

# Perceived Organisational Support Towards Psychological Capital and Organisational Thriving in Lithuania

Evelina Savickaitė-Kazlauskė\*, and Rita Bendaravičienė

Vytautas Magnus University, Lithuania

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## ABSTRACT

This study examines the interconnectedness of positive organisational resources at three levels through a cross-sectional analysis of 408 participants from various organisations in Lithuania. It investigates the relationships between Perceived Organisational Support for Strength Use (POSSU) and Deficit Correction (POSDC), Strength Use (SUB) and Deficit Correction Behaviour (DCB) with both individual and collective Psychological Capital (PsyCap) and Organisational Thriving. Findings indicate moderate correlations between POSSU and SUB with both types of PsyCap, which are more robust than those with POSDC and DCB. Significant correlations between POSSU, POSDC, and Organisational Thriving suggest that supportive practices enhance overall perceived thriving. These results imply that managers should create environments encouraging employees to use their strengths for greater positive psychological resources. Despite limitations in design, this study contributes to Positive Organisational Scholarship and Positive Organisational Behaviour by addressing gaps in the links between positive psychological resources at individual, collective, and organisational levels. Future research could use longitudinal or experimental studies to expand these findings and address noted limitations.

## 1. Introduction

Leaders across industries face external challenges in today's business environment, such as economic volatility, geopolitical turbulence, the ongoing aftermath of the COVID-19 pandemic, and internal changes in organisational structures, processes, and workforce dynamics (Guggenberger et al., 2023). The traditional management strategy, which emphasises control, productivity, and repairing weaknesses, must be re-evaluated to align better with this modern VUCA (volatile, uncertain, complex and unclear) environment (Recklies, 2015; Hickman & Pendell, 2018). Hence, it remains a scientific pursuit to explore the most advantageous approaches to respond to those needs and employ positive resources to ensure the survival and thriving of companies (Ratanjee, 2018).

\* Corresponding author's E-mail address: [Evelina.savickaite-kazlauske@vdu.lt](mailto:Evelina.savickaite-kazlauske@vdu.lt)

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Therefore, the need to develop resources might be one of the still prevalent theories and approaches to follow. One of the theories underpinning the research questions is the Conservation of Resources (COR) theory, developed by Hobfoll in 1989. According to COR theory, stress arises when tangible or psychological resources - such as objects, personal attributes, situations, or energies - are threatened, lost, or not replenished, with resource loss having a more significant impact on well-being than resource gain (Hobfoll, 1989). Another overarching theory is The Job Demands-Resources (JD-R) theory, introduced by Bakker and Demerouti (2007) which explores how job demands (physical, psychological, social, and organisational aspects that require effort) and job resources (support, autonomy, feedback, and growth opportunities) affect employee engagement, well-being, and performance. The theory posits that sufficient job resources can reduce the negative effects of high job demands, enhancing motivation, performance, and well-being, while the lack of job resources can lead to job strain, stress, and impaired health (Bakker & Demerouti, 2007). Consequently, positive job resources could be the ones to not only conserve but also replenish the depleted ones. A promising response to these two theories on how to conserve and replenish resources could be drawn from the Positive Organisational Scholarship and Positive Organisational Behaviour frameworks. The studies on positivity indicate that it can inspire individuals to adopt a positive mindset, establish ambitious objectives for the future, exert significant effort to accomplish challenging tasks, have a positive influence on others, and drive change (Luthans & Youssef, 2007; Youssef-Morgan & Luthans, 2013; Aubouin-Bonnaventure et al., 2023; Green et al., 2017). One of those positive factors is Psychological Capital, which scholars are investigating from various angles, contributing to the field's rapid growth (Goswami & Goswami, 2022) as meta-reviews have documented the favourable effects of PsyCap on job satisfaction, productivity, engagement, and well-being (Avey et al., 2011; Loghman et al., 2023).

However, what other factors might impact those positive and malleable resources is still a scientific quest. Some effects of Perceived Organisational Support for Strength Use in relation to individual Psychological Capital have already been established (Els et al., 2018; Meyers et al., 2019; van Woerkom & Meyers, 2019) including collective states (Meyers et al., 2023), and although the academic debate and empirical investigations are ongoing (Els et al., 2018; Gradito Dubord & Forest, 2023; Rothmann et al., 2019; van Woerkom et al., 2018), with some evident trends supporting effective strength-based approach, but the conclusions are not definite, therefore to determine the weight of the approaches is a contributing step in the field.

Subsequently, the research gap is manifold, encompassing a quest for a fuller understanding of the under-researched role of Perceived Organisational Support for Strength Use and Deficit Correction, as well as the associated behaviours, in relation individual Psychological Capital (PsyCap). Notably, the relationship between collective PsyCap and these factors has not been researched. Additionally, the interplay between individual PsyCap and collective PsyCap, as well as their relationship with Organisational Thriving, is also under-researched. Another novelty of the research is exploring how these approaches relate to Organisational Thriving. Therefore, the objectives of this research are to examine the relationships between individual and collective Psychological Capital (PsyCap), Organisational Thriving, and Perceived Organisational Support for Strength Use Behaviour and Deficit Correction, as well as Strength Use and Deficit Correction Behaviour.

## 2. Literature Review

### 2.1. Individual and Collective Psychological Capital

One way to respond to the challenges of depleting job resources against job demands could be enhancing Psychological Capital at both individual and collective levels, which may provide a more thorough opportunity to analyse psychological resource reservoirs. Luthans and his colleagues developed the concept of Psychological Capital, which assesses an individual's psychological resources (Luthans et al., 2007), characterised by (1) having confidence (efficacy) to successfully tackle challenging tasks by putting in the necessary effort; (2) maintaining a positive outlook (optimism) regarding current and future success; (3) persisting towards goals and adjusting paths if needed (hope) to achieve success; and (4) demonstrating the ability to overcome problems and adversity, rebounding and even surpassing previous levels of success (resilience) (Luthans, 2015). The meta-analyses examine the influence of PsyCap in various work settings and its contribution to a range of positive outcomes, e.g. improving employee well-being, satisfaction and workplace performance (Avey, 2014; Loghman et al., 2023; Newman et al., 2014). First studied in Western cultures, it appears universal and applicable worldwide in several areas and cultural contexts (Loghman et al., 2023). Luthans (2007) claims this construct may be shaped and modified, making it a malleable entity (Luthans et al., 2007) and the favourable effects of interventions targeting PsyCap have been successful in several cultural contexts (Donaldson et al., 2022) and have played a vital role in efficiently controlling exogenous shocks such as the COVID-19 pandemic (Kiegler et al., 2022). Even though the PsyCap effects are already widely explored, the scientific quest of what antecedents can have an impact on PsyCap in order to help develop it still needs to be explored (Xerri et al., 2021).

**Collective Psychological Capital**, on the other hand, according to Peterson et al. (2011), is the combined positive evaluation of a team's situation and a shared psychological state that goes beyond individual states and includes the combined collective efficacy, optimism, resilience and hope (Peterson et al., 2011). The comparative analysis of individual PsyCap and its collective counterpart, known as collective or team Psychological Capital, has received relatively less attention in the literature (Dawkins et al., 2015; Megeirhi et al., 2018; Peterson & Zhang, 2011; Tho & La, 2021; Vanno et al., 2014; Wu & Chen, 2018). Meneghel et al. (2016) investigated the correlation between collective happy emotions and team resilience, highlighting the need to cultivate collective positive emotions to improve team resilience and performance (Meneghel et al., 2016). It draws on the concept of contagion, which suggests that emotions and psychological states can spread within groups (Bull Schaefer & Palanski, 2013; Chen et al., 2019; Barsade, 2002). However, the relationship between individual and collective Psychological Capital has not been studied in such a capacity, and the study addresses this scientific gap, gathering empirical evidence by going beyond the individual level and exploring the interrelations between individual and collective levels and what can impact them.

**Therefore, Hypothesis 1 posits that individual and collective PsyCap have a positive reciprocal relationship.**

### 2.2. Organisational Thriving

Individual and collective PsyCap may possibly extend to an even further organisational level. The concept of organisations that not only survive but also thrive is often discussed in the popular management literature (Kotter et al., 2021). The term frequently comes as a synonym describing resilience by promoting a return beyond the baseline and toward proactive growth and advancement (Miceli et al., 2021; Vera et al., 2021). However, academic literature still

needs to examine the theoretical aspects of the thriving organisation concept, which requires a universally accepted definition (Tobias, 2004; Vera et al., 2021). This study defines Organisational Thriving as a multidimensional concept that encompasses the workforce's evaluation of their organisation's capacity to withstand challenges and achieve growth through adaptation and innovation, fostering a positive, collaborative, supportive environment by employing positive emotions and strengths to revitalise and endure.

The definition of a thriving organisation is based on academic discussions on organisational thriving (Tobias, 2004; Vera, et al., 2021), often associated with organisational resilience, characterised by maintaining essential functions and services during disruptions and recovering, adapting, and flourishing in the face of difficulties (Duchek, 2020). Additional factors, such as adaptability and the creative response to difficulties (Richtnér & Löfsten, 2014; Zighan, 2023), ensuring consistent functioning while implementing strategies for ongoing enhancement disruptions (Bravo & Hernández, 2021), resolving problems, utilising resources, and managing challenges (Paterson et al., 2014); converting threats into opportunities for transformation (Mousa et al., 2020) by prioritising recovery from disruptions and actively developing resources and capabilities development (Chen et al., 2021). The cognitive aspect of resilience is a foundation for organisational thriving and emphasises the significance of solid connections, mutual support, and cooperative behaviours (Casey-Campbell & Martens, 2009; Sanders & Nauta, 2004). These factors contribute to organisational vitality, energise the workforce, and promote a sense of belonging and engagement among employees (Torres et al., 2019) as the influence of positive emotions on resilience and organisational benefits is supported by the broaden-and-build theory by Fredrickson (2002), which highlights the role of positive affect in enhancing cognitive flexibility and creative problem-solving (Frederickson, 2002).

The determinants that may contribute to elevated levels of Organisational Thriving are currently being investigated. However, prior to researching the potential antecedents, the important question also lies in whether individual and collective Psychological Capital are related to Organisational Thriving.

**Hypotheses 2 and 3 state that individual and collective PsyCap positively link with Organisational Thriving.**

### **2.3. Perceived Organisational Support and Associated Behaviours**

One way for organisations to enhance Psychological Capital and Organisational Thriving could be by promoting the utilisation of employees' innate resources, particularly their strengths, which have been characterised differently in the literature: strengths as dynamic and context-dependent (Biswas-Diener et al., 2011), as abilities for consistent, near-perfect performance (Buchingham & Clifton, 2001); natural capacities and psychological ingredients for virtues (Linley & Harrington, 2006; Peterson & Seligman, 2004). Utilising one's strengths is strongly correlated with improvements in work performance, productivity, level of engagement, and job satisfaction (Harter, 2023; Luan et al., 2023) and also applies to teams (Bakker & van Woerkom, 2017; Harzer et al., 2017; Hodges & Asplund, 2010). Consequently, when employees utilise their strengths, it benefits the organisation on multiple levels. However, it raises questions about whether efforts by organisations to encourage employees to use their strengths translate into actual behaviour and whether both support and actual behaviour are linked with individual Psychological Capital (PsyCap), collective PsyCap, and Organisational Thriving (Gradito Dubord & Forest, 2023; van Woerkom et al., 2020). To assess that, the factor of Perceived Organisational Support for Strength Use (POSSU) (Meyers et al., 2018; Meyers et al., 2019) was used which has been coined relating to an organisation's endeavours to

encourage and enable people to use their strengths effectively in the workplace by identifying, improving, and using them, particularly by matching them with work duties (Dubreuil et al., 2014; Linley & Harrington, 2006). Studies have already shown that this approach positively affects job engagement, proactive behaviour, and overall task performance (Els et al., 2018; Hai & Park, 2022; Meyers et al., 2016; Miglianico et al., 2020; Roemer & Harris, 2018; van Woerkom et al., 2016; van Woerkom et al., 2018; van Woerkom et al., 2016). Moreover, not only individual but also the utilisation of collective strengths in work teams enhances both individual and team performance, with trust in each other's strengths crucial for team effectiveness (Meyers et al., 2023). As Meyers (2023) suggests, task allocation based on individual strengths boosts personal performance, which is further influenced by the diversity of strengths within the team; on the contrary, individual performance suffers when this diversity is low (Meyers et al., 2023).

Conversely, weaknesses, or deficits, are behaviours, attitudes, or emotions that an individual does not naturally possess or like but can develop competent functioning through training (Quinlan et al., 2012). Perceived Organisational Support for Deficit Correction (POSDC) is the employees' view of the degree to which the organisation is actively helping them overcome their work-related weaknesses (van Woerkom, Mostert, et al., 2016). The academic debate on whether managers should concentrate on weakness correction or strength use is leaning towards the strength approach supported by evidence (Gradito Dubord & Forest, 2023). However, the continuous dispute regarding the comparative efficacy and appropriateness of these two approaches is still ongoing (Els et al., 2018; Gradito Dubord & Forest, 2023; Hiemstra & Van Yperen, 2015; Rothmann et al., 2019; van Woerkom et al., 2018; Meyers et al., 2018; van Woerkom & Kroon, 2020). Even though the literature review reveals promising linking patterns, whether POSSU translates into actual behaviours is still unclear, and its association with psychologically malleable states such as individual and collective positive resources also need to be further clarified. This enhanced understanding and thorough empirical research are important not only for academic discourse but also for the evidence that could be used to motivate companies to proactively act and adopt this approach to improve their employees' psychological resources. Therefore, this research examines the potential connections and investigates the balance between Perceived Organisational Support for Strength Use and Deficit Correction. **Thus, Hypotheses 4, 5 and 6 posit that both POSSU and SUB have stronger positive links with individual and collective PsyCap and Organisational Thriving than POSDC and DCB.**

### 3. Analysis

#### 3.1. Methods

##### 3.1.1. Procedure and Sample Characteristics

This study utilised a convenience sample collected over three months from 20 organisations, with one organisation submitting their responses via pen and paper while the others used an online platform. The study included a total of 408 individuals, who were spread out throughout 20 distinct organisations: governmental (53.9%,  $n = 220$ ), corporate entities (30.6%,  $n = 125$ ), and non-governmental organisations (15.4%,  $n = 63$ ) - the gender distribution comprised 76 (18.6%) males and 332 (81.4%) females. The response rate was 25.1% (out of 1580 invitations sent).

### 3.1.2. Measurements

*Psychological Capital (PsyCap)* is a metric created by Luthans et al. (2007) to evaluate a second-order construct PsyCap consisting of an individual's self-efficacy, hope, optimism, and resilience. The authors' approved 12-item inventory has been used with a Cronbach's  $\alpha$  coefficient of 0.851 (Luthans et al., 2007), self-efficacy  $\alpha = 0.683$ , hope  $\alpha = 0.729$ , resilience  $\alpha = 0.688$ ; and optimism  $\alpha = 0.569$ .

Megeirhi et al. (2018) assembled an 8-item scale to measure Collective PsyCap, adapting the scale from Luthans et al. (2007) (Luthans et al., 2007; Megeirhi et al., 2018). The scale assesses collective efficacy, hope, resilience, and optimism with a reliability Cronbach's  $\alpha = 0.866$ , collective self-efficacy  $\alpha = 0.749$ , collective hope  $\alpha = 0.686$ , collective resilience  $\alpha = 0.624$ ; and collective optimism  $\alpha = 0.771$ .

To measure perceived organisational support and associated behaviours, the scales used in this study have been validated by van Woerkom et al. (2016) (van Woerkom, Mostert, et al., 2016). The scales include Perceived Organisational Support for Strengths Use (POSSU) with a reliability coefficient  $\alpha = 0.913$ , Deficit Correction (POSDC) with  $\alpha = 0.713$ , Strengths Use Behaviour (SUB) with  $\alpha = 0.847$ , and Deficit Correction Behaviour (DCB) with  $\alpha = 0.802$  (van Woerkom et al., 2016).

The Organisational Thriving scale used in this investigation showed strong internal consistency, as indicated by a Cronbach's alpha coefficient of 0.947 and a Spearman-Brown coefficient of 0.958. Here are a few examples: „Our organisation has clear objectives and core values that guide us even in times of uncertainty”; „Our organisation can remain positive even in times of crisis”; „Our organisation can create and use alternative options to deal with adverse circumstances”.

Given the non-normal data distribution, Spearman's Rank correlation coefficient was used to assess the magnitude and direction of correlations between variables ( $p < 0.001$ ). To determine the strength of the correlations, we will classify  $\rho > 0.3$  as moderate and  $\rho > 0.7$  as strong correlations (Ratner, 2009).

### 3.2. Results

The descriptive statistics of the constructs (as seen in Table 1) reveal that Psychological Capital (PsyCap) has a mean score of 58.33 with a standard deviation of 6.587, indicating a relatively high level of this psychological states among participants with moderate variability. The mean scores across all constructs suggest that the sample population perceives their individual and collective psychological states, organisational thriving and other factors more positively. At the same time, standard deviations indicate a generally positive organisational climate where psychological resources and supportive behaviours are valued. Still, participants' experiences are not exclusively uniform, suggesting some variability in these perceptions.

All constructs show negative skewness, indicating a higher frequency of scores on the upper end of the scale, and kurtosis low values suggest that the distribution of responses for most constructs is neither excessively peaked nor too flat compared to a normal distribution. This indicates that there is a frequency of higher scores among the respondents. However, all constructs did not pass the Shapiro-Wilk test for normality at  $p < 0.001$ , confirming the necessity to use the non-parametric analysis method.

Table 1.

*Descriptive statistics of the constructs*

Variable	M	SD	Skewness	Std.error	Kurtosis	Std.error
PsyCap	58.33	6.587	-.306	.121	.128	.241
Self-efficacy	14.31	2.254	-.819	.121	1.376	.241
Hope	19.46	2.484	-.229	.121	.053	.241
Resilience	14.96	2.020	-.577	.121	.472	.241
Optimism	9.60	1.572	-.508	.121	.337	.241
cPsyCap	36.68	5.565	-.704	.121	1.123	.241
cEfficacy	9.02	1.932	-.904	.121	1.069	.241
cHope	9.71	1.450	-.540	.121	.660	.241
cResilience	9.20	1.530	-.540	.121	.366	.241
cOptimism	8.75	1.883	-.900	.121	1.167	.241
OT	65.73	9.683	-.463	.121	1.496	.241
POSSU	35.73	7.080	-.359	.121	-.125	.241
POSDC	25.77	4.455	-.328	.121	-.261	.241
SUB	37.58	5.628	-.484	.121	.101	.241
DCB	21.71	5.780	-.330	.121	-.159	.241

Note: The Shapiro-Wilk test for normality  $p < 0.001$  for each construct,  $N=408$ .

This section also presents the findings from a Spearman's rho correlation analysis exploring the relationships among Psychological Capital (PsyCap) with its constructs of self-efficacy, hope, resilience, and optimism; collective PsyCap (cPsyCap) with collective constructs of collective efficacy (cEfficacy), collective hope (cHope), collective resilience (cResilience), and collective optimism (cOptimism); Perceived Organisational Support for Strength Use (POSSU), Perceived Organisational Support for Deficit Correction (POSDC), Strength Use Behaviour (SUB) and Deficit Correction Behaviour (DCB).

As can be seen in Table 2 and the presented heatmap of the relationships (Figure 1), the analysis reveals that the separate components of PsyCap - hope, self-efficacy, resilience, and optimism - are significantly and positively correlated with overall PsyCap ( $\rho = 0.852, 0.750, 0.778$ , and  $0.696$ , respectively,  $p < 0.001$ ). This indicates that these distinct elements are integral to the second-order construct of PsyCap, each contributing significantly to its enhancement within organisational settings. Their interrelations showed that self-efficacy significantly correlates with hope ( $\rho = 0.528, p < 0.001$ ), resilience ( $\rho = 0.406, p < 0.001$ ), and optimism ( $\rho = 0.381, p < 0.001$ ), indicating that higher levels of self-efficacy are associated with increased hope, resilience, and optimism among participants.

Table 2.

*Correlations (Spearman rho) between OT, PsyCap/cPsyCap and its Subconstructs*

$\rho$	1	2	3	4	5	6	7	8	9	10
1.S-e										
2.H	<b>0.528</b>									
3.R	<b>0.406</b>	<b>0.620</b>								
4.O	<b>0.328</b>	<b>0.499</b>	<b>0.464</b>							
5.PC	<b>0.750</b>	<b>0.852</b>	<b>0.778</b>	<b>0.696</b>						
6.cE	0.299	0.272	0.164	0.265	<b>0.322</b>					
7.cH	0.221	0.262	0.199	0.243	0.278	<b>0.660</b>				
8.cR	0.149	0.205	0.214	0.200	0.234	<b>0.409</b>	<b>0.570</b>			
9.cO	0.216	0.228	0.191	<b>0.362</b>	<b>0.303</b>	<b>0.467</b>	<b>0.521</b>	<b>0.609</b>		
10.cPC	0.287	<b>0.309</b>	0.235	<b>0.336</b>	<b>0.361</b>	<b>0.790</b>	<b>0.821</b>	<b>0.765</b>	<b>0.799</b>	
11. OT	0.227	<b>0.340</b>	0.278	<b>0.374</b>	<b>0.385</b>	<b>0.536</b>	<b>0.581</b>	<b>0.459</b>	<b>0.579</b>	<b>0.665</b>

Note:  $N = 408^{**}$ . Correlation is significant at the 0.01 level (2-tailed).

S-e = self-efficacy, H = hope, R = resilience, O = optimism, PC = PsyCap; cE = collective efficacy, cHope = collective Hope, cR = collective resilience, cO = collective optimism; cPC = collective PsyCap, OT = Organisational Thriving

Moreover, our study brings to light the concept of collective PsyCap, demonstrating its function as a shared resource at the group level. Collective PsyCap exhibited internal consistencies with a particularly robust correlation with collective hope ( $\rho = 0.821, p < 0.001$ ), collective efficacy ( $\rho = 0.790, p < 0.001$ ), collective resilience ( $\rho = 0.765, p < 0.001$ ), and collective optimism ( $\rho = 0.799, p < 0.001$ ), mirroring the integrity of individual one and potential valuable reservoir of psychological resources within the organisational context.

The correlations between collective PsyCap and individual components such as iHope ( $\rho = 0.309$ ) and iOptimism ( $\rho = 0.336, p < 0.001$ ) suggest that collective PsyCap has possible links with individual PsyCap characteristics as well. However, these resources are not as strong as anticipated.

The relationship between Organisational Thriving and PsyCap was positively correlated ( $\rho = 0.385, p < 0.001$ ), indicating that individuals equipped with higher levels of psychological resources perceive their organisation as more thriving – resilient, resourceful and cohesive. This positive perception is particularly further echoed in the significant and more substantial correlations between Collective PsyCap and Organisational Thriving ( $\rho = 0.665, p < 0.001$ ), highlighting the pivotal role of collective psychological resources in enhancing the perceived organisation's capacity to thrive.

**POSSU and POSDC.** In Table 3, it can be observed organisational support's role in relation to psychological resources. This study identified a noteworthy correlation ( $\rho = 0.475, p < 0.001$ ), particularly iOptimism ( $\rho = 0.479, p < 0.001$ ), iHope (0.422) and surprisingly relatively less with iSelf-efficacy ( $\rho = 0.353, p < 0.001$ ) and even less with iResilience ( $\rho = 0.305, p < 0.001$ ) and between the perception of organisational support for utilising one's strengths and individual PsyCap.

Table 3.

*Relationships between Organisational Thriving, individual/collective PsyCap and their Subconstructs with POSSU/POSDC/SUB/DCB*

Construct	POSSU ( $\rho$ )	POSDC ( $\rho$ )	SUB ( $\rho$ )	DCB ( $\rho$ )
iPsyCap	<b>0.475**</b>	0.299**	<b>0.413**</b>	0.230**
iSelf-efficacy	<b>0.352**</b>	0.168**	0.265**	0.145**
iHope	<b>0.422**</b>	0.286**	<b>0.391**</b>	0.228**
iResilience	<b>0.305**</b>	0.184**	0.270**	0.092 ( $p = 0.064$ )
iOptimism	<b>0.479**</b>	<b>0.332**</b>	<b>0.440**</b>	0.253
cPsyCap	<b>0.439**</b>	0.295**	0.265**	0.237**
cSelf-efficacy	<b>0.397**</b>	0.286**	0.249**	0.275**
cHope	<b>0.321**</b>	0.243**	0.245**	0.163**
cResilience	0.262**	0.160**	0.136*	0.114*
			( $p = 0.005$ )	( $p = 0.02$ )
cOptimism	<b>0.395**</b>	0.193**	0.243**	0.196**
Organisational Thriving	<b>0.571**</b>	<b>0.409**</b>	<b>0.371**</b>	<b>0.382**</b>

Note: \*\*  $p < 0.001$ , Perceived Organisational Support for Strength Use (POSSU), Perceived Organisational Support for Deficit Correction (POSDC), Strength Use Behaviour (SUB), Deficit Correction Behaviour (DCB).

This finding suggests that promoting and encouraging individual strengths within the organisation could potentially support the development of PsyCap, advocating for a strengths-based approach in organisational development strategies, however, other factors have possibly more impact.



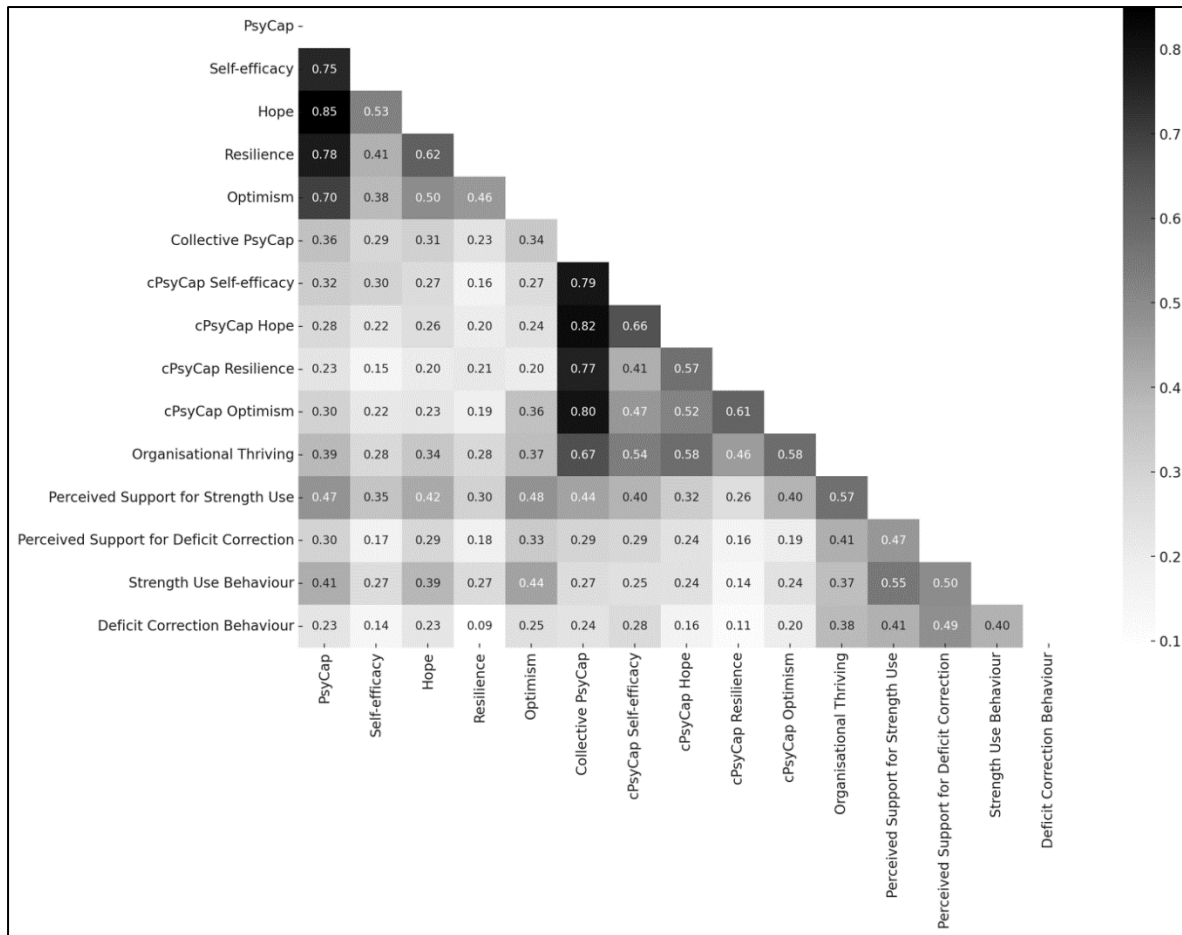


Figure 1. The heatmap of the relationships between constructs

Collective PsyCap showed similar but stronger trends, with cPsyCap correlating significantly ( $\rho = 0.439, p < 0.001$ ). Even more specifically, the study found that POSSU significantly correlates with collective efficacy ( $\rho = 0.397, p < 0.001$ ), cOptimism ( $\rho = 0.395, p < 0.001$ ) and collective hope ( $\rho = 0.321, p < 0.001$ ), indicating that support for strength use could be linked to a shared belief in collective capabilities and collective orientation towards goal achievement. The relation, though negligibly, with collective resilience suggests other mechanisms should be employed to understand the phenomenon. The strongest relationship was observed with Organisational Thriving, indicating a moderate relationship of  $\rho = 0.571$  ( $p < 0.001$ ).

Conversely, the correlation between Perceived Organisational Support for Deficit Correction and iPsyCap was weaker ( $\rho = 0.299, p < 0.001$ ), only showing slightly higher links with iOptimism ( $\rho = 0.322, p < 0.001$ ). This suggests a more pronounced benefit in focusing on strengths rather than remedying deficits to enhance PsyCap. The relationships between POSDC and collective constructs are even weaker and all negligible. POSDC only shows a positive significant relationship with Organisational Thriving ( $\rho = 0.409, p < 0.001$ ).

Overall, the correlation between Perceived Organisational Support for Strength Use and Strength Use Behaviour ( $\rho = 0.554, p < 0.001$ ) further highlights the positive impact of organisational support on facilitating strength-based behaviours among employees. And, albeit to a lesser degree, with Deficit Correction Behaviour ( $\rho = 0.230, p < 0.001$ ).

**Behaviours (SUB and DCB).** The correlation coefficient between Strength Use Behaviour and Psychological Capital (PsyCap) is  $\rho = 0.413$  ( $p < 0.001$ ), indicating a promising moderate positive relationship. Strength Use Behaviour also shows a moderate correlation with hope and

optimism ( $\rho = 0.391$  and  $\rho = 0.440$ , respectively,  $p < 0.001$ ), suggesting that as these positive psychological constructs increase, so does the tendency to utilise strengths at work, and reciprocally, Strength Use Behaviour might impact the levels of PsyCap, too.

It's worth mentioning that support for deficit correction indeed translates into DCB, as the correlation shows ( $\rho = 0.488$ ,  $p < 0.001$ ). However, other relations are not that promising. The examination of Deficit Correction Behaviour (DCB) within the context of Psychological Capital (PsyCap), collective Psychological Capital (cPsyCap), and Organisational Thriving Spearman's rho correlation coefficients revealed significant positive yet negligible relationships between DCB and these constructs: PsyCap ( $\rho = 0.230$ ,  $p < 0.001$ ), cPsyCap ( $\rho = 0.237$ ,  $p < 0.001$ ), and to a more moderate extent – to Organisational Thriving ( $\rho = 0.382$ ,  $p < 0.001$ ). For instance, individual resilience showed a negligible and even non-significant correlation with deficit correction behaviour ( $\rho = 0.092$ ,  $p = 0.064$ ), suggesting a weaker or potentially complex relationship that calls for further investigation. These correlations indicate that engagement in behaviours aimed at addressing and improving weaknesses is not necessarily the most appropriate and effective management approach. Supporting deficit correction will translate into deficit correction behaviour and possibly Organisational Thriving, but not individual or collective PsyCap.

### 3.3. Discussion

Spearman's rho correlational analysis revealed mixed and possibly more complex significant positive relationships across a selected spectrum of psychological and organisational constructs, with associations between individual and collective Psychological Capital constructs and their relations with organisational practices and behaviours.

**iPsyCap, cPsyCap and Organisational Thriving.** This empirical study emphasises the importance of individual and collective PsyCap and its extended novel corresponding concept of Organisational Thriving. The study's findings reveal (Figure 2) a direct and positive yet lower-than-anticipated relationship between personal and collective PsyCap (Supported Hypothesis 1). This aligns with the idea of the contagion effect (Barsade, 2002), which refers to the spread of emotions and psychological states within a group. It also aligns, although more remotely, with previous research suggesting that PsyCap positively influences team cohesion, specifically optimism (Bradley, 2020).

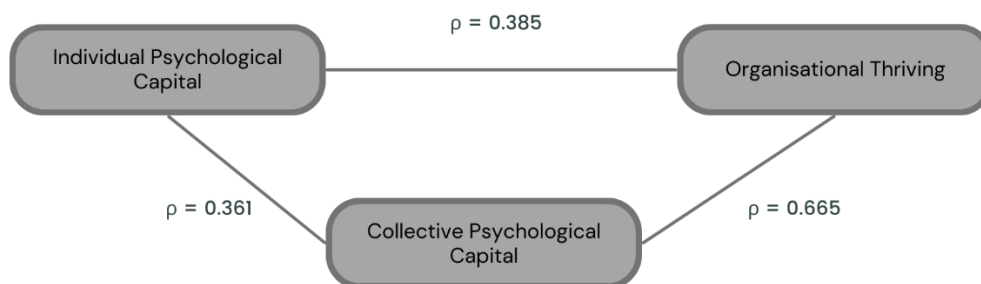


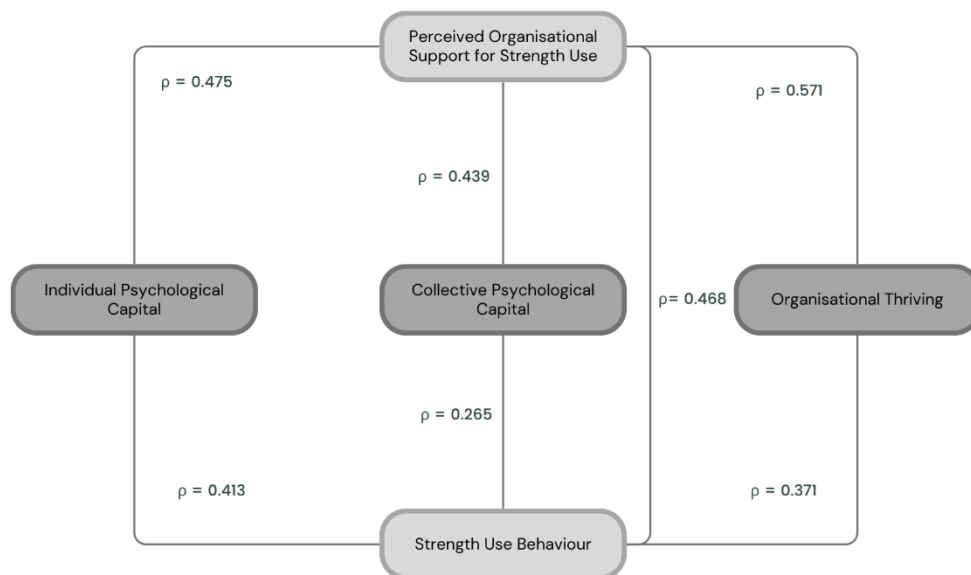
Figure 2. Correlations between individual Psychological Capital, collective Psychological Capital and Organisational Thriving

Note:  $N = 408$ ,  $p < 0.001$

In this dataset, although the relationship between individual PsyCap and Organisational Thriving is significant (supported Hypothesis 2), higher collective constructs' correlational coefficients show stronger links to Organisational Thriving suggesting that enhancing

collective psychological states may reward more significant advantages for Organisational Thriving than solely concentrating on individual development (Supported Hypothesis 3). For instance, Tanner et al. (2022) established the effect of Psychological Capital (PsyCap) on the resilience of tourism firms in facing and overcoming difficulties, highlighting the complex interconnection between PsyCap and social capital. Aldrich (2012) emphasised the importance of social capital in the community recovery process, supporting the idea that collective psychological capital is a vital component in developing resilience (Aldrich, 2012). These findings indicate that while individual psychological states are essential, collective characteristics, reinforced by solid social connections, also play a vital role in strengthening organisations and communities.

**POSSU, POSDC and associated behaviours with iPsyCap, cPsyCap and OT. Hypotheses 4, 5, and 6 were supported by higher positive links between POSSU, SUB and individual, collective PsyCap and Organisational Thriving than with POSDC and DCB.** As it can be seen in Figure 3, the empirical evidence within this dataset suggests that individuals' perceptions of organisational support for using their inherent strengths are linked to the frequency and intensity of strength-use behaviours exhibited within the workplace.



*Figure 3.* Illustrated Correlational (Spearman rho) Relationships Perceived Organisational Support for Strength Use and individual, collective PsyCap and Organisational Thriving

*Note:* N = 408, all at  $p < 0.001$

This finding is pivotal, highlighting that organisational environments that actively recognise and encourage the utilisation of individual strengths, in fact, also nurture a culture of empowerment and influence the extent to which employees engage in behaviours that use those strengths. Moreover, one can observe in Figure 4 that it also translates into significantly higher iPsyCap, cPsyCap and Organisational Thriving. This analysis aligns with the shifting emphasis on strengths in the workplace by field researchers providing evidence and highlighting the shift in organisational management from spotlighting weaknesses to prioritising strengths (Linley et al., 2010; van Woerkom & Kroon, 2020). The literature consistently highlights the significance of strengths in enhancing employees' confidence, self-efficacy, and resilience, resulting in mastery, engagement, and job satisfaction (Bakker & van Woerkom, 2017).

Looking at Figure 4, it is observed that apart from Organisational Thriving, POSDC and DCB have much lower and negligible relations with iPsyCap and cPsyCap, suggesting less appropriate management approaches.

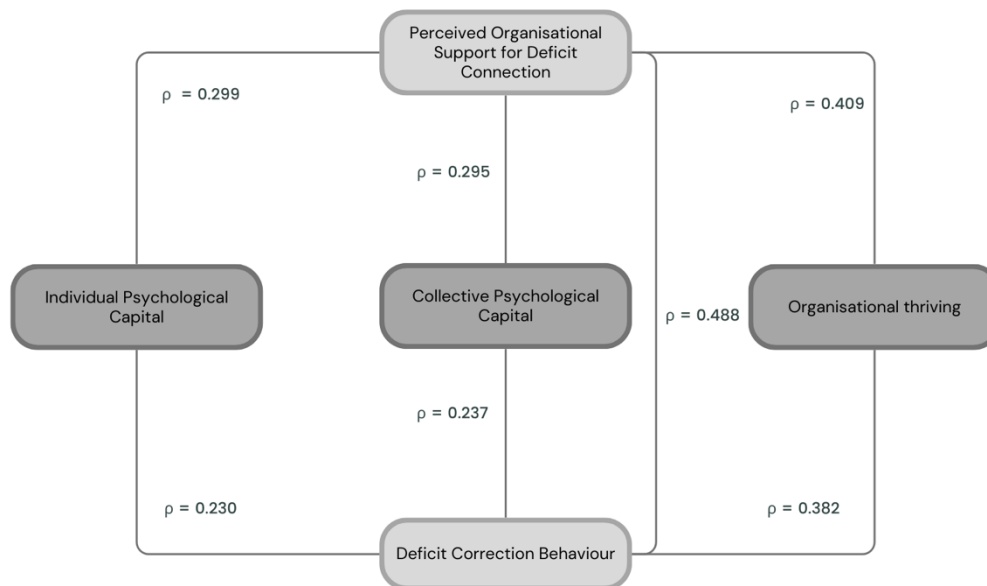


Figure 4. Illustrated Correlational (Spearman rho) Relationships Perceived Organisational Support for Strength Use and individual, collective PsyCap and Organisational Thriving

Note: N = 408,  $p < 0.001$

This research adds to the continuous dispute regarding the comparative efficacy and appropriateness of these two approaches that strength approach is more beneficial (Els et al., 2018; Gradito Dubord & Forest, 2023; Hiemstra & Van Yperen, 2015a; Rothmann et al., 2019; van Woerkom et al., 2018; Meyers et al., 2018; Meyers, Kooij, et al., 2019; van Woerkom & Kroon, 2020). Even though the association between PsyCap and POSDC remains positive, it's weak. It suggests that while employees recognise the importance of receiving help to correct their weaknesses, such assistance is less strongly linked to their positive psychological resources than the support they receive in employing their inherent strengths. These potential effects can impact businesses' operational management and strategic development strategies by promoting strength utilisation rather than solely addressing inadequacies.

On the other hand, POSDC and DCB correlated moderately with Organisational Thriving, and that could be indirectly supported by the findings of Els et al. (2018), which suggest that engaging in activities designed to target deficiencies could potentially boost an individual's self-efficacy these effects are relatively minor (Els et al., 2018).

#### 4. Conclusions, Implications and Limitations

The correlation analysis of this study revealed several key insights regarding individual and collective Psychological Capital (PsyCap) and Organisational Thriving in relation to Perceived Organisational Support for Strength Use and Deficit Correction. Firstly, strong positive correlations were identified between overall PsyCap and its individual components - self-efficacy, hope, resilience, and optimism - indicating that each element significantly contributes to enhancing PsyCap within organisational settings.

The analysis further revealed significant interrelations among these components, suggesting that higher levels of self-efficacy are associated with increased hope, resilience, and optimism.

Similarly, collective PsyCap and its components - collective efficacy, hope, resilience, and optimism - exhibited robust internal consistency, mirroring the individual PsyCap structure. This is an important insight for organisations to hold should they pursue the development of individual or collective Psychological Capital.

The study also highlighted stronger positive correlations between collective PsyCap and Organisational Thriving compared to individual PsyCap. This suggests that collective psychological resources have a more substantial impact on how employees perceive their organisation's ability to thrive. The significant relationship between individual and collective PsyCap further suggests that these psychological resources could potentially influence each other within organisations. However, the connection's strength is lower than anticipated and should be tested more vigorously to establish the link.

Perceived Organisational Support for Strength Use (POSSU) demonstrated stronger positive correlations with individual and collective PsyCap, in contrast to the weaker correlations observed with Perceived Organisational Support for Deficit Correction (POSDC). This finding suggests that promoting strength use within organisations is more effective in enhancing psychological resources and creating a thriving workplace.

Additionally, Strength Use Behaviour (SUB) moderately correlated with individual PsyCap and its components, whereas Deficit Correction Behaviour (DCB) showed weaker and sometimes negligible correlations with PsyCap but a moderate correlation with Organisational Thriving. These insights highlight the greater efficacy of strength-based approaches over deficit correction in promoting Psychological Capital and Organisational Thriving.

Therefore, organisations could focus on techniques to identify and utilise individual capabilities to improve overall psychological resources and create a thriving organisational atmosphere. For instance, HR practitioners could utilise these findings to educate managers on how to identify and promote strengths, develop interventions and programmes and even offer job crafting opportunities to endorse a supportive, encouraging and inspiring atmosphere for utilising strengths.

Limitations: The study's cross-sectional design restricts the generalisability and ability to infer causality from the findings. Organisations that opted to participate, self-reported measures, and more active female respondents may also influence the results. This indicates the necessity for more extensive, longitudinal or experimental studies that include various organisational settings and constructs to comprehend PsyCap and managerial support fully.

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