

Positive Psychological Capital and Organizational Commitment in Organizations: Conceptual Study

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Abstract. Positive psychological capital is one of the most important concepts that is an integral part of positive organizational behavior and best reflects the characteristics of positive organizational behavior. In today's world of constant technological developments and intense competition, organizations must place greater importance on their most important asset, namely their human capital, or their employees, in order to continue their activities. While organizational commitment focuses on the behaviors and attitudes of organizational employees toward the organization as a whole, positive psychological capital concentrates on the practices that can be implemented to enhance the development and productivity of organizational employees. Ensuring employee participation in organizational management processes, implementing effective personnel management, and granting employees the necessary authority over their work will enhance their commitment to the organization. This study examines the concepts of positive psychological capital and organizational commitment, as well as the literature on these concepts. The effects and outcomes of these two important concepts on each other are evaluated. The results indicate that employees with high levels of psychological capital are more likely to develop affective bonds with their organization, cope constructively with workplace stress, and demonstrate greater loyalty and adaptability. Furthermore, a psychologically enriched work environment contributes to the reduction of absenteeism, fosters innovation, and enhances alignment with institutional goals. The study also highlights the potential of structured training, mentoring, and feedback systems to reinforce PPC across diverse employee groups. The practical value of this article lies in its guidance for human resource professionals and organizational leaders aiming to build inclusive, psychologically safe, and performance-driven workplaces. By translating theoretical constructs into actionable frameworks, the article supports the development of evidence-based HR strategies focused on well-being and strategic commitment. This reinforces the idea that investing in employees' psychological resources yields not only behavioral loyalty but also measurable performance outcomes and long-term organizational sustainability.

Keywords: color perception, age-specific differences, psycho-emotional state, emotional response, sensory psychology, color preferences, non-verbal behavior, affect regulation.

JEL Classification: D91, E71, G41

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Introduction. 21st century organizations focus not only on financial or technological resources but also on the psychological potential of human capital in order to survive in a rapidly changing global competitive environment. In this context, the concept of Positive Psychological Capital (PPC) stands out as a strategic tool for organizations to increase the performance and commitment levels of their employees by managing their psychological resources. PPC, as defined by Luthans et al. (2007), is considered as a measurable and developable psychological capacity consisting of *hope, resilience, optimism* and *self-efficacy*. These components contribute to organizational processes by strengthening employees' ability to cope with challenges, achieve goals and adapt to change. On the other hand, organizational commitment is a fundamental phenomenon that explains the behavioral consequences of the psychological bond that employees establish with the organization. According to Meyer and Allen's (1991) three-dimensional model, affective commitment (emotional belonging to the organization), continuance commitment (cost of leaving) and normative commitment (moral obligation) shape the reasons why employees remain committed to the organization. Today, especially affective commitment has been proven to be strongly associated with high performance, low turnover and increased job satisfaction (Meyer, 2016).

The purpose of this study is to systematically examine the theoretical and practical links between PPS and organizational commitment and to demonstrate the strategic importance of this relationship for organizations. How the components of PPC (e.g., an optimistic employee achieving goal alignment or a resilient employee demonstrating commitment by managing stress) feed into the dimensions of organizational commitment will be discussed in light of empirical findings in the literature. Furthermore, a framework supported by examples of the role of organizational practices such as leadership styles, employee empowerment and training programs in this process will be presented.

Aims. This concept study aims to guide organizations to restructure their human resource strategies with PPC-oriented policies. In the following sections of the paper, we discuss how the synergy between PPC and organizational commitment can be transformed into a sustainable competitive advantage and suggest directions for future research.

Methodology. This study adopts a conceptual and theoretical research design based on an extensive literature review. The methodological approach centers on synthesizing key findings from prior empirical and theoretical research related to Positive Psychological Capital (PPC) and organizational commitment. Sources include peer-reviewed journal articles, academic books, and validated psychometric tools such as the Psychological Capital Questionnaire (PCQ-24). The study examines the multidimensional structure of PPC - comprising hope, efficacy, resilience, and optimism—through the HERO model and explores its impact on affective, normative, and continuance dimensions of organizational commitment as conceptualized by Meyer and Allen (1991).

Through comparative analysis, this study integrates cross-disciplinary findings from organizational psychology, leadership, and human resource management. It

identifies patterns and mechanisms - such as stress reduction, goal congruence, and positive organizational climate - that mediate the relationship between PPC and organizational commitment. Furthermore, the study highlights organizational practices (e.g., empowerment, transformational leadership, and PPC training) that have shown empirical efficacy in strengthening employee engagement and commitment.

As a conceptual study, it does not rely on original empirical data but instead aims to provide a comprehensive theoretical framework to guide future empirical research and practical HR interventions.

Literature review. Positive Psychological Capital (PPC) refers to an individual's positive psychological state characterized by four basic components: hope, self-efficacy, resilience and optimism (HERO model; Luthans et al., 2007). These components are measurable, developable and enhance job performance. *Hopelessness* represents goal-oriented perseverance; *self-efficacy* represents confidence in one's abilities; *psychological resilience* represents the ability to bounce back from adversity; and *optimism* represents positive expectations for the future (Luthans & Youssef-Morgan, 2017). PPC goes beyond traditional personality traits and focuses on situational qualities that organizations can develop through interventions (Avey et al., 2011). Luthans et al. (2007) emphasize that PPC can be developed through training programs, coaching and feedback mechanisms. Valid instruments such as the Psychological Capital Questionnaire (PCQ-24) measure these dimensions and have proven reliable in different cultural contexts (Dawkins et al., 2013). Empirical studies show that employees with high PCS are more adaptable and have better problem-solving skills, which makes them valuable in dynamic environments (Newman et al., 2014).

Positive Psychological Capital (PPC) is a construct that reflects an individual's positive psychological state and consists of four basic components that can be developed and performance enhancing. The HERO model (Hope, Efficacy, Resilience, Optimism) developed by Luthans et al. (2007) forms the theoretical basis of this concept. Unlike traditional personality traits, PPS has a situational and intervenable structure (Avey et al., 2011). This shows that organizations can improve employees' psychological capital through training, coaching and feedback mechanisms. The importance of PPC is that it increases the capacity of individuals to cope with the challenges they face in business life and contributes to organizational success in the long run. Employees with high PPC levels are more creative, flexible and skilled in stress management (Newman et al., 2014).

There are Four Basic Components of Positive Psychological Capital (HERO Model):

1) *Hope*: Hopelessness is the individual's determination to achieve his/her goals and his/her ability to develop alternative ways to achieve these goals (Snyder, 2002). It has two sub-dimensions:

- *Pathways*: Generating different strategies to reach the goal.
- *Agency (Action Motivation)*: Continuous effort towards a goal.

Individuals with high levels of hope are more resilient in the face of obstacles and have improved problem-solving skills (Luthans & Youssef-Morgan, 2017).

- 2) *Self-Efficacy*: Self-efficacy, as defined by Bandura (1997), refers to an individual's belief that he/she can successfully fulfill a specific task. High self-efficacy increases employees' willingness to undertake challenging tasks and positively affects their performance. Self-efficacy can be developed through factors such as experience, social persuasion and psychological state.
- 3) *Psychological Resilience*: Psychological resilience refers to an individual's ability to recover in the face of challenges, uncertainties and stress (Masten, 2001). Resilient individuals show resilience in times of crisis and move forward stronger by learning from negative experiences. This component plays a critical role, especially in dynamic and competitive business environments.
- 4) *Optimism*: Optimism is the tendency to have positive expectations about the future and to focus on successful outcomes (Seligman, 1998). Optimistic individuals attribute failures to temporary and external factors, while they attribute successes to permanent and internal reasons. This increases their motivation and performance.

Results. Organizational commitment refers to the psychological bond that an employee establishes with the organization and the behavioral consequences that follow. The three-dimensional model developed by Meyer and Allen (1991) explains this concept through affective, continuance, and normative components, as presented in Table 1.

Table 1. Dimensions of Organizational Commitment (Meyer & Allen, 1991)

Dimension	Definition	Key Example	Implications
Affective Commitment	Emotional attachment and identification with the organization.	"I am proud to work for this company."	Leads to high motivation, job satisfaction, and low turnover intention.
Continuance Commitment	Staying due to perceived costs of leaving (economic, career, or social risks).	High salary or lack of alternatives.	May result in staying out of obligation; can negatively impact performance.
Normative Commitment	Sense of moral obligation or duty to stay due to organizational support or cultural expectations.	Repaying for educational support from the employer.	Shaped by cultural norms and organizational investment in employees.

Source: systematized by the author

Affective commitment is particularly associated with job satisfaction and increased motivation. It can be reinforced through fair leadership, employee-centered organizational culture, and meaningful job design. Continuance commitment, on the other hand, results from perceived losses connected with leaving the job—such as income or social status—but may reduce engagement and innovation. Normative commitment is based on a moral duty to stay, influenced by social norms and investments made by the organization into the employee's development.

Among the key factors shaping organizational commitment are leadership style, job autonomy, and perceived organizational support, as detailed in Table 2.

Table 2. Key Factors Influencing Organizational Commitment

Factor	Description	Effect on Commitment
Leadership Style	Transformational leadership increases emotional commitment; authoritarian style leads to continuance.	Influences type and strength of commitment.
Job Autonomy	Freedom in decision-making reinforces affective commitment.	Employees feel empowered and more connected to the organization.
Perceived Organizational Support (POS)	Practices showing that the organization values employee well-being (e.g., flexible hours, support).	Increases affective and normative commitment by building trust and emotional connection.

Source: systematized by the author

Transformational leadership, in particular, fosters affective commitment due to its visionary and empowering nature. In contrast, authoritarian leadership - characterized by strict rule-following and control - tends to strengthen continuance commitment, often out of fear of loss rather than enthusiasm. A comparative overview of leadership styles and their effects is shown in Table 3.

Table 3. Comparison of Leadership Styles and Their Impact

Leadership Style	Characteristics	Commitment Type Promoted	Outcome
Transformational Leadership	Visionary, empowering, emotionally engaging	Affective Commitment	Strong emotional bonds, higher motivation and innovation
Authoritarian Leadership	Rule-based, hierarchical, strict supervision	Continuance Commitment	Loyalty due to obligation; risk of reduced intrinsic motivation

Source: systematized by the author

Another important contributor to organizational commitment is job autonomy. Employees who are allowed to make decisions feel empowered and develop a stronger emotional bond with the organization. Furthermore, perceived organizational support (POS) - such as access to flexible work arrangements, psychological assistance, or development programs - strengthens employees' perception that they are valued, further reinforcing commitment.

The positive outcomes of organizational commitment are observed at both the individual and organizational levels, as outlined in Table 4.

Table 4. Positive Outcomes of Organizational Commitment

Level	Outcome	Details
Individual	Low absenteeism	Employees are passionate and committed to their roles.
Organizational	Higher productivity	Committed employees align with goals and contribute to innovation.
Strategic	Competitive advantage	Facilitates teamwork, long-term strategy alignment, and adaptation to change.

Source: systematized by the author

As noted by Mowday et al. (2013), employees with high organizational commitment are more likely to adopt organizational goals, develop creative solutions, and contribute to overall strategic agility and market competitiveness.

Organizations can implement a variety of practices to strengthen commitment across all dimensions. These are summarized in Table 5.

Table 5. Organizational Practices That Strengthen Commitment

Practice	Related Factor	Commitment Impact
Flexible working hours	Perceived Organizational Support (POS)	Increases emotional attachment and reduces stress
Career development opportunities	POS and Job Autonomy	Enhances motivation and sense of future within the organization
Psychological support programs	POS	Builds trust and perceived organizational care
Employee participation in decision-making	Job Autonomy	Strengthens affective commitment through empowerment

Source: systematized by the author

The organizational commitment is a multifaceted phenomenon that depends on a mix of emotional, economic, and moral factors. Its development is largely influenced by leadership style, autonomy, and perceived support. The positive impacts are clearly visible not only in employee satisfaction but also in productivity, innovation, and long-term sustainability.

The Relationship between PPC and Organizational Commitment. Research examining the relationship between Psychological Positive Capital (PPC) and organizational commitment reveals a consistent positive correlation. For instance, Avey et al. (2011) found that employees with high PPC developed stronger emotional commitment to their organizations due to increased resilience and optimism. Positive psychological resources enhance employees' capacity to cope with difficulties, thereby deepening their sense of belonging to the organization. Youssef-Morgan and Luthans (2015) also demonstrated that PPC-based interventions, such as hope and optimism training, improve stress management, which in turn increases organizational commitment.

This relationship operates through three main mechanisms, each of which plays a distinct role in strengthening commitment (Table 6).

Table 6. Mechanisms Linking PPC and Organizational Commitment

Mechanism	Description	Example/Source
Stress Reduction	Increased resilience reduces burnout and supports long-term commitment.	Cheung et al., 2011
Goal Congruence	Alignment of personal and organizational goals sustains motivation.	Luthans et al., 2008
Positive Organizational Climate	Optimistic and cooperative work environment fosters affective commitment.	Rego et al., 2012

Source: systematized by the author

These mechanisms suggest that PPC enhances not only individual well-being but also the organization's collective success by fostering long-term engagement and psychological safety.

Organizational Practices to Increase PPC and Commitment. Organizational practices play a crucial role in fostering PPC and, by extension, organizational commitment. Among the most effective strategies are employee empowerment, transformational leadership, and targeted training programs (Table 7).

Table 7. Organizational Practices to Increase PPC and Commitment

Practice	Description	Key Findings
Employee Empowerment	Autonomy and decision-making authority increase emotional commitment.	Zhang & Bartol, 2010
Transformational Leadership	Vision, mentoring, and trust foster psychological capital.	Story et al., 2013
PPC-focused Training Programs	Workshops and seminars enhance self-efficacy and resilience.	Dello Russo et al., 2017

Source: systematized by the author

These practices demonstrate a reciprocal relationship between psychological empowerment and organizational engagement. Empowered employees tend to align more closely with organizational goals, exhibit higher motivation, and contribute to a positive cycle of performance and commitment.

Development and Measurement of Positive Psychological Capital. PPC is a developable capacity, not a fixed trait. Organizations can implement various practices to support its development (Table 8).

Table 8. Methods for Developing Positive Psychological Capital

Method	Effect
Training Programs	Build resilience and self-efficacy.
Coaching and Mentoring	Support career growth and unlock potential.
Positive Feedback	Boost motivation and commitment.
Mindfulness & Stress Management	Improve focus and stress resilience.

Source: systematized by the author

Training programs aimed at enhancing self-efficacy and emotional intelligence help employees cope with stress and boost confidence. Coaching and mentoring foster individualized growth, while recognition through feedback enhances belonging. Mindfulness practices, increasingly adopted in modern workplaces, further improve psychological resilience.

To track PPC progress, organizations often use validated measurement tools. The most prominent among these is the PCQ-24 (Table 9).

Table 9. Measurement of Positive Psychological Capital

Tool	Components Measured	Developers	Validation
Psychological Capital Questionnaire (PCQ-24)	Hope, Self-efficacy, Resilience, Optimism	Luthans et al. (2007)	Validated across cultural contexts (Dawkins et al., 2013)

Source: systematized by the author

Regular use of this scale enables data-driven decision-making for HR development strategies and helps ensure long-term investment in human capital.

The Effect of Positive Psychological Capital on Job Performance. Research has shown that employees with high PPC levels consistently perform better, adapt more easily to challenges, and display greater innovation (Table 10).

High PPC is strongly associated with strategic agility and creativity. Employees with greater psychological resources are more confident, proactive, and emotionally engaged—qualities that make them valuable assets, especially in uncertain or rapidly changing work environments (Newman et al., 2014).

Table 10. Effects of High PPC on Job Performance

Effect Area	Impact
Job Performance	Higher productivity and quality of work.
Job Satisfaction	Stronger organizational commitment.
Stress Management	More resilient and calm under pressure.
Innovation Capacity	Enhanced creative problem-solving and adaptability.

Source: systematized by the author

Discussion. The synergy between Psychological Positive Capital (PPC) and organizational commitment plays a critical role in helping organizations gain sustainable competitive advantage. Practices such as employee empowerment, transformational leadership and PPS-focused training programs support both individual well-being and organizational performance by increasing employees' emotional commitment to the organization. Especially in organizations with empowered employees and optimistic leaders, increased engagement levels have been observed to translate into higher productivity and lower turnover rates. However, the long-term effects of this relationship (economic crises, organizational restructuring, etc.) have not yet been fully explored. It is important for future studies to test the cross-cultural validity of PPC and commitment dynamics. For example, questions such as whether normative commitment is more dominant in collectivist cultures and affective commitment in individualist cultures will guide the adaptation of organizational strategies on a global scale. Furthermore, topical issues such as the effectiveness of PPC interventions in digital work environments or the impact of generational differences on engagement should also be prioritized in the research agenda.

The dynamic relationship between Psychological Positive Capital (PPC) and organizational commitment enables organizations to achieve not only short-term gains but also a sustainable competitive advantage. This study demonstrated how PPC components (hope, optimism, resilience, and self-efficacy) nurture employees' emotional commitment to the organization and in turn trigger positive outcomes such as productivity, low turnover, and increased job satisfaction. Practices such as employee empowerment, transformational leadership and PPS-focused training programs play a central role in organizations' human resource strategies. For example, active participation of empowered employees in decision-making deepens commitment to organizational goals, while optimistic and resilient leaders strengthen organizational resilience by increasing the capacity of teams to meet challenges. However, beyond the current findings, the long-term effects of this relationship are not yet fully understood. How the role of PPC on commitment evolves during periods of uncertainty, such as economic crises, organizational restructurings, or global pandemics, is a critical area for future research to focus on.

The cross-cultural validity of the relationship between PPC and organizational commitment is of strategic importance, especially for organizations operating on a global scale. For example, the hypothesis that normative commitment (obligation to stay in the organization) is more dominant in collectivist cultures, whereas affective commitment may be more prominent in individualist cultures may shape the policies that organizations will implement when managing multicultural teams. In this context, studies comparing the impact of PPC on commitment dimensions in Asian, European

and North American organizations should reveal how cultural context shapes this relationship. Specific examples, such as the impact of PPC on normative and affective commitment in lifetime employment culture in Japan and flexible work models in the US, can be instructive for researchers.

As digital transformation and remote working models are becoming more widespread, the effectiveness of PPC interventions in this area should also be questioned. The impact of interventions such as virtual mentoring or digital optimism trainings on engagement in hybrid and fully remote work environments can be measured with data analytics methods. Furthermore, the impact of generational differences on PPS and engagement dynamics should be examined. The psychological capital expectations and engagement motivations of Generations X, Y and Z should be analyzed comparatively; for example, how Generation Z's digital communication-oriented expectations and Generation X's emphasis on job security affect the design of PPC interventions.

Another suggestion for future research is to monitor the durability of PPC training programs on commitment and performance over a 5-10 year period. The role of PPC in organizational resilience during economic fluctuations could be assessed through case studies. At the same time, measurement and methodology development efforts are important. By designing new culturally context-sensitive scales, the relationship between PPC and commitment can be analyzed more precisely. Neuroscience techniques (e.g. fMRI) can even be used to explore the neurological relationship between emotional commitment and psychological capital.

Practical Advice. Organizations should offer psychological counseling services and flexible work options to support employees' psychological well-being. Such practices reduce stress and foster emotional engagement. "Positive leadership" trainings for leaders can increase the motivation of teams by developing optimism and resilience skills. In the context of technology integration, artificial intelligence-based tools can be used to monitor employee stress levels and design instant interventions. By organizing psychological resilience trainings with virtual reality (VR) simulations, employees can be prepared for challenging scenarios.

Corporate social responsibility (CSR) projects are also effective in strengthening normative commitment. For example, the tangible impact of such activities on commitment can be assessed by measuring the sense of belonging to the organization of employees involved in sustainability projects. In conclusion, organizations that mobilize the psychological potential of human capital will build not only financial success but also a social and emotional legacy. This approach will support both employee well-being and the organization's global competitiveness in a balanced way.

Conclusions. This conceptual study demonstrates that Positive Psychological Capital (PPC) is a critical resource for enhancing organizational commitment in contemporary workplaces. The components of PPC—hope, self-efficacy, resilience, and optimism—not only strengthen individual psychological well-being but also promote affective and normative commitment by fostering trust, motivation, and emotional engagement.

Organizational practices such as empowering leadership, autonomy, targeted

psychological training, and constructive feedback mechanisms have been shown to significantly boost employees' PPC levels and, in turn, their commitment. These interventions serve as strategic tools that improve job performance, innovation capacity, and resilience, contributing to a sustainable competitive advantage.

The study also identifies key mechanisms—stress reduction, goal alignment, and a positive organizational climate—through which PPC exerts its influence on commitment. Moreover, the application of validated tools like the PCQ-24 allows organizations to monitor and develop psychological capital in a data-driven manner.

Future research should explore the cross-cultural validity of the PPC-commitment relationship, the long-term impact of interventions in digital and hybrid work environments, and generational differences in engagement drivers. By leveraging the psychological strengths of human capital, organizations can enhance both employee well-being and institutional performance in an increasingly volatile and complex global environment.

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