the possibility of independent thought and action?				
14	Do you have freedom in carrying out your work activities?				
15	Do you have influence in the planning of your work activities?				
16	Can you participate in the decision about when a piece of work must be completed?				
17	Can you count on your colleagues when you come across				

	difficulties in your work?				
18	If necessary, can you ask your colleagues for help?				
19	Do you get on well with your colleagues?				
20	Can you count on your supervisor when you come across difficulties in your work?				
21	Do you get on well with your supervisor?				
22	In your work, do you feel appreciated by your supervisor?				
23	Do you know exactly what other people expect of you in your work?				
24	Do you know exactly for what you are responsible?				
25	Do you know exactly what your direct supervisor thinks of your performance?				
26	Do you receive sufficient information on the purpose of your work?				
27	Does your direct supervisor inform you about how well you are doing your work?				

28	Are you kept adequately up-to-date about important issues?				
29	Is the decision-making process of your university clear to you?				
30	Is it clear to you whom you should address within the school for specific problems?				
31	Can you discuss work problems with your direct supervisor?				

32	Can you participate in decisions about the nature of your work?				
33	Do you have a direct influence on your company's decisions?				
34	Do you have contact with colleagues as part of your work?				
35	Can you have a chat with colleagues during working hours?				
36	Do you find that you have enough contact with colleagues during working hours?				
37	Do you need to be more secure that you will still be working in one year's time?				
38	Do you need to be more secure that you will keep your current job in the next year?				
39	Do you need to be more secure that next year you will keep the same function level as currently?				
40	Do you think that your school pays good salaries?				
41	Can you live comfortably on your pay?				
42	Do you think you are paid enough for the work that you do?				

43	Does your job offer you the possibility to progress financially?				
44	Does your job give you opportunities to attend training courses?				
45	Does your job give you the opportunity to be promoted?				

Appendix I

Histograms for Main Variables

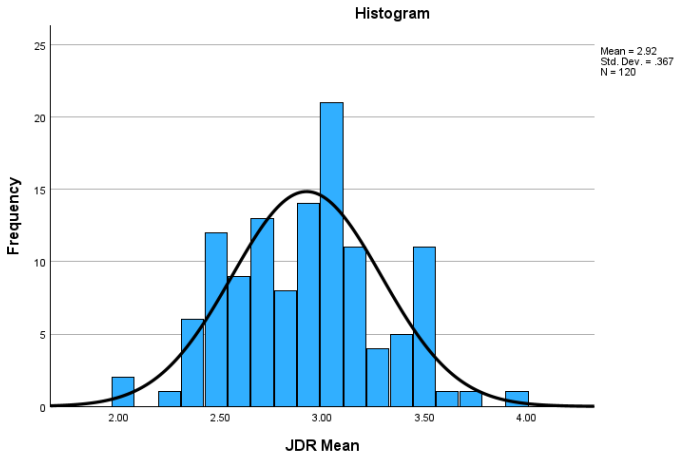


Figure 2

Histogram for Job Demands and Resources

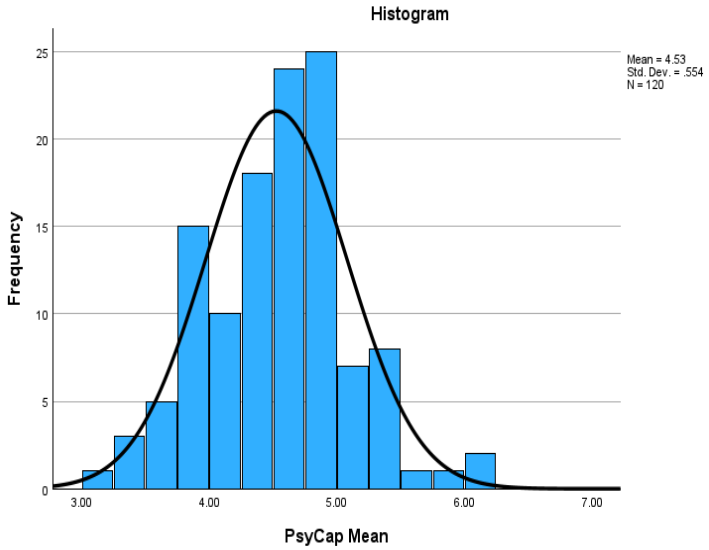


Figure 3

Histogram for Psychological Capital (PsyCap)

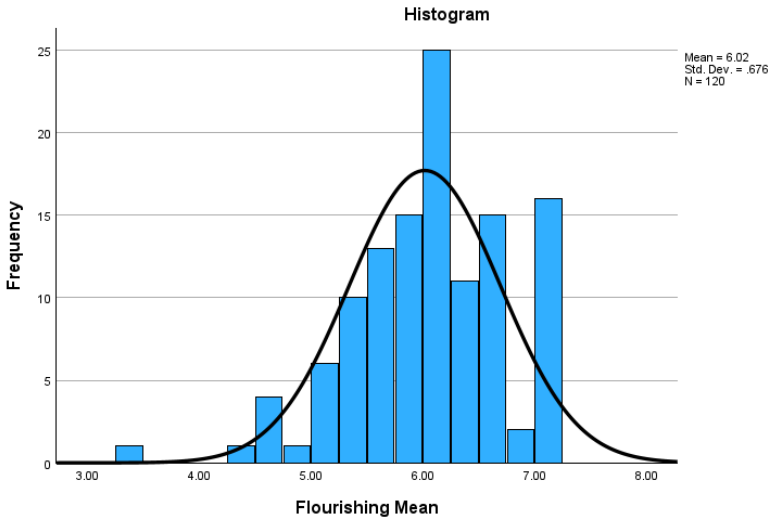


Figure 4

Histogram for Flourishing