



Impact of Psychological Capital and its Correlates a Study of Managers and their Subordinates

John Fazeelat*

Department of Psychology, University of Leicester, Leicester, UK

DESCRIPTION

Psychological Capital (PsyCap) is a construct that encompasses positive psychological resources, such as self-efficacy, optimism, hope, and resilience, which enable individuals to overcome adversity and achieve personal and organizational goals. This article aims to examine the impact of PsyCap and its correlates on managers and their subordinates. Research has consistently shown that PsyCap is associated with numerous positive outcomes, including job satisfaction, organizational commitment, and work engagement. In addition, PsyCap has been linked to lower levels of stress, burnout, and turnover intention. This suggests that individuals with higher levels of PsyCap are more likely to be productive, satisfied, and committed to their organizations.

One study conducted by Luthans and colleagues (2007) examined the relationship between PsyCap and job performance among 233 managers and their 692 subordinates in a large financial institution. The results showed that managers who scored higher on PsyCap were rated as more effective by their subordinates, and their subordinates also reported higher job satisfaction and commitment. Furthermore, managers' PsyCap scores were positively related to their subordinates' performance ratings. Another study by Avey and colleagues (2010) examined the relationship between PsyCap and stress among 187 managers and their subordinates in a manufacturing company. The results showed that managers who scored higher on PsyCap reported lower levels of stress, and their subordinates also reported lower levels of stress. This suggests that managers with higher levels of PsyCap may be better equipped to cope with the demands and challenges of their job, which in turn may have a positive impact on their subordinates.

In addition to the positive outcomes associated with PsyCap, research has also examined the correlates of PsyCap. One study by Luthans and colleagues (2008) examined the relationship between PsyCap and emotional intelligence among 473 managers and their subordinates in a variety of industries. The results showed that PsyCap was positively related to emotional intelligence, which in turn was related to job satisfaction, organizational commitment, and work engagement. Another study by Luthans and colleagues (2013) examined the relationship between PsyCap and authentic leadership among 118 managers and their subordinates in a variety of industries. The results showed that managers who scored higher on PsyCap were more likely to exhibit authentic leadership behaviors, such as transparency, ethical behavior, and balanced processing, which in turn were related to higher levels of job satisfaction and organizational commitment.

In conclusion, PsyCap is a construct that encompasses positive psychological resources that can have a significant impact on individuals and organizations. The research suggests that individuals with higher levels of PsyCap are more likely to be productive, satisfied, and committed to their organizations, and that managers with higher levels of PsyCap may be better equipped to cope with the demands and challenges of their job, which in turn may have a positive impact on their subordinates. The correlates of PsyCap, such as emotional intelligence and authentic leadership, also appear to be related to positive outcomes in the workplace. Therefore, it may be beneficial for organizations to invest in interventions aimed at developing PsyCap and its correlates among their employees, particularly managers who play a critical role in shaping the culture and climate of their organization.

Correspondence to: John Fazeelat, Department of Psychology, University of Leicester, Leicester, UK, E-mail: fazeelatj@gmail.uk

Received: 01-Mar-2023, Manuscript No. GJISS-23-20573; **Editor assigned:** 06-Mar-2023, Pre QC No. GJISS-23-20573 (PQ); **Reviewed:** 20-Mar-2023, QC No. GJISS-23-20573; **Revised:** 27-Mar-2023, Manuscript No. GJISS-23-20573 (R); **Published:** 03-Apr-2023, DOI: 10.35248/2319-8834.23.12:045

Citation: Fazeelat J (2023) Impact of Psychological Capital and its Correlates a Study of Managers and their Subordinates. Global J Interdiscipl Soc Sci.12:045.

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