

**The Impact of Psychological Capital on  
Psychological Well-Being: An applied study  
on Employees at Kafr Al-Sheikh University.**

**أثر رأس المال النفسي على الرفاهية النفسية: دراسة تطبيقية  
على العاملين في جامعة كفر الشيخ**

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## **Abstract:**

The study aimed to clarify the impact of Psychological Capital (PsyCap) on Psychological Well-being (PsyWB) and the researcher used the positive approach based on the Hypothetical Deductive Model., and the data were collected using a survey list addressed to stratified random sample of (261) employee at Kafr Al-Sheikh University, and the researcher relied on data analysis and assumption tests on the Statistical Package of Social Sciences (SPSS). The results of the study showed that there was a positive moral correlation between Psychological Capital (PsyCap) in its dimensions (Self-efficacy, hope, optimism, Resiliency) and Psychological Well-being (PsyWB) at the macro level and for each variable individually, and a morally positive effect of Psychological Capital (PsyCap) in its dimensions (self-efficiency, hope, optimism, Resiliency) on overall psychological well-being and for each variable individually. Finally, there were moral differences in employees' perceptions of Psychological Well-being (PsyWB) according to different demographic variables (gender - career level - educational qualification - years of experience). Based on our findings, managers need to understand how important Psychological Capital (PsyCap) is for employees' Psychological Well-being (PsyWB). Moreover, contemporary organizations should focus on enhancing Psychological Capital (PsyCap) of employee as an initiative to increase Psychological Well-being (PsyWB).

**Keywords:** Psychological capital (PsyCap), Psychological Well-being (PsyWB), .

## **1. Introduction**

Psychological Well-being is a modern term in psychology, the focus of what is known as positive psychology, which only entered the academic path of psychology in 1998 when Martin Seligman addressed it in his speech to the inaugural session of the American Psychological Association. The quality of psychological life means "evaluating a person's reaction to life, whether it is reflected in satisfaction with life (cognitive calendars) or conscience (continuous emotional reaction)." (Diener et al.1999, PP. 276-302)

It can also be said that the concept of Psychological Well-being (PsyWB) is controversial, with different contents and connotations in different cultures, research and studies, yet it remains a general umbrella under which many meanings such as conviction, problem solving, happiness, psychological security and self-realization fall under it. (Taha, 2014, p. 8)

Psychological Capital (PsyCap) is a psychological approach in working place that is used to catch individual's psychology capacity that can be measured and developed for work improvement .Someone who can optimize psychological capital can help their selves to improve their performance, for the example when they has belief so they can take the chance to be success. It showed that psychological capital is an important thing to improve work behavior that can lead to individual and group's success. (Luthans, et al.,2007, p541.)

It is similar that Psychological Capital that is expanded can lead to psychological well-being. Thus, the researcher keen on know more about the relation between psychological capital and Psychological Well-being in his current study as following:

## **2. Problem definition**

The rise of positive psychology in the past decade has legitimized a veritable exploration of research concerning workplace well-being. As employees spend a significant portion of their daily lives contributing to their organizations, workplaces have become an important source of employees' happiness. Thus, research evidence indicates that Employee well-being at work appear to have

considerable overlap with the broader concept of well-being. In general, well-being is related to emotional states like hopefulness, optimism and contentment. Employee well-being, specifically, may refer to pleasant judgments (under positive attitudes) and pleasant experiences like positive feelings, emotions, moods, and flow states encountered by the employee at his workplace (Morgan and Luthans ,2015, p.180).

On other hand, (PsyCap) considers as a modern managerial concept and an important topic that helps to optimize the exploitation of the human element and improve individual performance and productivity. (Zanati, Khalil, 2018, p. 240) Previous studies have also emphasized the importance of (PsyCap) and the positive impact on many organizational outcomes. For example, studies of: (Avey et al., 2008, p.2), (Ibrahim, 2010, p. 147), (Abdel Wahab, 2012, p.9) and (Ismail, 2016, p1) (Abu al-Maati, Mansour, 2018, p. 417) and (Shah et al.al.2019), p801) and (Mahmoud, 2018, p64), (Han & Garg, 2018, p.7), (Aref, 2018, p. 111), (Zinati, Khalil, 2018, p. 240) and (Amin, 2019, p. 447) the results included: That positive psychological capital affects individual strength and is morally linked and achieves positive results for individuals and organizations such as organizational citizenship behaviors, psychological contract, job immersion, organizational identity, organizational performance, organizational satisfaction, organizational commitment, organizational prowess, career creativity, strengthening human talent management practices in the organization and improving employees attitudes towards organizational change, on the other hand, psychological capital resists negative results and negative direct impact on unwanted behaviors such as counter-action behaviors. Productivity and organizational sarcasm on job pressure and withdrawal from the job and the intention to leave work and deviant behaviors.

Moreover, it is aptly pointed out that (PsyCap) must be considered as a fundamental capacity for human life apart from being a functional variable for performance improvement in the workplace. Thus, the benefits of (PsyCap) may not be limited to work-related outcomes only but, may also be linked to employees' individual well-being. (Morgan and Luthans ,2015, p.182). Despite

this theoretical significance, it may be stated more specifically that there has been a dearth of intensive research and a very few empirical studies like that of focused on the relationship of (PsyCap) (or its components) with that of (PsyWB). Based on the above, the problem of research can be formulated in the following question: What is the impact of psychological capital on psychological well-being according to the perceptions of employees at Kafr Al-Sheikh University?

To answer this question, the following sub-questions were formulated:

- What is the level and dimensions of psychological capital according to the perceptions of the employees at Kafr Al-Sheikh University?
- What is the level of psychological well-being according to the perceptions of the employees at Kafr Al-Sheikh University?
- What is the nature of the relationship, psychological capital, its dimensions and psychological well-being, and according to the perceptions of the employees at Kafr Al-Sheikh University?
- Are there differences in employees' perceptions of psychological well-being due to different demographic factors among them at Kafr Al-Sheikh University?

### **3. The Research objectives**

The research seeks to achieve the following objectives:

- a. To verify the relationship between psychological capital and the psychological well-being of the employees at Kafr Al-Sheikh University.
- b. To find out whether psychological capital and its dimensions could predict the psychological well-being of the employees at Kafr Al-Sheikh University.
- c. To determine the effect of demographic factors on the perceptions of psychological well-being by staff at Kafr Al-Sheikh University.
- d. Reaching theoretical and practical results that contribute to enriching the research base on the one hand, and help the management of Egyptian universities in taking measures to develop psychological capital and achieve psychological well-being in their working environment on the other hand.

#### **4. The Research importance**

The importance of research is evident from scientific and practical considerations, as follows:

- a. **Scientific importance:** it stems from the importance of research in the literature of management science in relation to the topics of psychological capital and psychological well-being by testing the relationship between psychological capital and psychological well-being, with few previous studies in this area.
- b. **Practical importance:** By emphasizing the important role played by Egyptian universities, they are one of the key sectors that contribute to the prosperity and growth of society, by offering a range of solutions and proposals to manage these universities in an effort to overcome the challenges they face in their working environment as follows:
  - To learn about the reality of psychological well-being and the directions to support it and achieve its importance in the university in question.
  - To clarify the importance of psychological capital, its dimensions and its realization at the university.
  - Make recommendations and results that are applicable in Egyptian universities in order to enhance the role and dimensions of psychological capital in achieving psychological well-being.

#### **5. Conceptual framework & Hypotheses development**

This part is addressed as follows:

##### **5.1. Psychological Capital (PsyCap):**

Psychological capital is a positive psychological approach in the field of psychological science. According to definition of Luthans, et al. (2007 p.2) and Morgan and Luthans, (2015, p. 183), Psychological capital is a conceptual model of positive approach in the workplace known as positive organizational behavior (POB) theory .It can then be formulated that psychological capital is the positive

psychological capital that exists in a person, such as self-efficacy, hope, optimism and resiliency such positive psychological capital can be developed optimally. Thus, optimizing these positive psychology models will help a person in improving performance. So as to foster innovative behavior supported by the attitude of optimism and confidence of employees in completing the task at hand. The terms psychological capital and positive psychological capital are used by many authors and sources in tandem, where Han & Garg,(2018, p.7) and Hsing-Ming et al.,(2017, p.892) described psychological capital as individual-positive psychological resources, which have a basic psychological strength similar to the situation, including self-efficiency, hope, optimism, Resiliency and perseverance, rather than relatively stable personality characteristics and features that are difficult to change.

Radwan, Atta, (2018, p.26) and Abu al-Maati, Mansour, (2018, p. 419) defined Psychological capital as the balance owned by the employee and the resources and capabilities of the organization, which is represented by a set of positive psychological qualities that characterize the individual and enable him to feel self-efficient, optimistic about the future and Resiliency in work and hope to achieve its goals and face the problems and crises that can be exposed to it.

Aref, (2018, p. 111) considered psychological capital as the catalysts for showing personal characteristics and positive psychological qualities possessed by the individual and that help to achieve oneself and implement behavior and leadership in the tasks assigned to it. While Ismail, (2019, p. 51), and Mohammed, (2019, p. 115), agree that psychological capital represents an individual's ability to maintain a positive situation that helps him adapt to the environment and work problems until he reaches his goals and success in the work.

By definition Luthans, et al., (2007, p.3) it can then be formulated that psychological capital is the positive psychological capital that exists in a person, such as self-efficacy, hope, optimism and resiliency such positive psychological capital can be developed optimally. Optimizing these positive psychology models will help a person in improving performance. So as to foster innovative behavior



supported by the attitude of optimism and confidence of employees in completing the task at hand.

From the previous presentation, it is clear that Psychological capital is an approach characterized by dimensions that can optimize the potential that individuals have so as to help the organization's performance. besides, there is agreement between writers and researchers in this field on the different dimensions of psychological capital, which include (hope, self-efficiency, flexibility, optimism) which are the most commonly used dimensions in previous research and studies based on the studies of (Luthans et al., 2007, Avey, et al., 2008, Liu et al., 2012, Morgan and Luthans, 2015, Abu al-Maati, Mansour, 2018, Aref, ,2018) . Thus, these dimensions can be explained as follows:

**a. Self-efficacy:**

Luthans, et al., (2007, p.5) considered the Self-efficacy of employees to be one of the dimensions of psychological capital and defined it as self-confidence of the employee that makes him able to take every opportunity as a form of effort to achieve success in challenging tasks.

Aref, (2018, p. 113) defined Self-efficacy as an individual's confidence and ability to move their motivations and cognitive resources to carry out the tasks required of them in a good way, and Self-efficacy as in their so-called (subjective) i.e. linked to the psychological state of the individual, and therefore not constant but variable, so it can be said that they do not represent reality, the individual may think that he or she is unable to do a particular job, although in fact he or she is able to accomplish it, and may be better than others in doing so, so it must be said that the individual may not be able to do a particular job, although in fact he or she is able to do it, and may be better than others in doing so. Thus, it may be that he withdraws from a particular job because of his low self-effectiveness and not because of his real inability to perform those functional tasks.

Sweetman et al., (2011, p.6) explained the difference between Self-efficacy and hope, where self-efficiency may address the question of can individual do this? While hope addresses the question of how many different ways can he think of doing it and having the energy or willpower to get it done? Effectiveness and

hope may be generally linked, however, any particular individual, for example, may be higher in hope by being able to create multiple paths to achieve a particular but less efficient goal as they do not believe that they can implement any of the tracks effectively.

Luthans et al., (2015, p. 60) explained that self-efficiency is a factor that affects motivation in both positive and negative aspects, and can be affected by many factors that can be developed through interaction between the organization, employee and other co-workers., where experiences can Mastery and success, alternative learning/modeling opportunities, social persuasion/positive feedback, emotional, psychological and physiological excitement all affect the Self-efficacy of employees.

*b. Hope:*

Luthans, et al., (2007, p.5) explained that Hope is perseverance in achieving goals, being able to see opportunities or opportunities that can be achieved, and raising hopes for success. For example, believing that there are many ways out in every problem. According to this definition, Luthans and Youssef-Morgan, (2017,P.342) noted that hope includes two main dimensions: agency, which is the will or determination to pursue goals and paths, namely, the power of the road or the ability to generate alternative paths to achieve goals when obstacles hinder plans. Liu et al., (2012, p.2) defined Hope as a positive motivational state that guides the individual to persevere towards the desired goals and paths of success. In the same direction, Kong et al., (2018, p.2) considered hope to be a positive motivational state derived from the senses of success based on the paths to achieve goals and the energy geared towards achieving the goals. Thus, high-hope individuals not only have the will and motivation but also the ability to set a path to their goal and are able to create multiple paths and adapt their plans as needed, those with hope continue to achieve the goal even when faced with obstacles and problems in their work. Sweetman et al., (2011, p.6) pointed out that with high willpower (i.e. stimulus action) and the ability to generate alternative pathways, those with high hope tend to integrate a more stimulating

effort and generate pathways in mental strategies to solve creative problems and thereby increase their potential for creative performance.

**c. Optimism:**

Luthans, et al., (2007, p.5) defined optimism as one's ability to create positive attributes within themselves to achieve success in challenging tasks, as Defined by Luthans et al., (2015, p.114) as one of the most positive psychological resources, optimism is not just about the tendency to act in expecting good things to happen in the future. In this contextual meaning, Luthans and Youssef-Morgan, (2017, P.342) defined Optimism as a positive explanatory method attributes positive events to personal, permanent and wide-ranging reasons and explains negative events in terms of external, temporary and special factors, optimists expect good things to happen.

Avey, et al., (2008, p.14) noted that self-efficiency, hope and optimism share positive outlook for the future, but optimism is more general in nature and may be a generally positive expectation of success, while hope and self-efficiency tend to be more specific to a particular goal or area, and therefore optimism about the future can be taken advantage of in areas where self-efficiency or hope has not been built.

On other hand, Sweetman, et al., (2011, p.7) explained that optimism is about the expectation and explanatory style of positive outcomes of the individual, regardless of the specific willpower or the way-force behaviors needed to achieve those results as in hope. Luthans, et al., (2015, p.126) see the presence of optimistic employees at work as important factors in the event of changes in the organization, as the optimistic employee's outlook differs from that of a pessimist in difficult times, as optimists are likely to embrace the changes and see the opportunities that the future holds, based on positive expectations about the future.

**d. Resiliency:**

Luthans, et al., (2007, p.5) explained that Resilience is an individual's ability to overcome life's challenges and maintain them. Where an individual experiences

various problem then the individual is able to solve them, and make changes to achieve success. For example, being able to solve difficult problems in every job.

Sweetman et al.,(2011, p.7) defined Resiliency as an adaptive system that enables the individual to respond and overcome failure, a positive force that can be used to counter negative events as well as positive events to overcome problems, difficulties and perseverance in the completion of creative work, as Defined by Liu et al., (2012, p.2) as a positive psychological ability to resist and recover from failure and adversity beyond success to achieve them.

Avey, et al., (2008, p.15) explains that while self-efficiency, hope and optimism tend to be proactive in nature, Resiliency in interactive mode is often expressed, as a response to failure, however, Resiliency shares many interesting characteristics with self-efficiency, hope and optimism, both efficiency and Resiliency are an underlying element of perseverance that stimulates endurance in the face of obstacles, while the context of setbacks may be different (characterized by proactive pursuit of self-defined objectives in the context of self-efficiency, but interactively in Resiliency), and hope and Resiliency also share the direction of the process, where mechanisms that link a person to desired results are more important for success.

Jacobs, (2016, p.11) believes that employees can be trained in work Resiliency and make them less passive and more able to cope with work pressures and show more adjustment, social support and emotional stability when faced with difficulties.

Several previous studies have examined specifics that can contribute positively to the development or hinder development of psychological capital as following:

Ibrahim, (2010,p.147) found that reliable leadership, a supportive organizational climate, and the complexity of attitudes are important determinants of psychological capital, a study of Al-Maghrabi, Al-Nad, (2016, p. 693) also found that the dimensions of charismatic leadership have a positive impact on the dimensions of psychological capital. In the same direction, and Li et al., (2018, p. 433) found that transformative leadership positively affects employees' psychological capital.

Han & Garg, (2018, p.17) suggests that democracy in the workplace is a factor that stimulates the psychological characteristics of employees, a vital role in promoting the mental health of employees. The study of Najjar, (2017, p. 25) showed that the psychological climate is an important factor that improves the psychological capital of employees, and Kong et al., (2018, p.1) found in an analytical study that the regulatory climate, organizational justice, authentic leadership, exchange between leaders and members, and professional pressures are factors that morally affect psychological capital.

### 5.2. Psychological Well-Being (PsyWB):

The concept of well-being is a relatively marginal concept of psychology and has been the focus of positive psychology over the past decades. The quality of psychological life or what defines positive mental health is the extent to which an individual feels able to control his personal life and achieve valuable and meaningful goals for him, as well as the individual's feeling of having positive social relations with others, and the quality of psychological life is linked to both the general sense of happiness, tranquility, psychological tranquility and high levels of self-satisfaction and life. (Ryff, et.al.,2006, PP. 85–95).

Jonker, et.al., (2004, PP.159-164) asserts that after the quality of psychological life is the central component of quality of life in general, it specifically means positive self-esteem, emotional balance, acceptance of life, acceptance of others as well as liberation or freedom from symptoms of psychological disorder. In an attempt Ryff, et.al., (2006, PP. 85–95) to answer the question: Is the quality of psychological life the opposite term for psychological misalignment, or is the quality of psychological life and mental illness separate dimensions of mental health or psychological function? I have come to acknowledge that there are two different entries to answer this question:

Firstly, his supporters believe that the quality of psychological life and mental illness are interrelated terms, hence it can be said that those with high levels of mental disorders expect their mental quality of life to be low and vice versa. Proponents of this approach therefore emphasize the importance of identifying

distress, stress and psychological disorder as imperative to understand the quality of psychological life. Secondly, while proponents of the second entry assert on the contrary that the quality of psychological life and mental illness are separate areas of psychological function or mental health, therefore information on the causes, implications, and attachments of each other cannot be inferred from the other.

Abdu El-Wahaab,(2006,p.255) believes that psychological well-being represents a near-permanent positive internal feeling that reflects the solution of problems, psychological reassurance, joy, enjoyment, internal control, self-realization and the ability to deal with problems and difficulties with high efficiency and effectiveness.

Khrunup,( 2016,P.218) explains that psychological well-being is a term that refers to the existential challenges facing the individual in his or her life and how he or she overcomes them, and the true meaning of which is the full development of the individual's potential and positive performance.

Aiello and Tesi, (2017, p.75) adds that psychological well-being in the optimal performance framework eudaimonic is the compatibility of a person's optimal performance with positive mental health and the situation in which the potential for performance can be developed, in addition, psychological well-being is linked to self-motivation, self-promotion awareness and personal goals.

In the context of the work environment, Johnson et al.,(2018, p.3) sees rewarding work involving good relationships with colleagues and opportunities to feel accomplished on a regular basis as a key factor in psychological well-being, good psychological well-being, good physical health, boring and monotonous work, difficult relationships with others and work that requires impossible or "meaningless" performance that harms mental well-being and physical health.

Lee, (2019, P.232) also shows that psychological well-being indicates the discovery of meaning at work, which can be reflected through job satisfaction. Johnson et al.,(2018, p.4) explains the differences between some common terms such as job satisfaction, "motivation" and psychological well-being, where job satisfaction relates to person's satisfaction with their current job; this is certainly a factor in

psychological well-being, but it is quite possible that someone is satisfied with their specific job but unhappy because of the relationships with some colleagues, or the quality of management and supervision, and the same applies to motivation, the employee can be very active through work tasks because he feels important and does not want to frustrate the individual, but the workload involved and the lack of resources available may make him frustrated and unhappy.

Based on previous studies and research, the researcher found that the model which presented by Ryff has been adopted as an integrated theoretical framework for psychological well-being based on many theoretical understandings, and the researcher presents these dimensions of Psychological Well-Being (PsyWB) according to Reif,(1995,P.137), Khrunoub, (2016,P.221) and Slimon et al., (2018, p. 172), as follows:

- a. **Self-acceptance:** It means accepting oneself, which means accepting it in its pros and cons, and not rejecting it because self-rejection results in the individual's inability to accept others in real terms, and accepting one's own self does not, of course, mean satisfaction. This self-acceptance and accountability mean that the individual constantly evaluates his or her behavior until the individual reaches a state of self-development, i.e. the positive assessments of the individual's self and past life.
- b. **Positive Relations with others:** It means that one has high-quality relationships with others, and his ability to form mutual friendships on love, intimacy and mutual trust, which is the ability to have strong empathy. (College of Education Magazine, 2018, p. 513)
- c. **Autonomy:** It is indicated to exploit the individual and his ability to make decisions and resist social pressures, and to control and regularize personal behavior during interaction with others.

- d. **Environmental control or Environmental Mastery:** The ability of the individual to manage his life and his or her world. Purpose in life: the individual's belief that his life is a sacrifice and meaning.
- e. **Personal growth:** The ability of the individual to develop and develop his abilities, effective increase and personal competence in different aspects and a sense of optimism, i.e. the ability of the individual to realize and improve his or her energies, and be ready to receive any new experience that he or she is interested in in this development. Growth is a sense of realism, as life is considered here for the individual to be continuous processes in terms of education, fatigue and growth.

### 5.3. Psychological Capital & Psychological Well-Being (PsyCap & PsyWB):

After reviewing the literature on psychological capital, a hypothesis was developed for its relationship with the psychological well-being, where in literature on this relationship was studied by authors in different manners as following:

Karademas, (2006, p.1281) reported that optimism partially mediates the relation of self-efficacy and perceived social support with well-being, and Hmieleski & Carr (2007, p.1) showed the relationship between psychological capital and psychological well-being of entrepreneurs.

Singh and Khan, (2013, p336) found that the employees of private-sector had higher happiness than those of government sector based on higher forms of the various dimensions of psychological capital development. Thus, an indication that an enhanced psychological capital significantly influences employees' level of happiness which subsequently impact their well-being.

Morgan and Luthans, (2015, p.180) proposed several mechanisms by which PsyCap might lead to wellbeing. One such mechanism would be that PsyCap influences wellbeing by facilitating and sustaining it, and by preventing negativity. Another possible mechanism would be that PsyCap facilitates wellbeing by enabling positive appraisals of events at work, producing satisfaction with work, augmenting attention to and retention of positive



memories, and by facilitating positive evaluation of one's resource to effectively perform at work. The combined effect of positive appraisals, life satisfaction, positive memories and replenishment of one's resources will affect/attenuate work-related negativity. Finally, it may sustain positivity by motivating the individual in active pursuit of important work-related goals .

Afzal, A., et.al., (2016, p.147) indicated the role of positive psychological capital (PsyCap) in prediction of positive and negative emotions and subjective wellbeing (SWB). Further, portrayed that resilience, hope and optimism were positive predictors of SWB, and the results of Khrunup,(2016, p.238) study showed a statistically significant positive correlation between psychological well-being and its six sub-components, emotional intelligence and optimism.

The results of Pal and Srivastava, (2016, p.63) study indicated the existence of a high level of PsyCap among the employees. Moreover, it was also found that PsyCap predicted significantly the Happiness of the employees.

Jacobs, (2016, p.3) found that psychological capital training will increase the level of optimism, hope and Resiliency of employees after training, and that such training will reduce work pressures shortly after training and that the implementation of psychological capital courses will have a positive impact on the psychological well-being of employees.

Al-Hamlawi ,(2019, p.217)emphasized that an individual's investment in his own psychological capital makes him a human being capable of facing pressures and challenges in positive ways, and these methods of countering pressures play an important role in improving psychological well-being, so psychological capital contributes positively to employees' response to pressures and improved psychological well-being. This was agreed with a study of Ismail, (2019, p. 48), which found that psychological capital helps teachers cope with pressures at work.

Through the previous presentation, based on previous studies and research, the following assumptions can be formulated:

- H1:"The first hypothesis states that: "there is a positive moral correlation between psychological capital in its dimensions (self-efficiency, hope,

optimism, Resiliency) and psychological well-being at the macro level and for each variable individually." ". Based on the studies of both those of Luthans, et al,2007, Morgan and Luthans, (2015), Afzal, A., et.al., (2016), Khrunup, (2016), Pal and Srivastava, (2016).

- H2:"There is a morally positive effect of psychological capital in its dimensions (Self-efficacy, hope, optimism, Resiliency) on psychological well-being at the macro level and for each variable individually." Based on the studies of both those of Jacobs, (2016), Singh and Khan, (2013), Morgan and Luthans, (2015), Afzal, et.al., (2016), Khrunup,(2016),Pal and Srivastava,(2016), Al-Hamlawi,( 2019).

#### 5.4. Demographic factors and Psychological Well-Being (PsyWB):

After reviewing the literature on Psychological well-being, a hypothesis was developed for its relationship with Demographic factors as moderator, where in literature on this relationship was studied by authors in different manners as following:

Marzouki, (2013, p.43) study showed that differences in psychological well-being at work can be attributed to individual or personal differences between employees, Khrunoub,(2016,p.217) found that differences according to the Gender change in social well-being and its six sub-components. On other hand, the results of Abu Hamad, (2018, p 268) study showed that no statistically significant differences between male and female averages on the psychological quality of life scale.

Al-Suwailem, (2019, P.28) explained that the averages of psychological well-being in their dimensions vary depending on the different social situation and the different economic situation of a female university student, while the study of Wang et al., (2020, p.1990) showed no differences in psychological well-being attributable to variables of specialization and Gender.

Through the previous presentation, based on previous studies and research, the following assumption can be formulated:

- H3: "There are moral differences in employees' perceptions of psychological well-being according to different demographic variables (gender - career level - educational qualification - years of experience). Based on the studies of both those of Hassanein et al., (2014), Yasin, others (2014), Al-Hamlawi (2016), Khrunup, (2016), Abu Hamad (2018), (Al-Suwailem, (2019), (2020) and Wang et al., (2020).

Figure (1): shows the research model and possible relationships between independent, dependent and moderator research variables as follows:

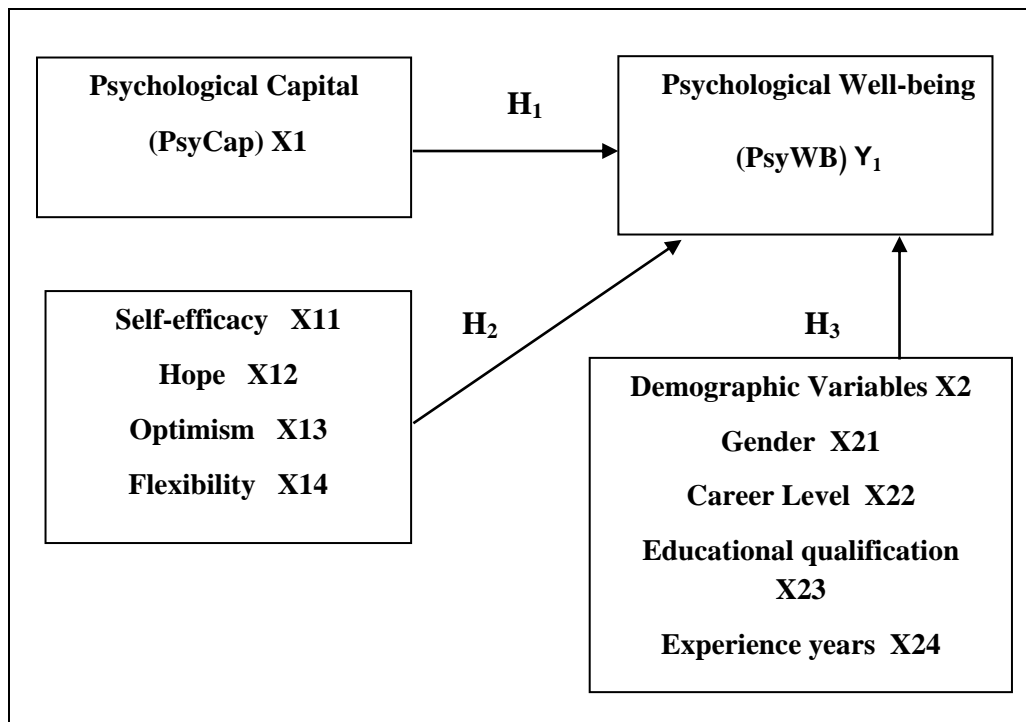


Figure (1): The Research Model

## 6. The Research Methods & Tools

This part isollows:

- 6.1. Sample: The research population represents employees in diffrent positions<sup>5</sup> at Kafr Al-Sheikh University, and the researcher relied on the withdrawal of one independent sample of (286) individuals out of a total of (1128) employees according to the mathematical formula of Bazaraa ,(1985, p. 274), The research sample was also selected in a method (Stratified Random

<sup>5</sup> The researcher relied on the division of employees and in accordance with Law 134 of 1978 into four groups (specialized jobs, technical jobs, clerical jobs, craft jobs and auxiliary service), and the latter group was excluded.

Sample) to ensure that it is distributed proportionally to its representation in population. (Sekaran, 2003: 249)

- 6.2. Data collection tool: Data was collected from the vocabulary and sample of the search using a survey list addressed to a sample of the employees at Kafr Al-Sheikh University. The survey was designed on a scaled digital scale of (0-5) and this individual measurement ensures that the greatest variation is achieved from the estimate of answers, as it was noted that individual measurement may lead sample members to mediate, while the double measurement reduces the tendency to mediate and leads to the accuracy and sincerity of the results. (Bassiouni, 1992: 174)

The list was also divided into three components and according to the research variables as follows:

- **General Information Schedule:** This included information on the demographic parameters of the respondents in terms of gender, career level, educational qualification, and experience years.
- **The Psychological Capital Questionnaire:** The Psychological Capital of the employees was measured by administering an adapted version of the 'PsyCap Questionnaire (PCQ), developed by Luthans et al. (2007). The scale contained in its entirety a set of 24 items, consisting specifically of six items on each of the four subscales of Self-efficacy, Optimism, Hope and Resiliency.
- **The Psychological well-being Questionnaire:** The Psychological well-being of the employees was measured by administering an adapted version of the Satisfaction with Life scale (five items; Diener et al, (1985) and PWB scale (54 items; Ryff, 1989b, Ryff, 2013a).

To measure Reliability, the Alpha coefficient method was used to assess the degree of internal consistency between the contents or scale items of the infrastructure to be measured and the stability factor for the list as a whole (%93.4), indicated high degree of internal consistency.

To measure Construct Validity, Kmo's & Bartlett's test was used, and the results showed that Kmo's value of the psychological capital measure is equal to (0.955),

indicating the adequacy of the sample, where the value is close to the correct one, and Bartlett's psychological capital scale test results indicate that its value is equal to (961.231) which is a value Large and moral level (0.000), the results also indicate that Kmo's value of the psychological well-being measure is equal to (0.893), indicating the adequacy of the sample, where the value is close to the right one, as the results of Bartlett's psychological well-being test indicate that Its value is equal to (902.110), which is a great value and a moral level (0.001). (Ashour & Salem, 2005: 218)

## 7. Results

Based on the results obtained in the data statistical analysis phase, the researcher presents them as follows:

7.1. The results of table (1) shows that there is a difference between employees in the order the research variables importance as follows: The Mean of (psychological well-being) variable is (3.921) and a Coefficient of Variation (CV) is (18.62%), followed by (psychological capital) variable with Mean of (3.561) and Coefficient of Variation (CV) is (19.14%). It is also clear that there is a difference between the employees in the order of the importance of psychological capital dimensions (Self-efficacy, hope, optimism and Resiliency), where the (self-efficiency) variable comes first with Mean of (4.275) and Coefficient of Variation (CV) is (18.95%) followed by the (hope) variable in the second place with Mean of (3.5) and Coefficient of Variation (CV) is (24.39%). finally, (Resiliency and optimism) variables are last ranked with Mean of (3.285, 3.150) and Coefficient of Variation (CV) are (19.57%, 13.05%) respectively.

**Table 1: Means, Standard deviations and Coefficients of Variation for variables**

Research Variables		Mean	SD	CV
Self-Efficacy	X <sub>11</sub>	4.275	0.810	%18.95
Hope	X <sub>12</sub>	3.534	0.862	%24.39
Optimism	X <sub>13</sub>	3.150	0.411	%13.05
Resiliency	X <sub>14</sub>	3.285	0.643	%19.57
Psychological Capital (PsyC)	X <sub>1</sub>	3.561	0.682	%19.14
Psychological Well-Being Being (PsyWB)	Y <sub>1</sub>	3.921	0.730	%18.62

7.2. The results of Pearson's correlation coefficient analysis presented by Table (2) show that There is a positive and statistically significant relationship between the psychological capital and psychological well-being, and the strength of this relationship has reached about (0.853) and it is approaching the right one. There is also a positive and statistically significant relationship between the dimensions of psychological capital (Self-efficacy, hope, optimism and Resiliency) and psychological well-being, with the strength of this relationship are (0.970, 0.845, 0.715, 0.832), respectively. (which suggests accepting the alternative hypothesis that there is a positive moral correlation between psychological capital in its dimensions (Self-efficacy, hope, optimism, Resiliency) and psychological well-being at the macro level and for each variable individually ").

Table 2: Pearson's correlation matrix

Research Variables	X <sub>11</sub>	X <sub>12</sub>	X <sub>13</sub>	X <sub>14</sub>	X <sub>1</sub>	Y <sub>1</sub>
Self-efficacy X <sub>11</sub>	1					
Hope X <sub>12</sub>	.821**	1				
Optimism X <sub>13</sub>	.815**	.746**	1			
Resiliency X <sub>14</sub>	.882**	.862**	.642**	1		
PsyC X <sub>1</sub>	.935**	.875**	.735**	.843**	1	
PsyWB Y <sub>1</sub>	.970**	.845**	.715**	.832**	.853**	1

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

7.3. The results of the Simple Regression Analysis presented by Table (3) show that the effect of the independent variable (psychological capital) entirely on psychological well-being. The calculated F value refers to the model's morale of (58.211) with a probability value (0.003) is below than significance level ( $\alpha \leq 0.01$ ). The Adjusted (R<sup>2</sup>) Regression model is (0.792), i.e. the independent variable interprets (79.0%) of the variation in psychological well-being. The Simple (R) coefficient is (0.885) and it indicates the strength of the relationship or Correlation between the interpreted independent variable and the value of the dependent variable, as evidenced by the fact that ( $\beta$ )

coefficient is a positive value, and the result of the T-test analysis indicates a statistically significant effect of employees' perceptions of psychological capital on psychological well-being at a significance level ( $\alpha \leq 0.01$ ). Then, there is a statistically significant effect of psychological capital in entirety on psychological well-being. (which suggests accepting the alternative hypothesis that there is a positive impact of psychological capital on psychological well-being at the macro level".

**Table 3: Simple Regression Analysis Results to test the impact of (PsyC) on (PsyWB)**

Independent v.	$\beta$	Beta	T-value	Sig. T	Adjusted $R^2$	R	F-value	Sig. F	dependent v.
PsyC $X_1$	0.863	0.845	**72.960	0.000	0.792	0.885	58.211**	0.003	PsyWB $Y_1$

\*\* $\alpha \leq 0.01$

7.4. The results of the Multiple Regression Analysis presented by Table (4) show that the effect of the independent variables (psychological capital dimensions) on psychological well-being as a dependent variable, where the calculated value (F) is (94.315) with a probability value (0.001) is below than significance level ( $\alpha \leq 0.01$ ). The Adjusted ( $R^2$ ) Regression model at (0.883), i.e., independent variables explain (88.3%) variation in (psychological well-being). The Multiple (R) coefficient is (0.852) indicates the strength of the relationship or Correlation between Independent variables and the value of the dependent variable, as it is clear that ( $\beta$ ) coefficients are a positive values, and the results of the T-test analysis indicate at a significance level ( $\alpha \leq 0.01$ ). Then, there is a statistically significant effect of psychological capital in its dimensions (Self-efficacy, hope, optimism and Resiliency) on psychological well-being. (which suggests accepting the alternative hypothesis that there is a positive impact of psychological capital dimensions on psychological well-being for each variable individually).

**Table 4: Multiple Regression Analysis Results to test the impact of (PsyC) dimensions on (PsyWB)**

Independent v.	$\beta$	Beta	T-value	Sig. T	Adjusted R <sup>2</sup>	R	F-value	Sig. F	dependent v.
Self-Efficacy	0.946	0.897	**58.623	0.000	0.883	0.852	94.315**	0.001	PsyWB Y <sub>1</sub>
Hope	0.753	0.826	**52.330	0.001					
Optimism	0.811	0.879	**36.152	0.020					
Resiliency	0.784	0.715	**45.431	0.001					

\*\* $\alpha \leq 0.01$ 

7.5. The results of (T-test) presented by Table (5) show the impact of gender and Career level on psychological well-being as follows:

- a. For the first variable (gender), it is clear that the average male perceptions are higher than that of females at (4.721) with a standard deviation (1.097), while the average female perception (2.794) with a standard deviation (0.350) and the outcome of the Test (T) is (9.573) with a probability value (0.000) is below than significance level ( $\alpha \leq 0.01$ ). Then, there are moral differences between employees' perceptions by gender towards psychological well-being.
- b. For the second variable (career level), it is clear that the average perceptions of employees in the administrative level are higher than that of technical level at (3.805) with a standard deviation (0.471), while the average perception of the technical level (2.793) with a standard deviation (0.640). as the result of the test (T) is (12.809) with a probability value (0.004) below than significance level ( $\alpha \leq 0.01$ ). Then, there are moral differences between the perceptions of employees according to the career level towards psychological well-being.



**Table5: (T-test) Results for the impact of (Gender-Career level) on (PsyWB)**

Description	Gender		Career Level	
	Male	Female	Administrative	Technical
n.	154	107	89	172
Mean	4.721	3.832	3.805	2.793
SD	0.350	0.264	0.471	0.640
T-Test	9.573		12.809	
Sig.	0.000		0.004	

- c. **7.6. The results of Kruskal-Wallis Test presented by Table (6) show the impact of Educational qualification and Experience years on psychological well-being as follows:**
- d. **For the first variable (Educational qualification), it turns out that the average grades for the perception of employees according to the level of education (less than university- university - above university) are (174.26, 61.80., 35.19) respectively, with a probability value (0.002) is less than significance level ( $\alpha \leq 0.01$ ). Then, generally there are no moral differences between the perceptions of employees according to the level of education towards psychological well-being.**
- e. **For the second dimension (Experience years), it is clear that the average grades for the perceptions of employees according to experience (less than 10 years - from 10: 20 years - more than 20 years) are (192.30, 148.52, 283.71), respectively, with a probability value of (0.000) below than significance level ( $\alpha \leq 0.01$ ). Then, there are moral differences between employees' perceptions according to experience towards psychological well-being.**

**Table 6: Kruskal-Wallis Test Results for the impact of both (Educational qualification - Experience years) on (PsyWB)**

Description	Educational qualification			Experience years		
	less than university	university	above university	less than 10 years	from 10: 20 years	more than 20 years
n.	82	115	64	97	122	42
Ranks mean	174.26	61.80	35.19	192.30	148.52	283.71
Chi <sup>2</sup>	26.11			30.09**		
Sig.	0.002			0.000		

## 8. Discussions

Based on the findings of the study, it is clear that:

- a. **Acceptance of the validity of the first hypothesis which states that: "There is a positive moral correlation between psychological capital in its dimensions (Self-efficacy, hope, optimism, Resiliency) and psychological well-being at the macro level and for each variable individually". This finding can be explained by the theory of positive psychological capital and its impact on cognitive processes and psychological well-being, and accordingly the decline in psychological capital weakens psychological well-being, and capital is entirely better at predicting performance and satisfaction at work from four dimensions separately. (Luthans, et al,2007) Thus, the current study is consistent with those of Morgan and Luthans, (2015), Afzal, A., et.al., (2016), Khrunup, (2016), Pal and Srivastava, (2016).**
- b. **Acceptance of the validity of the second hypothesis, which states that: "There is a morally positive effect of psychological capital in its dimensions (self-efficiency, hope, optimism, Resiliency) on psychological well-being at the macro level and for each variable individually." The results showed that there was a positive moral impact on psychological capital with its dimensions (Self-efficacy, hope, optimism, Resiliency) on overall and dimension-specific psychological well-being. This result confirms the positive and moral correlation between psychological capital and psychological well-being. This**

finding can be explained by Posited that psycap will act as a predictor variable for psychological well-being. The results demonstrated that psycap significantly predicted psychological well-being among employees. Thus, a strong positive relationship between psycap and psychological well-being signifies that psycap aids in building positive attribution in relation to the challenging work goals, in that it modifies the behavior of the employees and expedites task-oriented coping and challenge appraisal. Perhaps, employees who develop within themselves a state of being hopeful, efficacious, resilient and optimistic will also be strongly oriented toward having greater life satisfaction, positive affect and lower levels of negative affect, that is, improve upon their psychological well-being. Thus, the current study is consistent with those of Jacobs, (2016), Singh and Khan, (2013), Morgan and Luthans, (2015), Afzal, et.al., (2016), Khrunup,(2016),Pal and Srivastava,(2016), Al-Hamlawi,( 2019).

- c. Acceptance of the validity of the third hypothesis, which states that: "There are moral differences in employees' perceptions of psychological well-being according to different demographic variables (gender - career level - educational qualification - years of experience) as follows:
- d. For the first variable (gender), it is clear that the average male perception is higher than that of females, and that there are moral differences between employees' perceptions by type of psychological well-being in favour of males. The current study is consistent with the study: Hassanein et al., (2014), which supports moral differences between males and females and varies with studies of Abu Hamad (2018), Yasin, others (2014), Al-Hamlawi (2016), Khrunup, (2016) and Wang et al., (2020). This explains why males' desire to achieve their aspirations, progress and career growth makes them more capable of self-acceptance, independence and positive relationships, thereby achieving their well-being.
- e. For the second variable (career level), it is clear that the average male perception of the administrative level is higher than that of technical staff. There are also moral differences between employees' perceptions according to

the functional level towards psychological well-being. This explains that the higher level of management makes staff more able to lead in their position and self-receptive because of their sense of achievement, growth, independence and control of the environment.

- f. There are moral differences between employees' perceptions according to educational qualification towards psychological well-being, which explains that education makes employees more knowledgeable and evaluative of events in the working environment and dealing with them, supporting confidence, independence, growth and positive relationships at work. Thus, the current study is consistent with those of (Al-Suwailem, (2019), Wang et al., (2020).

## **9. Research Implications**

Our study has several implications as follows:

### **9.1. Theoretical implications:**

The present study offers several contributions to Psychological Capital and psychological well-being literature as follows:

- a. Our study addresses recent calls for research to understand better how PsyCap influence employees' promoting work-related attitudes and behaviors and thereby confirming previous research by (Ismail,2016,AbualMaati&Mansour,2018,Mahmoud,2018,Han&Garg,2018,Aref,2018,Zinati,Khalil,2018,Shah,etal.al.2019,Amin,2019) which confirms the importance of Psychological Capital at work. Secondly, the present research expands the PsyCap literature by investigating PsyCap of employees as a key mechanism affecting their PsyWB, which, in turn, leads them to perform better in their jobs, thereby, confirming previous research by (Singh&Khan,2013, Morgan &Luthans,2015, Afzal, A., et.al.,2016, Khrunup,2016, Pal & Srivastava,2016) highlighted that PsyCap is an important precedent for the psychological well-being of the staff.
- b. The results of the current study showed the role and dimensions of PsyCap in promoting workers' perceptions of PsyWB through their strong correlation, as well as the moral positive impact of PsyCap on psychological

well-being, thereby confirming previous research

by (Jacobs, 2016, Karademas, 2006, Hmieleski & Carr, 2007, Singh & Khan, 2013, Morgan & Luthans, 2015, Afzal, A., et al., 2016, Khrunup, 2016, Pal & Srivastava, 2016, Al-Hamlawi, 2019).

- c. Finally, the results of the current study showed the impact of demographic variables on workers' perceptions of PsyWB, thereby confirming previous research by (Khrunoub, 2016, Hassanein et al., 2014, Abu Hamad, 2018, Yasin, others, 2014, Hamlawi, 2016, Al-Suwailem, 2019, Wang et al., 2020).

#### 9.2. Practical implications:

The findings of this study provide certain implications for organizations to formulate their policies in terms of employees' PsyCap. & PsyWB as follows:

- a. This study will help managers in understanding the importance of employees' Psychological Capital for work-related attitudes and behavior. Based on our findings, managers need to understand how important Psychological Capital is for employees' psychological well-being. Given the fact that low level of Psychological Capital leads to cause adverse employee psychological well-being, managers can contribute to developing a workforce in the presence of Psychological Capital. they should provide their employees with opportunities to use their full potential, which will increase their sense of autonomy and promoting their Psychological well-being.
- b. Based on our findings, Organizations should not only spend on interventions to improve employees' psychological well-being, but also it should ensure that employee's percept a sense of Psychological well-being or else the returns on such interventions could be nullified. Thus, several human resource-based interventions could foster employees' Psychological Capital, such as selecting and placing employees into appropriate positions, ensuring a friendly work environment and providing training that improves employees' mental health and help them to manage their perceptions positively.

- c. Finally, as organizations operate in a volatile and highly competitive environment, it is and will be difficult for them to provide high levels of Psychological Capital. Moreover, contemporary organizations should focus on enhancing Psychological Capital of employee as an initiative to increase Psychological well-being. Consequently, this accumulated PsyCap may promote the development of positive attitudes among the employees, towards their organizations.

### 9.3. Limitations and future studies:

There are several limitations to this study.as follows:

- a. Firstly, we measured our research variables by using a self-report survey at a single point of time. Thus, social desirability is one of the response biases that influence the results of studies that use self-report questionnaires. However, future research may rely on longitudinal approach by collect data at different time points to avoid the threat of such bias.
- b. Secondly, the sample of this study consisted of employees holding specialized positions at Kafr Al-Sheikh University; thus, the generalizability of our findings to other industries or sectors is yet to be established. Future research should test our research model in various industries or services.
- c. Finally, Future studies could consider the moderating role of some factors in the relationship between Psychological Capital and psychological well-being of employees such as psychological empowerment, job insecurity, personality characteristics, and leadership patterns.

#### 9.4. Conclusion:

**This study proposes a framework to understand the relationship between PsyCap and PsyWB of employees. It also describes how PsyCap influences PsyWB. Our current study results also provide an empirical support for the efficacy of examining the PsyWB, where, the findings indicate that a way to achieve PsyWB is to develop PsyCap of the employees where employees who have a high level of Psychological Capital are likely to be more PsyWB.**

**Thus, it is recommended that organizational interventions may aim to increase employees' personal resources, which will in turn increase their PsyCap and facilitate enhanced PsyWB.**

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