

UNIVERSITY OF CAPE COAST



**EFFECTS OF PSYCHOLOGICAL CAPITAL ON EMPLOYEE  
PERFORMANCE: THE MEDIATING ROLE OF QUALITY OF WORK  
LIFE AMONG EMPLOYEES AT THE OFFINSO MUNICIPAL  
ASSEMBLY**

**BERNICE ASARE**

2023

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ASSEMBLY**

**BY  
BERNICE ASARE**

Thesis submitted to the Department of Human Resource  
Management of the School of Business, College of Humanities and Legal  
Studies, University of Cape Coast in partial fulfilment of the requirements for the  
award of Master of Commerce degree in Human Resource  
Management

**NOVEMBER 2023**

## DECLARATION

### Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ..... Date: .....

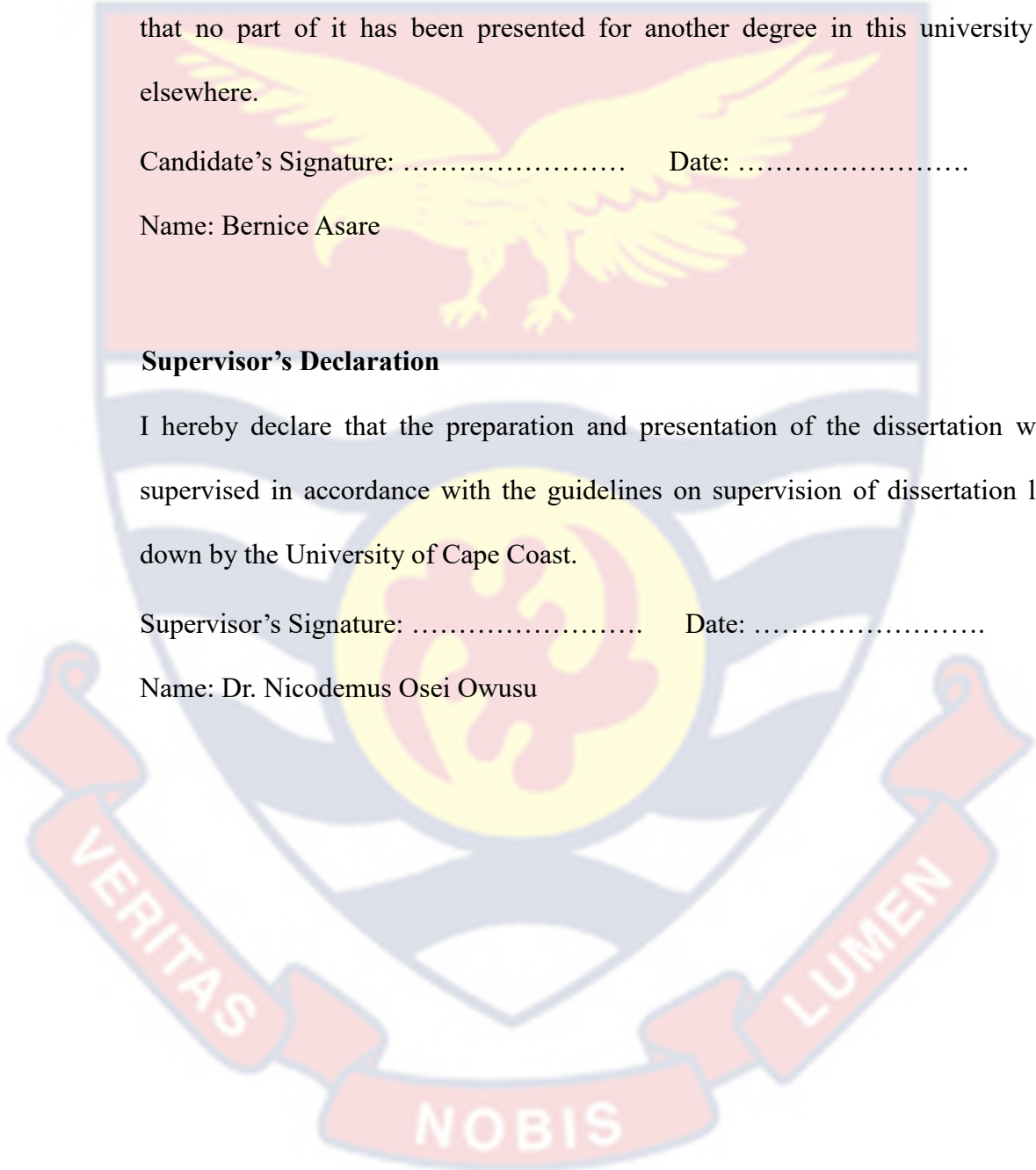
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### Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: ..... Date: .....

Name: Dr. Nicodemus Osei Owusu



## ABSTRACT

The purpose of this study was to investigate the effects of psychological capital on employee performance; the mediating role of the quality of work life among employees at the Offinso Municipal Assembly. Using an explanatory research design and adopting the quantitative method of research, structured questionnaires were administered to 272 randomly sampled employees at the Offinso Municipal Assembly. The study's hypotheses were tested using partial least squares structural equation modelling and descriptive analyses were performed using Statistical Package for the Social Sciences. The study's results showed that each of the four components of Psychological Capital; optimism, self-efficacy, hope, and resilience had a significant and positive relationship with employee performance and the relationship was partially mediated through the Quality of work life of the employees. In view of this, it is recommended that management put in place interventions to help employees obtain and maintain positive psychological resources (e.g., self-efficacy, hope, optimism, and resilience) which are fruitful for their Quality of work life and performance. The Quality of work life of employees should be improved by designing a work environment with safe working conditions, opportunities for growth and advancements and also a sense of belongingness. This will make employees more enthusiastic, dedicated, and focused on their work, which will further improve their performance.

## KEY WORDS

Employee Performance

Quality of work life

Psychological Capital

Hope

Optimism

Resilience

Self-Efficacy



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## DEDICATION

To my parents, Rev., and Mrs. Asare.



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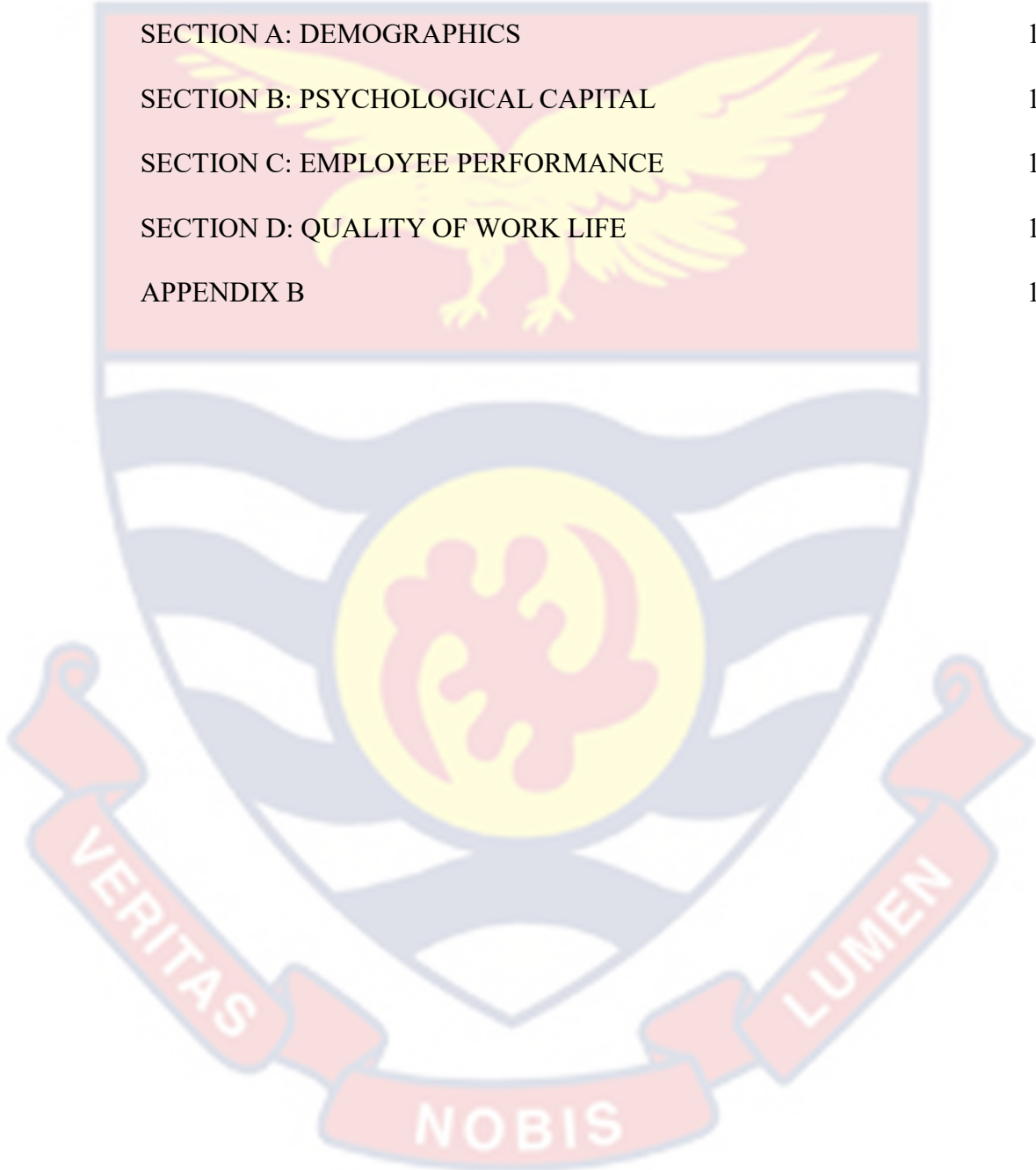
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## LIST OF ACRONYMS

PsyCap – Psychological Capital

QWL – Quality of work life

COR – Conservation of Resource

JD-R – Jobs Demand Resource

PE – Positive Emotion

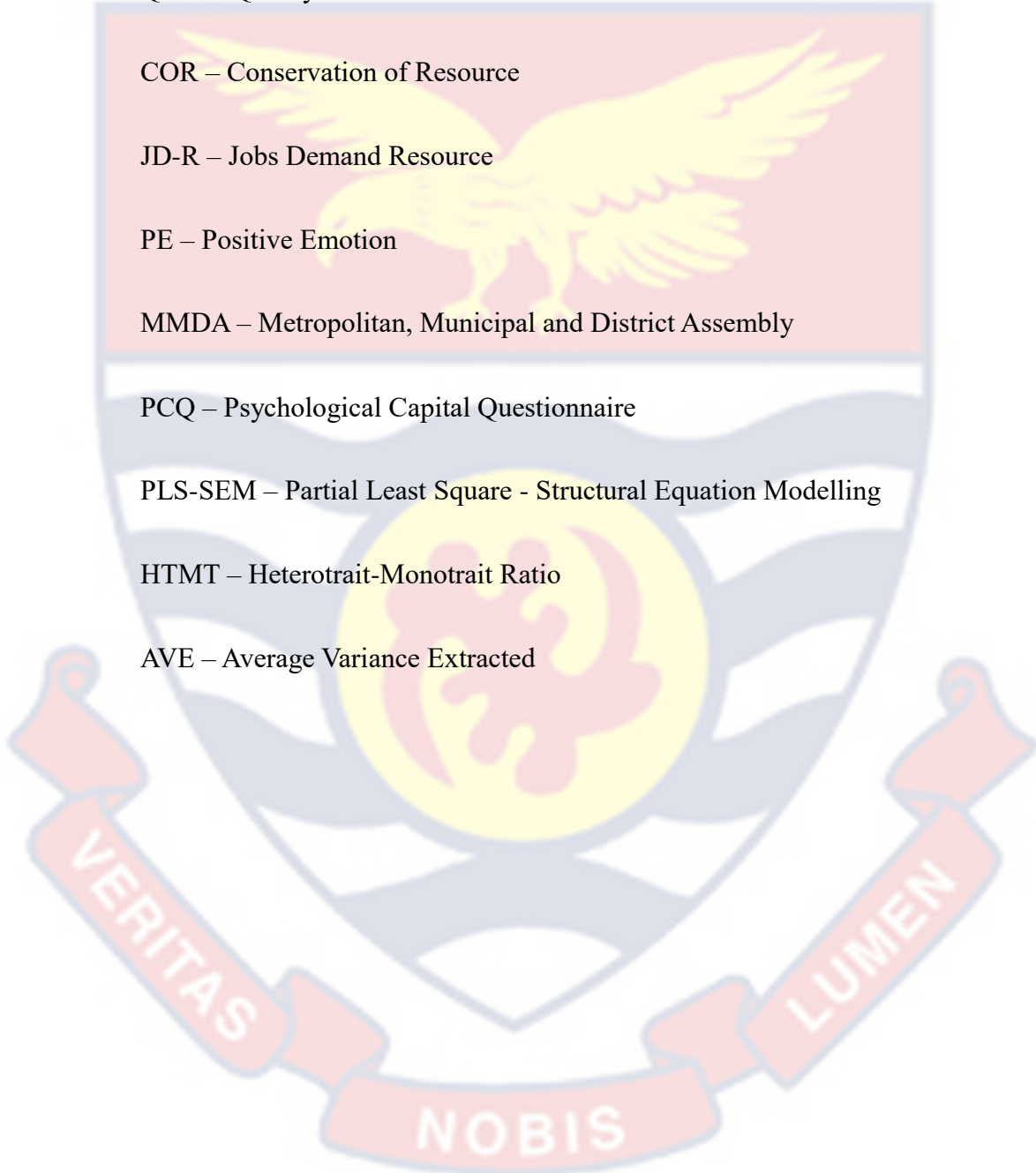
MMDA – Metropolitan, Municipal and District Assembly

PCQ – Psychological Capital Questionnaire

PLS-SEM – Partial Least Square - Structural Equation Modelling

HTMT – Heterotrait-Monotrait Ratio

AVE – Average Variance Extracted



## CHAPTER ONE

### INTRODUCTION

This thesis discusses how Psychological Capital (PsyCap) influences employee performance in the Offinso Municipal Assembly with the mediating role of Quality of work life. The thesis comprises of five main chapters with this being the introductory chapter which provides an overview of the entire study. It begins by giving the study's background, then moves on to the problem statement, which explains the gaps in the literature and supports the current research. The chapter also outlines the research hypothesis, particular objectives, and purpose. This chapter also defines the parameters and restrictions of the study. The definitions of some important terms and the arrangement of the remaining thesis are provided at the end of the chapter.

#### **Background to the Study**

In today's world, taking into consideration the remarkable developments that our dispensation is seeing as well as the tremendous revolutionary practices in the arenas of knowledge and technology, there have been growth in many competitors which have led to an uncertainty environment (Murmans, 2013). This situation has brought about economic reality which has imposed on employers the challenge of searching for systems that can assure them of growth, continuous and consistent survival in the long run. Today, by apprehending the general notion that physical assets are no longer the only basis for distinction, employers have come to accept that the human component has become that essential factor needed to



realize the aims and purposes of organisations of all proportions and fields of endeavor (Greer, 2021).

According to Asia (2018), this general realization has supported Bill Gates argument that those who leave the door every night are the most valuable resources, as it refers to human resources. Thus, the human touch is now widely recognized as the most fundamental aspect of an organisation's resources, which is subjected to a variety of factors (including technological developments, taxing administrations, the ramifications of globalization, a dysfunctional, disturbing, and volatile work environment), which contribute to a psychological state of euphoria or distress (Al-Anzi, 2016).

In today's setting of worldwide global economic interconnection, Ghanaian businesses must deal with severely increasing competition from international companies by aggressively changing mindsets, enhancing efficiency, and utilizing existing resources (Akaba, Ocloo & Worwui-Brown, 2014). In acclimatizing to the world's quick and practical transformations, they must modify themselves in many areas, including corporate processes, organisational structure, and personal efficiency. Concepts of social, intellectual, and psychological capital have emerged as the defensive mechanisms of enterprises to ensure their survival and consistency, since financial capital was considered a prerequisite for the establishment of organizations.

However, because of its effect on human performance, psychological capital is a kind of strategic asset that has drawn a lot of attention in business literature, according to Ardichvili (2011). The term Psychological Capital pertains

to the favorable evaluation of an individual's capacity to surmount challenges with effort and perseverance (Luthans and Youssef, 2004). Self-efficacy is defined as possessing composure to take on and achieve high levels of performance, to excel and thrive at difficult challenges. Optimism is providing a positive attribution about prospering now and in the future. Hope is persevering toward goals and, when absolutely needed reorienting passageways to goals in order to be successful and resilience is sustaining and overcoming obstacles when bedeviled by dilemmas and difficult circumstances (Luthans *et al.*, 2007).

From the points of views of Luthans *et al.* (2005), investing in and developing PsyCap has several advantages, including improved work performance and the establishment of a competitive edge. Studies conducted recently have indicated that psychological capital positively affects employees' performance (Luthans *et al.* 2017; Newman *et al.* 2018; Nolzen, 2014). This is because the modern worker deals with a variety of issues, such as quickening technological progress, increasing demands at work and at home, unforeseen layoffs, and more; therefore, PsyCap would advise workers to maintain optimism and perseverance in the face of some of these difficulties. Consequently, workers who possess a high PsyCap are likely to contribute significantly more to their companies since such employees will be capable of adapting easier in the workforce (Luthans *et al.*, 2017; Nolzen, 2018).

PsyCap strengths for the person including optimism, resilience, hope, and efficacy can be developed by means of intercessions from either management or professionals, thereby making PsyCap in today's times more relevant which will

consequently improve performance (Luthans & Avolio, 2015). The Conservation of Resource theory supports this and asserts that workers are driven to safeguard their current, finite resources and acquire new ones. Reaching success and achieving aims like adaptability, coping, and well-being all depend on one's capacity to obtain and preserve resources (Avey *et al.* 2010).

However, studies have shown that such influence on performance does not happen in a vacuum and that the ability of the employees to perform well will mostly depend on the employee's quality of work life (Badran & YoussefMorgan, 2015; Chaudhary& Darolia, 2015; Aminikhah, & Naghdian, 2016). Previous research by Nguyen and Nguyen (2014) revealed that psychological capital is mediated by work-life balance, job attractiveness, and effort, and it has a direct and indirect effect on marketers' job performance. According to Robbins and Judge (2017), the process through which an organization satisfies employee needs to establish a framework that permits people to actively participate in making decisions that impact their lives at work is known as quality of work-life. According to Mirvis and Lawler (2013), QWL also explains the components of a good QWL, such as equal opportunities for employment and promotion, fair compensation, and a safe workplace.

PsyCap is related to QWL via numerous processes (Youssef-Morgan & Luthans 2015). PsyCap, for example, promotes wellness by fostering and preserving it, as well as by avoiding negativity. Another proposed mechanism is that PsyCap will enhance the quality of work life by facilitating positive evaluations of work-related events, encouraging job satisfaction, improving

attention to and retention of happy memories, and boosting positive evaluation of one's capacity to operate well at work. Good assessments, life happiness, positive memories, and resource replenishment will all reduce/attenuate negative work-related negativity. It may also help to maintain positive behaviour by encouraging the individual to actively pursue key work-related goals (Youssef-Morgan & Luthans, 2015).

The link connecting QWL, and performance has indeed been discovered and has survived the test of time (Zelenski *et al.*, 2008). Wright and Cropanzano (2000) investigated the links between QWL and productivity by measuring psychological well-being as well as life satisfaction. The broaden-and-build theory helps explain QWL's favorable impact on performance (Fredrickson, 2004). As per the theory, positive affect facilitates the growth of an individual's cognitive, physical, and psychological resources by broadening their thought-action repertoire, enhancing their creativity, idea generation ability, and interpersonal interactions. Thus, increased well-being may support more creative approaches to goal achievement and increased resource utilization, both of which may lead to better job performance. Thus, QWL at work will further boost both performance and commitment (Zelenski, *et al.*, 2008; Chaudhary & Darolia, 2015).

In the light of this, Sieberhagen and Pienaar (2011) asserts that organisations are becoming more conscious of concerns regarding employee wellbeing and Offinso Municipality is of no exception. In this municipality, there is a growing public awareness in incorporating wellness initiatives into the

obligations of companies due to poor performance of employees (Municipal annual Report, 2020). To this end, the topic of workplace health and wellbeing has been prioritized for policymakers and stakeholders within the municipality. It is therefore expected that putting in the much-needed time and resources in an employee wellbeing culture, through their wellness packages with a hands-on emphasis will lead to a return on investment comprising lower absenteeism, healthier personnel, fewer number of incidents and lower staff turnover (Patel, 2013).

### **Statement of the Problem**

In the early 21st century, Ghana's public sector has undergone significant reforms to align with a market-oriented economic system and global trade integration. This period of transition has been marked by a noticeable decline in workforce productivity, presenting a substantial hurdle to the nation's aspirations for economic development (Aryeetey & Baah-Boateng, 2016). The underlying causes of this decline have been a subject of concern, with recent studies highlighting an absence of thorough attention to employees' psychological health specifically in the realms of psychological capital (PsyCap) (Chaudhary et al., 2015).

PsyCap, characterized by self-efficacy, resilience, optimism, and hope, is increasingly acknowledged as a pivotal factor in employee performance. However, the current body of research offers limited insight into how these individual components of PsyCap distinctly affect performance in the public sector. This knowledge gap is particularly pronounced in Ghana's public sector,

where employees face unique challenges, including stress, demotivation, and burnout due to their substantial workloads (Baah-Boateng et al., 2013; Selvaraj & Bhat, 2018). The focus of existing studies has predominantly been on industrial organisations, thus failing to capture the specificities and nuances of public sector institutions.

Furthermore, despite some exploration of the relationship between PsyCap and employee performance, empirical research on the mediating role of Quality of Work Life (QWL) in this relationship, particularly in the Ghanaian context is conspicuously lacking. This oversight is crucial because QWL considers elements that are essential to comprehending and improving employee performance in the public sector, such as work-life balance, work environment, and job satisfaction.

The goal of this study is to close this gap by carefully analyzing QWL's mediating function in the relationship between PsyCap and worker performance in Ghana's public sector. The goal of the study is to add to the body of knowledge by offering in-depth explanations of how enhancing psychological resources in public sector workers can improve output. This is not just academically significant but also has practical implications for policy-making and human resource strategies in Ghana, potentially influencing broader economic and social outcomes.

### **Purpose of the Study**

The primary objective was to investigate how psychological capital affects employee's performance, with the mediating role of QWL of the employees at the Offinso Municipal Assembly.

### **Research Objectives**

The specific objectives were to:

1. examine the effect of hope on employees' performance.
2. investigate the effect of self-efficacy on employees' performance.
3. assess the influence of resilience on employees' performance.
4. examine the effect of optimism on employees' performance.
5. determine the effect of QWL on employee performance.
6. ascertain the mediating role of QWL in the relationship between PsyCap and employee performance.

### **Hypotheses**

The following hypotheses were formulated to achieve the objectives of this study

H1: There is a statistically significant positive relationship between hope and employee performance.

H2: There is a statistically significant positive relationship between self-efficacy and employee performance.

H3: There is a statistically significant positive relationship between resilience and employee performance.

H4: There is a statistically significant positive relationship between optimism and employee performance.

H5: There is a statistically significant positive relationship between QWL and employee performance.

H6: QWL statistically contributes significantly to the relationship between PsyCap and employee performance.

### **Significance of the Study**

This study is important because, up until now, no research has examined how work-life quality influences the relationship between PsyCap and employee performance in the public sector. The current study has greatly added to the existing literature on PsyCap and employee performance links, both directly and indirectly through QWL. From the literature, it has been noted that this is the first study in the country that has integrated different theories like the Job Demand-Resource Model, COR theory and the broaden-and-build theory to investigate how the discrete facets of PsyCap, influence employee performance with QWL as a mediator.

The study's conclusions advance existing knowledge by enhancing theory, especially in the field of positive psychology literature. This research is useful in practice as it is poised to also improve the performance and self-confidence of employees by putting together efforts and methods that work to strengthen the human resources already available particularly in the psychology industry and organisation. It is anticipated to provide significant benefits to scholars studying organizational behavior, senior management in organizations, researchers, and



human resource professionals in understanding and communicating the effects of PsyCap on worker performance as well as the possible moderating effects of QWL on the relationship between PsyCap and performance and the interactions of all these pertinent variables together.

Most of the studies done on psychological capital are focused on private organisations and the research on the development of psychological capital within the public sector is still scant to date. Therefore, determining the outcome of developing PsyCap within the public sector is essential in order to identify the results it brings to the employees at the Offinso Municipal Assembly sector and further could potentially contribute to a better academic-related outcome. While there are a number of studies done on PsyCap, further research is required to scrutinize its significance and its implementation within the Municipal Assembly. In order to address the QWL of public sector employees and achieve improved performance, stakeholders will be able to create more focused solutions with the assistance of the study's findings.

### **Delimitations**

This study looked at how PsyCap affected worker performance and how employees' quality of work-life was a mediating factor among them at the Offinso Municipal Assembly in Offinso, Ghana. All workers in the Offinso Municipal Assembly in Ghana's Ashanti Region between the ages of 20 and 60 were included in the study.

## Limitations

Despite the robust approach to this study, the employees in this study were from the Municipal Assembly of a particular town in the Ashanti Region of Ghana and this geographical limitation meant that employees from other regions and other public organisations were not included. The results from the study hence may not be generalizable to other employees in other regions of Ghana. Once more, QWL was the only mediating variable considered in the study that affected the relationship between PsyCap and performance. Nonetheless, the association between PsyCap and worker performance may be impacted by elements like organizational culture, social support, and environment. Also, the study only used quantitative methods while neglecting qualitative. This means that the respondents were not given the chance to express their views in detail as qualitative methods would have provided. Consequently, the responses of the respondents are not indicative of the opinions of all Assembly employees, as the participants were selected through a simple random technique.

## Definition of Terms

### Psychological Capital

The term "PsyCap" is used to describe a person's positive psychological state of growth, which is marked by self-assurance, positive steps toward success both now and in the future, tenacity toward goals, and the ability to overcome obstacles and succeed in spite of them (Luthans *et al.*, 2007).

## Hope

Snyder (2005) asserts that hope is a mental process driven by a sense of achievement in achieving one's own goals.

## Resilience

According to Luthans *et al.* (2006), resilience refers to an individual's psychological capacity to bounce back from significant setbacks, conflicts, failure, or even happy occasions, accomplishments, and growing responsibility for success.

## Self-Efficacy

Self-Efficacy, according to Luthans *et al.*, (2007) is a person's capacity to try to complete the challenging tasks they encounter or face.

## Optimism

The term "optimism" describes a person's positive outlook on both positive and negative experiences in their career and personal lives. It is a positive expectation that individuals have that they will succeed in their future endeavors (Scheier & Carver, 2012).

## Quality of Work Life (QWL)

Quality of work life (QWL) is the state in which employees are able to fulfill their personal needs and advance the objectives of the organization at the same time. (Fakhri *et al.*, 2021).

## Employee Performance

Employee performance is defined as each employee's productivity in a firm, and it is the actions that employees really engage in and can be seen which is directed toward the organisation's goals and objectives (Arifin *et al.*, 2019).

## Organisation of the study

There are five main chapters in this study. By providing a summary of the topic's background research, the first chapter introduces readers to the subject. This is followed by the statement of the problem, which includes the study's general goal as well as its particular objectives, hypothesis, and significance. The second chapter is devoted to a literature study, with a theoretical part dedicated to an examination of ideas and concepts. This is followed by an empirical section and a conceptual framework. Chapter three discusses the various research methodologies used in collecting, analyzing, and presenting the data in a way that puts the studies in the right perspective and context, and makes logical reasonings. The fourth chapter presents the findings of the study and discusses the results. These discussions connect the reviewed literature with the findings. The final chapter, five, focuses on the main study summary which includes the aim, objectives, summary of the methods and the findings of the study. This is followed by the study's final conclusions, which go over the implications of the research findings. The recommendations were also highlighted and finally the suggestions for future research are presented.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This second chapter of this thesis will focus on the review of relevant literature. The first section of the chapter examines the theoretical underlying principles of the research in order to provide a framework for examining and explaining extant literature and findings. This is followed by discussions on the various concepts used in the study including their relationships. The third part captures the empirical review of different studies that have been done on psychological capital and are considered relevant for the study. Finally, the chapter concludes by providing a conceptual framework. The purpose of the review was to give a framework for identifying consistencies as well as differences in the study.

#### Theoretical Framework

To illustrate the relationship that exists between the Psychological Capital and employee's performance, three well-suited theories have been adopted to provide the theoretical framework and also the form the basis for the development of a conceptual framework. The research is guided by the Conservation of Resources Theory, Broaden-and-Build Theory of Positive Emotions and also the Job Demands – Resources Model.

#### Conservation of Resources Theory

The underlying basis for this research is the Conservation of Resources (COR) theory by Hobfoll's (1989). According to COR, people want to conserve

and acquire resources, and stress happens when people perceive the potential of losing the source of their resource, actually experience resource loss, or are unable to acquire resources. Resources are items, human attributes, situations, or energies that are valuable in and of themselves, or that are valuable because they serve as intermediaries to the acquisition or preservation of valuable resources, according to Hobfoll (2011). When resources are merged, they help and enhance employee functioning. Resources might be complicated, like psychological resources, or more fundamental, like time.

Hobfoll (2012) also makes the distinction between individual resources and relational resources as the two categories into which the fundamental resources of workers can be split. The individual constituents of PsyCap are examples of individual assets that motivate workers to put forth all of their effort to meet their goals when faced with difficult circumstances or adversity. In other words, personal resources might encourage employees' intrinsic drive to maintain positive feelings and job satisfaction and lessen their withdrawal tendencies. These resources are valuable and valued in and of themselves (Karatepe & Karadas, 2015). These personal resources produce additional resources and aid in the development of resource caravans.

Employees who believe in their own abilities, have an acute sense of optimism, hope, and resilience, have a resource repository which is a result of resources including positive workplace relationships and favorable working conditions. Additionally, QWL is a great tool for personnel (Cheung & Tang, 2009). Employees are more likely to have a resource repository when they get

resources (such as praise and prizes and fulfilling connections with co-workers) that trigger their QWL. The use of such resources (such as PsyCap and QWL) is expected to improve employee performance.

Management anticipates that employees will carry out tasks in accordance with organisational standards and contribute to organisational success and so employee happiness is crucial for an organisation. When management pays close attention to an employee's wellness, they should make sure that they operate in a setting with positive work relationships, favourable working conditions, and effective human resource management. Employees cannot focus fully on their jobs and responsibilities and work properly if their needs for survival, belonging, and knowledge are not met. High QWL personnel are driven to improve performance within the organisation and also have a long-term commitment to the company.

Employees have planned activities that stimulate the motivation of their actual behaviors, hence self-efficacious personnel are prepared to tackle daunting and ambitious duties in the workplace (Back *et al.*, 2011). Even if their original methods fail, hopeful employees might come up with alternate plans to reach their objectives. Employees that are optimistic are more likely to see the good side of situations when resources are scarce as well as situations where there are obstacles in the way of goals being achieved (Nguyen *et al.*, 2014). Employees that are resilient can adjust to difficult situations and respond to negative situations according to Luthans *et al.* (2008). Employees with certain personal

assets or psychological prowess can have positive attitudes toward QWL (Nguyen & Nguyen, 2012).

In accordance with the hypothesis put forth by COR, the present study contends that one's possession of these resources will probably result in the generation of other resources, creating a robust resource repository (Xanthopoulou *et al.*, 2007). When PsyCap-high workers have access to these resources (such as fulfilling working relationships), they have good perceptions of QWL, which will lead to successful job outcomes. Therefore, these workers will be inspired to give their all and therefore increase their performance.

### **The Broaden-and-Build Theory of Positive Emotions**

According to Barbara Fredrickson, the proponent of this model, orthodox approaches used in the study of emotions usually exempt positive emotions and inevitably jam them into supposedly emotion-general models. The model was created to help accentuate the unique consequences of positive emotions on the various facets of peoples' lives (Fredrickson, 2011; 2012; 2014; 2018). The theory, as developed by the aforementioned researcher, has been documented and incorporated in studies for decades now; going back to the early years of the 21<sup>st</sup> century – researchers such as Fredrickson in the first half decade of the 21<sup>st</sup> century and even beyond, Zhun, *et al.*, in 2018, the continued works of Fredrickson, (2004; 2013), Vacharkulksemsuk and Fredrickson, (2013), amongst other emotion theorists, have made good efforts in studying the role positive emotions and even undesirable ones, in the course of the daily lives of people



(Fredrickson, 2004; 2013; Vacharkulksemsuk & Fredrickson, 2013; Zhun, *et al.*, 2018).

Zhun *et al.* (2018) used the theory to investigate the link between positive emotions (otherwise known as PE), PsyCap, and Job Burnout in Staff of Enterprises. Centered on the foundations laid by Fredrickson, (2001), their studies indicated that positive emotions have the potential to go beyond the expansion of individual instantaneous thinking - action system. They have the potential to develop lasting personal resources – these vary from tangible and cognitive to social and psychological resources (Fredrickson, 2001; Zhun *et al.*, 2018). Positive emotional experience can accrue, in accordance with the precepts of the broaden and-build hypothesis of PE. To summarize, PE briefly extends people's attention and reasoning, providing access to these individuals for the purpose of higher-level connections and a broader range of intuitions and ideas than usual. As a direct consequence of their broadened and flexible perspectives, people are able to identify and build survival-promoting personal resources (Kok & Fredrickson, 2013).

PE are indicators of optimal health for individuals. Moments in people's lives are consistently marked by these specific group of emotions and these comprise joy, contentment, love, interest, and so on – the presence of these emotions undoubtedly means that for an individual, these moments are free of negative emotions that comprise but are certainly not restricted to anxiety, despair, rage, and so on (Fredrickson, 2004). The entire equilibrist state of people's positive to negative sentiments has been shown to make a significant contribution

to their subjective well-being, aligning with this perceived intuition. The broaden-and-build hypothesis explains how positive feelings like joy, curiosity, happiness, and love take shape and operate and the extent of their functioning.

PE promotes the identification of new and innovative initiatives, concepts, and social bonds, which in turn contribute to the development of personal resources, which encompass the intellectual, physical, social, and psychological resources, by expanding transient thought-action repertoire – whether this is achieved through adventure-like exploration, or related tasks (Xie & Zhang, 2016). Within the context of this study, PE such as contentment, joy, and interest, are closely linked to the individual facets of PsyCap, in the sense that joy and contentment may inspire hope and optimism as they are markers of optimal well-being, whatever we conceive optimal wellbeing to be to us, and this association is not mutually exclusive (Zhun, *et al.*, 2018).

Furthermore, it is impossible for these negative emotions to produce positive results and give the individual any semblance of positive feeling(s), which inevitably influence the individual's daily routine including their work life. For example, curiosity may motivate people to explore, learn new things, and broaden their horizons – this absorption of new information ultimately leads to expansion of individual capacity and thus, the sense of efficacy and self-reliance is further solidified within an employee (Siu, *et al.*, 2015). Notwithstanding this, even more significantly, the wealth of personal intangible resources that are habitually experienced, built and developed in PE, can be applied to other circumstances aside their work life balance; personal situations, emotional

circumstances in the foreseeable future, and also helping to encourage the function of individual survival (Luthans, *et al.*, 2006).

Fredrickson, (2004) opined that PE is an indication of prime functioning, but this is certainly not the entire case: it goes beyond this. She further points out that it is within rightful thinking to surmise that they do more than this. PE, she asserts, promotes excellent functioning not only in the present, pleasurable moment, but also in the long run (Fredrickson, 2004). Within the confines of this study, the accumulative effects of positive emotions on job performance lead to an increased capacity in the various components of an individual's PsyCap. The take-home

advice for individuals in all facets of their lives i.e., work, personal life etc., is for them to nurture PE within themselves as well as within individuals that surround them, not only existing as end-states within them, but as means to attaining unprecedented psychological advancement and enhanced wholesome well-being within extensive timeframe (Fredrickson, 2004; 2013; Lin *et al.*, 2016).

### **Job Demands – Resources Model**

The Job Demands – Resources Model, also extensively known as the JD-R model, was developed by Demerouti *et al.*, (2011). According to their hypothesis, the model implies that conditions of work can be separated into two extensive groups; job demands and job resources. Both of these options are differentially associated to specific results. Their analyses through the use of self-reports and observer assessments of the working conditions, made a sturdy case for the legitimacy of the model: according to their finding, Job demands are generally

linked to burnout's exhaustion component, whilst the job resources component is mostly linked to disengagement (Demerouti *et al.*, 2011).

The model is a heuristic model of employee health, that may be used in a variety of fields and sectors (Taris & Schaufeli, 2015). The JD-R model's primary premise denotes that every workplace is defined by work-specific resources and demands, which may result in enhanced or decreased wellbeing of an employee (Radic, *et al.*, 2020). Job resources are the portions of a job that are either practical in realising work goals, decreasing job pressures, or promoting personal improvement, learning, and development. Job requirements are those facets of a job that need consistent physical/intuitive efforts or talents and are thus connected to particular physiological/psychological requirements (Bakker & Demerouti, 2007).

Two cognitive factors underpin the JD-R model. The factor job resources encourage job involvement, which is a good, rewarding, work-associated state of mind typified by energy, commitment, and absorption (Schaufeli, *et al.*, 2002; Schaufeli & Bakker, 2004). Job demands cause emotional tiredness (Schaufeli & Bakker, 2004), a basic element of exhaustion that suggests the sentiments of being overworked and drained by one's work (Demerouti *et al.*, 2001). The model's assumptions have received significant empirical validation from other extant studies as well (Hakanen *et al.*, 2006; Bakker *et al.*, 2007).

Job resources encompass facets of a job that aid in the attainment of work objectives, lessen workloads, and associated physiological and psychological consequences, or encourage personal and professional development. Job resources

include autonomy in arranging work assignments, supervisor feedback, and support systems from co-workers (Demerouti *et al.*, 2001). Stress that emanates from high workloads or burnout, are the result of relatively higher job demands (work overload and cognitive requirements) and job resources (semblance of independence and feedback) are restricted or low, according to a subsequent supposition in the model (Demerouti *et al.*, 2001). Preceding research has demonstrated that poorly conceived work or jobs with elevated demands deplete employees' psychological and physical resources, resulting in tiredness and health issues (Demerouti *et al.*, 2001; Bakker *et al.*, 2003).

Within the milieu of the present study, the level of PsyCap of employees within an organisation, goes a long way to make or unmake the establishment – the ability to quantify the individual elements of PsyCap significantly affect the productivity of employees as already established by other studies (Demerouti *et al.*, 2001; Hakanen, *et al.*, 2006; Bakker & Demerouti, 2007; Taris & Schaufeli, 2015; Radic, *et al.*, 2020). When job resources and demands from jobs are factored in, these elements aforementioned may even be more affected with potential outcomes indicating the professional wellbeing of an employee, being either positive or negative.

The resources and demands of specific work environments are elements that are directly and indirectly connected to the components of QWL e.g., the ethos and atmosphere of the organisation, relations and co-operational capacities, nature of training for employee development, compensation systems, amenities,

job satisfaction and security, etc., and they (resources and demands of the environment), influence the predisposition of an employee to work more i.e., increased work engagement or predispose them to work less i.e., exhaustion leading to poor productivity (Fakhri, *et al.*, 2020).

If the psychological demand of a job is in excess as compared to the work resources available to help an employee perform their duties in the workplace, their PsyCap may be affected detrimentally, especially when the components of QWL are factored in, and their presence do not augment the employee's resources available (Ahmed & Ramzan, 2013). The perceived volume/level of psychological capital of an employee can be affected by demands and resources available at the job: one's sense of self-efficacy in the performance of their job (demands), can decrease significantly if needed resources to carry out the job are not available, and this sense of self-efficacy may even be further reduced if the components of QWL are not at optimal levels.

### **Conceptual Issues**

#### **Psychological Capital**

PsyCap arose from the concept of constructive work behaviours in organisational environments, and it has received widespread recognition for its beneficial effects on both people and companies (Luthans *et al.*, 2007; Newman *et al.*, 2014; Luthans *et al.*, 2015; Youssef- Morgan *et al.*, 2015). The definitions obtained in the literature review will be reviewed here because there is no clear definition of PsyCap in the comprehensive literature investigations.

As a personal and psychological job resource, PsyCap basically indicates the state of progress of a person's positive psychological (Luthans *et al.*, 2007).

PsyCap has been defined by Daswati (2022) as positive mental conditions of employees that enable them deal with difficult jobs, retain good attitudes and behaviours, and enhance their performance. According to Poon (2013), PsyCap denotes a person's positive psychological power, which is based on the extent an individual has each of the comprising elements of PsyCap.

Drawn from positive psychology and OB, Luthans *et al.* (2007), posited that PsyCap is the overall state of growth of a person's positive psychology, which is largely defined by: a high level of confidence (efficacy) to accept the necessary requirements needed and invest the efforts that would ensure success at daunting tasks assigned to the worker; being positive (optimism) about potential success; staying the course concerning goals and, when applicable, rerouting trajectories to set goals (hope) in order to thrive; and, when bedevilled by dilemmas and difficult situations, enduring and have the ability to exhibit resilience at appropriate times.

PsyCap is described by Cole *et al.* (2009), as the traits that make a significant contribution towards a person's output. Psychological capital is a framework that combines the concepts of hope, resilience, self-efficacy, and optimism and satisfies the requirements for good organisational behaviour the best (Luthans *et al.*, 2004; Cole *et al.*, 2009). PsyCap is also described by Chan (2010) as the rise in a person's positive psychological capacity that is impacted by his experience. PsyCap is the person's positive psychological status that is

connected to his behaviours and accomplishments in the organisation (Avey *et al.* 2010; Chan, 2010).

### **Components of PsyCap**

PsyCap is presented as a higher-order construct with state-like properties. The state-like means that the construct can be produced, is adaptable, and is prone to alteration and progression (Luthans *et al.*, 2007). The relatively high concept reflects the cohesiveness among the four PsyCap constituents; resilience, hope, optimism, and self-efficacy, which have theoretical and empirical validity (Luthans *et al.*, 2015).

### **Hope**

Theorised as outlooks or emotions about ambitions and the future, Edwards (2009), described hope as "a constructive attitude premised on an interactively formed feeling of effective (1) agency (goal-directed effort) and (2) routes (goal meeting planning)" (Snyder *et al.*, 1991). Snyder in his investigation, backed up the notion that hope is a mental state in which an individual is adept in forming challenging but feasible goals and pursuing them through self-originating drive and having the belief that control rests in themselves (Luthans *et al.*, 2007). Snyder *et al.* (2009) define hope as having two components: the organisation ingredient, which is accountable for supplying the inspirational fortitude to accomplish objectives, and the pathways constituent, which is also accountable for providing individuals with a greater level of hope to construct multiple pathways that result in the accomplishment of anticipated goals if the prior pathway is hindered.



Luthans *et al.* (2010) also regarded hope as a positive emotional state that assists people in achieving their goals through a variety of mechanisms. Hopeful employees express an internalized resolve and motivation (willpower) to put in effort and vitality in accomplishing their goals. Contemporary organisations therefore have now shifted to fostering hope in the heart of employees, coaching them on the various ways of formulating goals, as well as increasing their capability to develop substitute routes to attain set goals and aiding them in the event of obstacles (Luthans, *et al.*, 2008; Youssef *et al.*, 2007).

Luthans *et al.* (2007) was of the view that goals that are necessary in the development and fostering of hopeful thinking and eventually performance augmentation should be quantifiable, ambitious, specific, and nonetheless, feasible or realistic. Hopeful members of staff are often autonomous thinkers with an internal locus of control; hence, they require a high level of liberty to articulate and apply their agency (Luthans *et al.*, 2007). Employees who lack hope, on the other hand, are perceived as adulators or even sycophants because they easily follow and agree to the organisation's rules and are subservient to their bosses (Luthans *et al.*, 2007).

Snyder *et al.* (2000) argued that employees can increase and develop their hopes by acquiring the ability to identify and settle on goals, refining the set goals, accept goals, generating potential substitute paths, developing necessary knowledge and abilities for inference and steering activities for upcoming events. Luthans *et al.* (2002) enunciated the opportunities to create personal and organizational goals in order to foster, support, and increase hope among those

who work for an organization, having the commitment to confront obstacles, and planning alternative routes.

According to Cetin *et al.* (2012), hope is an inspirational state where a person sets goals and outlines how to achieve the goals by overcoming all obstacles. Hope motivates the staff to strive for their objectives even when they face several seemingly unsurmountable difficulties, and they tend to be satisfied with what they have accomplished (Froman, 2010). To prevent promoting false hopes, Luthans *et al.* (2007) propose a realistic strategy to fostering Hope among employees that includes setting hard goals, emergency preparedness, and revising goals as required.

### **Optimism**

Optimists, according to Seligman (2008), are persons who ascribe good occurrences (such as task completion) to intrinsic, stable, and global causes and bad events to extrinsic, unstable, and particular causes (example include a missed deadline). The degree to which an individual makes positive attributions regarding success or the individual's belief that good and positive things will occur in the future is referred to as optimism (Avey *et al.*, 2014). Any individual's degree of optimism stems from a variety of factors, including a set of traits and largely consistent positive attributes. The optimistic individual sees the event as a momentary impediment and believes that a fresh start is still possible. As a result, an individual's level of optimism influences his productivity, as well as his feeling of happiness and work satisfaction (Luthans *et al.*, 2005; Youssef *et al.*, 2007).

Optimist people maintain a positive attitude about their success in present as well as future moments and anticipate good things occurring in their lives. They give themselves credit for good things that happen to them, which boosts their self-esteem and determination. They detach themselves from negative life events, reducing their chances of suffering depression, remorse, self-blame, and despair. (Peterson *et al.*, 2011). When faced with challenges, there is the propensity for optimists to devise plans of action, they lack the disposition to quit, and they possess a more positive attitude on difficult events.

Luthans *et al.* (2007) implies the positive character of individuals in good and bad times of work and life as optimism. Optimism has been defined as the attitude linked with a social or material future expectation that the assessor regards as socially attractive, expedient to him or her, or pleasurable to him or her (Tiger, 2009). Optimism has been linked to a happy mood and great morale; endurance and effective problem solving; scholastic, athletic, tactical, professional, and political accomplishments; prominence; overall wellness; and even longevity and escape from trauma, according to Peterson (2006).

Optimism, as it is commonly employed, is not just an unregulated process devoid of objective examination (Schneider, 2001). Realistic optimism comprises an assessment of what one can and cannot achieve in a given scenario, which increases one's efficacy and hope. However, in present organisational climate, accountability has become a need, while external influences may result in an individual losing control over their decision-making processes for their individual lives (Luthans *et al.*, 2007). An individual with considerably high levels of

optimism expects positive and pleasant happenings and experiences in all future events, a pessimistic individual on the side of the coin, is always thinking bad ideas and having painful experiences.

Luthans *et al.* (2004) argued that optimistic people are more easily inspired to give their best where their professional tasks are concerned, are more satisfied and more perseverant when faced with adversity, have better levels of morale, see personal challenges as transient, and experience mental and physical rejuvenation. This description implies that pathways and agency-like perspectives are entrenched in the assumptions of optimism. Optimism may be regarded as a cognitive process just like Hope. From the descriptions in the above paragraphs, it can be inferred that optimism is the innate drive that leads people to thrive in their personal and work life. Arguably because it serves a unique purpose such as ensuring that the individuals keep an optimistic outlook on all personal and professional events.

### **Resilience**

Positive psychology defines resilience as "the positive management and adaptability when threatened by adversities."(Luthans *et al.*, 2007). Masten *et al.* (2002) defined resilience as "one's capacity to deal with events under potential dangers and unsafe conditions, and a category of occurrences that is marked by trends of positive adaptations when faced with extreme danger or adversity".

Luthans *et al.* (2015) defines resilience as "a person's psychological aptitude to recover from severe challenges, confrontations, defeat, or even positive events, achievements, and increasing responsibility to achieve success."

Per the studies of Luthans *et al.* (2007), resilience is what allows people to not just conquer challenges, but to also flourish or develop greater managing and adaptive capacities, and also encourage them to seek solace beyond the boundaries of their comfort zone and question their beliefs regarding their views of the world.

Those that are considered resilient can handle uncertainty and setbacks, as well as hardship and positive-natured overwhelming occurrences and transitions, such as increasing responsibility. They may navigate through, recover, and seek to gain new information and experiences, develop stronger relationships with others, and find purpose in their daily lives (Masten, 2001; Luthans *et al.*, 2007). It can be noticed that resilience is the strength of a person to oppose all forms of challenges that are the direct results of competitions, and a highly volatile business ecosystem.

### **Self-efficacy**

Self-efficacy, which is considered the most advanced and most investigated element of PsyCap, was first introduced by Bandura and Walters in 1963. It is to a large extent, centered around Bandura's (1986; 1997) social cognitive theory. It is described as a person's conviction in their competence to "execute the courses of action necessary to regulate potential situations" (Bandura, 1997). It determines the amount of effort an individual will put into completing a task and the amount of time they are willing to invest to ensure its completion. It is mainly concerned with how much confidence individuals have, and the knowledge that the individual possesses the needed skill and capacity to perform a task (Lewis, 2011).

Avey *et al.* (2010) defined self-efficacy as an individual's belief in their ability to harness the inspiration, cognitive resources, or action plans required to effectively complete a task within a specific situation. That is to say individuals with a high demand for success are likely to be determined to succeed. He also claims individuals with more self-belief are more likely to be successful in an organisation. Individuals who are comfortable with selecting tough projects are known to possess elevated levels of confidence and believe in their skill set, hence they devote the necessary time and resources to attain set goals despite adversity (Stajkovic *et al.*, 1998).

Bandura *et al.* (2003) in their study, stated that the capacity to conceptualize, strategize, evaluate, and self-regulate helps confident persons to establish objectives pre-emptively, suitably alter their tactic, and manage their learning processes in forecasting future success. Self-efficacy beliefs are about what a person can attain with the talents they already possess, not about their skill level or even their skill set. Their concern is specifically regarding what an individual has the capacity to do, and not what they intend to do (Maddux, 2009). Individuals who take more initiative, invest more time and energy, and drive to complete tasks, and are more predisposed to persevere in the light of setbacks or substantial barriers have been found to have greater levels of self-efficacy beliefs (Luthans, 2012).

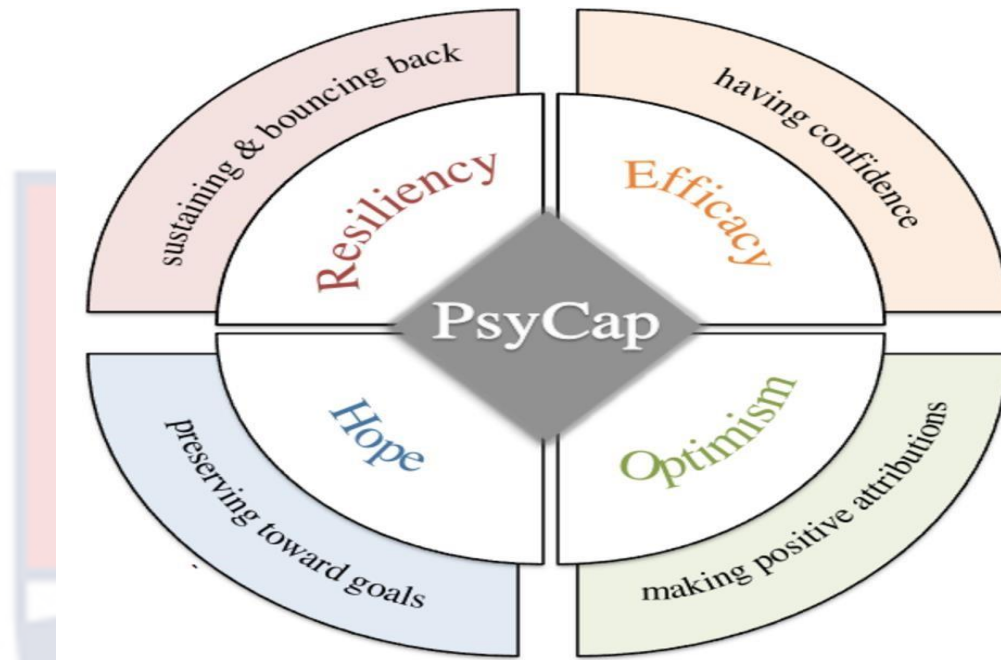


Figure 1: Components of PsyCap

Source: (Staples, 2014)

Luthans *et al.* (2017), defined the four elements of PsyCap as four key psychological resource capacities that best fit the inclusion requirements for positive organisational behaviour, hence improving management effectiveness and performance. The PsyCap theory development above explains that the four dimensions have a similar underlying positive agent capacity, that is to say people with high PsyCaps are more determined, put in more effort, anticipate succeeding, manage barriers more successfully, and bounce back quickly from failures (Luthans, *et al.*, 2007; Youssef *et al.*, 2007).

According to Cole *et al.* (2009), the combination of these characteristics will boost the worker's confidence in their job and make them more optimistic, which will increase perseverance in working toward the targeted goals, resulting

in favourable consequences for the business establishment. Indeed, a person with these positive attributes has an impact on people around him at work, allowing him to build a successful team that strives for professional development and supports achievement (Chen *et al.*, 2012). The researchers concluded that is PsyCap impacts the quality of work life of employees, and that PsyCap is directly connected to the performance of employees.

### **Employee Performance**

Employee performance can be defined as an employee's observed attitude or visible behaviour toward the attainment of the organisation's goals; thus, what individuals do, and their executed actions contribute to organisational goals (Campbell *et al.*, 2010). It is not limited to the attitudes spelt out in the job descriptions, but also those that are not included. Lam *et al.* (2009) assumes that the aggregation of individual performances and improvements helps to improve the organisation's performance. Employee performance ought to be expressed in the form of behaviour rather than outcomes (Nguyen *et al.*, 2019).

Murphy *et al.* (2018) defines employee performance as a collection of behaviours related to the organisation's or department's goals in which an employee works. It is a compendium of all work-related behaviours that a company or business setup demands its employees to execute (Moorhead *et al.*, 2008). Employee performance is considered by Yang *et al.* (2018) as a major factor to increase the competitive capability of organisations.

Performance is inextricably tied to profit growth and is required for organisational growth. PsyCap was found by Avey *et al.* (2011) to forecast



performance outcomes whether it was self- and supervisor-related or objectively evaluated. Sonnentag *et al.* (2008) argued that performance is a multifaceted concept and so it is not restricted to task performance exclusively. Luthans *et al.* (2007) have argued for a more comprehensive and all-inclusive method for evaluating many facets of performance at various points of the organisation. As a result, performance metrics should include performance for specific contexts and include behavioural and attitudinal aspects of performance (Newman *et al.*, 2006).

The actions and inactions of an employee are taken into consideration when determining their level of performance. Employee performance is judged by the quality and quantity of productivity, consistent appearance at work, cooperative and helpful attitude, and result promptness. Individual performance is difficult to substantiate, according to Yang's (2008) research on individual performance. Moreover, he maintains that corporations can utilize outright rewards and bonuses on the basis of individual accomplishment if employee performance is evident (Yang, 2008). Bishop (2017) investigated employee performance and unearthed that employee productivity biases is caused by acknowledgement, recognition, and incentivising of employee performance. As per the findings of Yazici (2008), the performance and compensation management systems of a business have a substantial impact on employee morale and productivity.

### **Quality of work life (QWL)**

For all intents and purposes as far as the present study is concerned, QWL is described as the optimal state of workers' compensation, occupational health

and safety, and management dispositions regarding operational workers and employees in general. Furthermore, a succinct definition by Sirgy *et al.*, (2001), described QWL as employee fulfilment with an assortment of demands with resources, events, and results of participation in the workplace (Sirgy *et al.*, 2001). QWL is widely acknowledged as a multi-faceted concept that is neither universal nor eternal.

Walton (2013) described the QWL as an employee's response to work, particularly its critical results for meeting job requirements and maintaining mental health. According to Walton, QWL focuses on individual results, work experiences, and ways to enhance work in order to suit the requirements of the individual. He asserts that an optimal QWL should meet eight conditions. Rewards and recognition recompense, appropriate working environments, instantaneous willingness to utilize and generate human potential, future potential for improvement and safety, social connectedness in the job environment, effective jurisprudence in the work organisation, harmonious work and overall life atmosphere, and the cultural importance of work life should all be considered.

QWL is an instance whereby an organisation reacts to employee requirements by creating systems that enable its people to be wholly immersed and participate in the outcomes that shape their working lives. As per the findings of Robbins (2009), QWL is a concept that believes people are the single most meaningful resource in an organisation since they are dependable, accountable, and cognizant in terms of contributing positively, and they should be treated decently and with a degree of respect.

According to Akdere (2006), QWL is looking for innovative techniques to assist employees in striking a state of equilibrium concerning their work and personal life. He speculates that even though both are unique and independent to some degree, they cannot be divided because work is an important aspect of people's lives and an income source. QWL allows for constructive engagement in team projects or issue solving, which may be beneficial to both categories of individuals i.e., the management and staff. QWL is concerned about employee well-being (Sirgy *et al.*, 2001), and it is defined by the authors as marketers' satisfaction with a collection of human needs while at work. The human needs set includes health and safety requirements, financial and familial necessities, social needs, esteem needs, actualization requirements, knowledge needs, and aesthetics preferences.

### **Relationship Between Psychological Capital and Employee Performance**

There's a lot of proof that PsyCap can help employees perform better (Newman *et al.*, 2014; Luthans *et al.*, 2017; Darvishmotevali & Ali, 2020). The individual relationships between hope, self-efficacy, optimism, and resilience, and perhaps other targeted behavioural patterns, such as wellness, have been observed to be far greater than the nexus between PsyCap and performance (Sweetman, *et al.*, 2011). Furthermore, PsyCap has been shown to bring value to desirable actions and conduct in addition to demographic trends, self-evaluations, worker-organisation, and worker-job compatibility (Avey *et al.*, 2010).

In the present extant literature, there are numerous studies that establish a link between the psychological capital of employees (teachers, bankers, doctors,

nurses, etc.) and their performance at jobs (Mathe-Soulek & Scott-Halsell, 2012; Newman *et al.*, 2014; Kim *et al.*, 2017). Individuals with a superior PsyCap put in greater attempts to achieve and, on average, do better (Avey *et al.*, 2011). PsyCap equips persons with great willpower and numerous resolutions to challenges (hope), internalized allusions and optimistic outlooks of success (optimism), and constant and positive response to hardships and barriers (resilience). As a result, PsyCap might encourage people to succeed and accomplish their goals, which could lead to improved performance.

Luthans *et al.* (2007), who were instrumental in the invention of the PsyCap idea, sought to uncover the link between PsyCap and work performance and discovered there was a largely favourable association between both elements. Seligman (1990) found that the optimism factor boosted work performance based on studies on the sub-elements of PsyCap and employee job performance. According to Luthans *et al.* (2005), there is a substantial link between psychological resilience and occupational success. There has also been research that show a favourable and substantial association between the elements namely, hope and self- efficacy as against employee performance (Avey *et al.*, 2011; Stajkovic & Luthans, 1998).

### **Optimism and Employee Performance**

In the most likely of ways, a structural model was theorized and data from 250 participants who work for private companies were examined using structural equation modeling with partial least squares in a study that sought to evaluate the joint effects of the ethical context, normative commitment, and workplace

optimism on personal performance (Hough *et al.*, 2020). The results of the study showed that only the ethical context of the environment, normative commitment or trust, and workplace optimism have a tangible influence on individual performance. Hough goes on to say that an appropriate context of ethics at the workplace and trust from the work environment promote substantial levels of workplace optimism, which leads to greater employee performance.

According to Medlin and Green (2008), there is a perceptible link between workplace optimism and employee performance, but the association remains one that has lacked extensive and thorough scientific investigation. Several nonbusiness research, link personal optimism to excellent success in sports and scholarly endeavours (Lee *et al.*, 2005; Medlin & Faulk, 2011). The depth of sales literature has business-related research that focuses on the favourable relationship between workplace optimism and individual performance (Strutton & Lumpkin, 2003; Dixon & Schertzer, 2005).

Green *et al.* (2009) discovered that workplace optimism had a large, beneficial influence on individual employee performance after analysing data from a sample of full-time employees in the United States. Chen *et al.* (2013) discovered a link between entrepreneurial optimism and start - up success. Jensen *et al.* (2007) also discovered that optimism predicts performance better than character or technical expertise.

According to the findings of Yunus's (2020) correlational study, there is a strong positive link between the PsyCap factors and work performance. A relatively direct link was discovered in their investigation between the hope,

resilience, and self-efficacy characteristics and exceptions were observed for the optimism subdimension of the PsyCap scale.

### **Self-efficacy and Employee Performance**

Recent ideas and investigations have recently started to highlight the importance of self-efficacy in performance achievement. Using a meta-analysis, Stajkovic and Fred (2008) investigated the association between self-efficacy and work-related performance. The initial meta-analysis found a substantial weighted average link between self-efficacy and work and its associated performance, as well as within-group variation of individual relationships.

Nevertheless, experts are divided on the effect of self-efficacy on performance. While some researchers discovered a direct link between the variables (Hurter, 2008), others discovered an inverse association (Rubina and Azam 2004), while yet others discovered that the influence of self-efficacy on performance was minimal and fluctuated by each individual task. (Judge *et al.*, 2007). A study of the data on the possible impacts of self-efficacy on work performance revealed that there is no convincing consensus or proof on whether one has a negative or positive impact on the other, since numerous intermediary - influencing factors or elements also played a role.

### **Hope and Employee Performance**

A plethora of research has discovered that hope is closely linked to scholarly work and athletic performance, physical and mental wellbeing, and the capacity to handle adversity (Snyder, 2012). Although new data is still developing, there is some data supporting the fact that hope has a good influence

in workplaces. According to early empirical study, supervisors with extended degrees of hope had high ranking work performance, improved maintenance rates, and happier staff (Peterson & Luthans, 2003). In a continuing survey, Adams *et al.* (2002) observed that firms with increasing degrees of hope had a better amount of achievement than those with lesser concentrations of hope. Peterson and Luthans (2013) found a correlation between the financial performance of fast food restaurants and the managers' level of hope. In a recent study, it was discovered that Chinese factory workers' supervisors' ratings of their performance and merit pay raises were related to their level of hope (Luthans *et al.*, 2005).

Recent theory on positive organisational behaviour (Luthans, 2012) proposes that hope plays a crucial part in employee performance (Adams *et al.*, 2012; Shorey & Snyder, 2004). Employees with positive cognitive qualities including the individual elements of PsyCap, according to these theories, tend to be highly productive and high performing. Peterson and Byron (2018) published a study utilizing four distinct samples and two different research designs to ascertain if more hopeful staff members had higher levels of productivity and to investigate whether more hopeful workers tried to address issues at work from varying perspectives than individuals with lower levels of hope. They speculated that further hopeful staff members will have greater job satisfaction because their hopefulness offers them a source of encouragement and mechanism to persevere in finalising their job functions and achieving their goals even when they experience difficulties and blockades, which is completely in line with Snyder's theory of hope.

In accordance with hope theory, practically all of the behaviours that comprise work performance may be classified as goals. Nonetheless, just asserting that more optimistic employees are often more likely to achieve set goals and, as a result, perform better, is insufficient. According to Peterson and Byron (2018), the neural pathways underpinning hope and the actions that are presumably connected with these processes are favourably associated with work performance. Because these cognitive processes influence employee behaviour in specific ways, indulging in agentic and routes thinking will contribute to improved job performance.

### **Resilience and Employee Performance**

Luthans *et al.* (2005) discovered a significant link between Chinese workers who had been subjected to substantial restructuring and their performance assessed; Maddi (2007) discovered that resilient team members in a firm being subjected to massive layoffs sustained their health, cheerfulness, and performance; Youssef and Luthans (2011) found a correlation between employees' resilience threshold and job happiness, whereas Larson and Luthans (2006) found a high relationship between the resilience of industrial workers and their job satisfaction.

Studies such as that of Kim *et al.* (2017), have pointed to the reality that employees who tend to develop high degrees of Resilience believe they can successfully react to a variety of grievances and participate in additional role behaviours to satisfy complainants' expectations. Thus, they are able to modify behaviours to suit the needs of customers or the execution of their tasks. Such



personnel would possibly prefer to stay on with the organisation notwithstanding the changes that are being implemented because they possess the skillset required to navigate these new changes.

### **Relationship between QWL and Employee Performance**

According to some experts, QWL is an important issue across numerous dimensions including the social facet, for human organisations and substantial societal elements. The employee's QWL, according to Rahimi *et al.* (2007), might be used as one of the tactics for performance development and a vital contributor to the ethos of brilliance by aligning individuals with the organisation. It is therefore critical to build a healthy and pleasant workplace where employees are eager to go the extra mile at work and give more to the organisation's success. In numerous studies, it has been shown that a high-quality of work environment enhances employee productivity, engagement, and performance (Korunka *et al.*, 2008; Rego & Cunha, 2008).

Businesses who build an adequate talent management system that improves QWL for staff workers will gain from their performance. Corporations do not just heed to salary and promotions issues in this manner, but they also construct a working atmosphere that enhances staff members' gratification with their demands, which include their personal and family subsistence, communal affiliation, and desires to improve knowledge base. Improving QWL for staff members would make their life more worthwhile and enjoyable, which may be a motivator for qualified staff members to stay with the establishment or organisation (Rego & Cunha, 2008). Firms could improve employee performance

as a result of this, resulting in increased business performance. This also increases employees' quality of life, which is a critical factor in employee performance (Wright & Cropanzano, 2004).

There is a wealth of extant studies claiming that firms that provide good QWL for their employees may improve human resource efficiency and performance (Korunka *et al.*, 2008). According to research undertaken by May *et al.* (2017), firms with greater degrees of QWL had elevated profit margins and performance indices than other companies. Better QWL entails having degrees of sensitivity regarding the physiological and socio-emotional requirements of employees in a comprehensive way, which increases job satisfaction and improves employee productivity and effectiveness (Ruzevicius, 2007; Schneider *et al.*, 2003). QWL also aids in the creation of employment and working circumstances that are beneficial to both employees and the organisation's financial sustainability.

Staff members that are pleased with their workplace are more devoted to the firm and inclined to give higher-quality services. Nayeri *et al.* (2011) evaluated the association between QWL and performance among nurses and advised management to develop suitable tactics for boosting QWL in order to improve service quality at hospitals.

### **Mediating Role of QWL on PsyCap and Employee Performance**

Evidence points out that the level of PsyCap in employees significantly influences their performances at work. But their performance is further improved when employees have a balanced work life and when employers put the necessary

arrangements in place i.e., improved quality of work life (Kim *et al.*, 2017). For instance, Kim *et al.*, 2017, discovered that PsyCap amplifies QWL and Service Recovery Performance, while it reduces tendency of the employee(s) to abruptly exit the current organisation. Their research used quality of work life as a partly mediating factor to investigate the impact of PsyCap on turnover intentions and service recovery performance (SRP).

Employees with elevated degrees for each component of PsyCap, according to Newman *et al.*, (2014), are driven to deliver high-quality work and stay with their present company (Newman *et al.*, 2014). Management must ensure that the organisation's work relations and working circumstances are satisfactory in order to inspire these people. Management can nurture QWL by providing an environment with high-functioning work habits (Sirgy *et al.*, 2001; Paek *et al.*, 2015). Employees that have a favourable attitude toward QWL or their work environment are more predisposed to have beneficial results (Lee *et al.*, 2017; Lin *et al.*, 2016).

### **Empirical Review**

Mishra *et al.* (2016) investigated the influence of optimism on employee performance and work satisfaction in research. The research was carried out incorporating 346 workers from three prominent banking institutions in India's eastern region. Correlation, regression, and structural equation modeling were used to test the hypotheses. According to the findings, optimism is directly associated with employee performance and work satisfaction. A person who possesses the valuable resource of optimism prefers and is able to approach life

with an optimistic attitude. Pessimistic people, however, have a gloomy outlook on life occurrences. In addition, the outcome of the research verified the generalisability of the optimistic category in terms of performance and work satisfaction in the Indian cultural setting.

Iroegbu (2015) aimed to investigate the link involving self-efficacy and work performance in a study. Data was gathered from two research institutes located in two distinct geographical regions. The results showed a strong, linear correlation between work performance and self-efficacy. This meant that the greater the degree of employees' job-specific self-efficacy, the more improved their performance at work is. The investigation that incorporated a comparison of the variations of scientists from both groups, indicated that they did not vary substantially on the basis of self-efficacy and work performance indicators.

Peterson and Byron (2018) discovered that more optimistic individuals were judged as higher-performing staff members by their superiors in a quantitative investigation that examined the connection between hope and job performance using three separate quotas of employees from diverse employment levels or stages and sectors. Their findings supported the underlying principles that, as contrasted to less optimistic employees, more hopeful individuals appear to participate in thoughts and behaviours that may lead to better job performance. They discovered that more optimistic individuals developed higher quality remedies to a work-related situation in a separate study utilizing a different sample and approach. More upbeat salespeople, mortgage brokers, and

management executives performed better on the job the following year, after being adjusted for self-efficacy and cognitive capacity.

Again, data was collected from 371 health workers at Shafa Hospital in Semnan, Iran in a study by Makhlooq and Simi (2018) to establish the nexus between PsyCap of supervisors, nurses' quality of work life, and customer gratification. The results demonstrated a favourable and substantial association between the PsyCap of these said supervisors and the QWL of nurses and customer gratification when evaluated using SPSS version 2.1. Multiple regression analysis unveiled that managers' self-efficacy and hope played a uniquely crucial role in predicting nurses' QWL. As a result, Makhlooq proposed that interventions be put in place to improve PsyCap because an increase in PsyCap of managers boosted the value added in nurse performance, provision of appropriate services, and increased client satisfaction in his study.

Nguyen and Nguyen (2012) investigated the influence of PsyCap in the job performance and QWL of marketers in a Vietnam transitioning market. The study also looked into how marketers' QWL affected their job performance and quality of life. In the survey, a sample of 364 marketers from a variety of businesses in HCM City were questioned. The study's findings disclosed that PsyCap had a linear impact on marketers' job performance and QWL, confirming the usefulness of PsyCap in marketers' work and life in a changing market. The study recommended Vietnamese businesses to hire and develop marketers with better PsyCap scores, as well as adopt proper human resource guidelines and processes

to help their marketers improve their PsyCap. This could boost marketer performance, resulting in an increase in firm performance and an improvement in QWL.

Wardani and Anwar (2019) investigated the function of quality of work life as a mediating factor in the connection between PsyCap and employee performance. Using the cluster sampling technique, data was obtained from 356 personnel of transnational corporations in Indonesia. The mediation regression model 4 was employed in their investigation. The discoveries demonstrated that QWL mediated the connection between PsyCap and employee performance to some extent. As mediators, PsyCap has both linear and inverse consequences on employee performance and QWL. They discovered a nexus between PsyCap and employee performance, PsyCap and QWL, along with QWL and employee performance.

Conceptual Framework

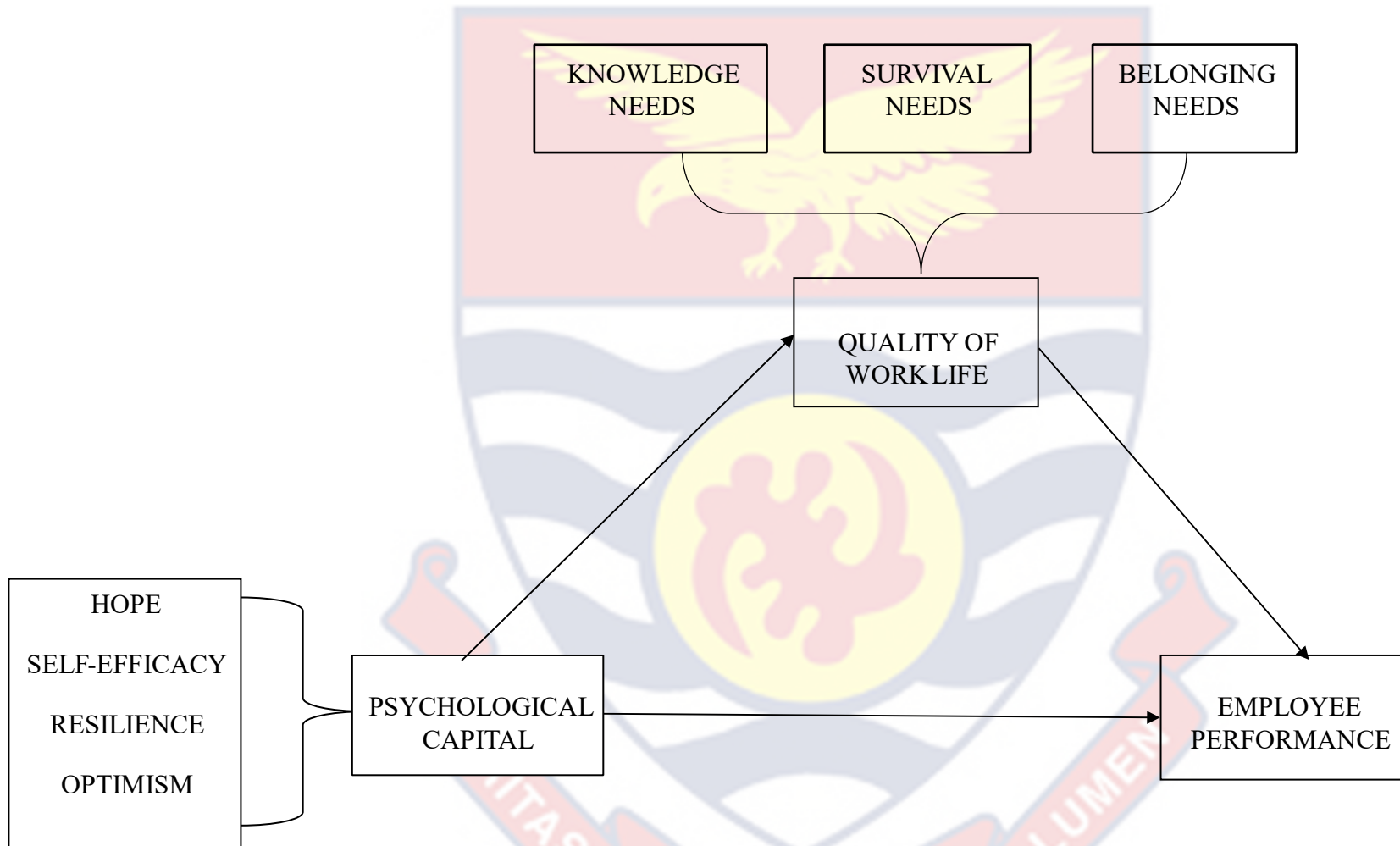


Figure 2: Conceptual Framework of Study

Source: Author's Construct

The conceptual framework was based off the theoretical underpinnings of the research, where the variable psychological capital (PsyCap) has been deemed the explanatory variable with the dependent variable being employee performance. It analyses how the interrelationship among the study variables coexist, and this is centered on the COR theory together with pragmatic data in extant literature. How an individual balances their work and personal life greatly influences their productivity and output on the employment front. The quality of their work life also, is dependent on the prevailing balance in the various facets of their personal lives. According to the COR theory and the general pool of existing literature, there is a positive linear relationship between individual personal needs such as the aforementioned ones i.e., survival needs, knowledge needs and the need of belonging, and the general quality of life of an individual i.e., when there are observed and marked changes in these components, there is a corresponding observed and marked increment in the general work life quality of the individual.

The achievement of these needs translates as improvement in other facets of life such as job performance. Needless to say, though not necessarily direct, the achievement of basic needs all summing the quality of our work life, indirectly influences the performance of employees. However, PsyCap has the potential to also influence one's QWL and the ability of an individual to achieve these needs stipulated. As already indicated, according to extant literature, the PsyCap of an individual performs a crucial task in the achievement of these needs. This influence is depicted in the conceptual framework developed for the present study. One's perceived level of each element of PsyCap would influence the ability of



the individual to meet the needs espoused in the framework – higher levels of resilience for example, may translate as the ability and capacity to withstand severe conditions.

Ergo, it is quite evident that there is a combined influence of both PsyCap and QWL of individuals generally, on their corresponding levels of productivity, or job performance. In establishing a linear and direct relationship between PsyCap and Employees' performance, where improvements in the various components of PsyCap would result in a corresponding increment in the level of employee performance, it is necessary to consider the position of QWL, as an extraneous variable, since it has the potential to influence the possible relationship that exists between the variables i.e., PsyCap and Employee performance. Hence, the present study sought to assess the predictive influence of QWL on the influence of PsyCap on Employees' performance.

### **Chapter summary**

The chapter started with a theoretical framework where the COR theory, broaden -and-build theory of positive emotions and job demands-resource model were identified as the theories underpinning the study. These effects of positive emotions on job performance leads to an increased capacity in the various dimensions of the individual's PsyCap. The various concepts used in the study including psychological capital and its dimensions, employee performance and quality of work life were also explained. The chapter also showed how the variables used in the study influence each other. There was empirical evidence

that showed that employees with high PsyCap generally performed well in their jobs. It is the duty of employers, however, to deliver a decent and secure working environment for workers, because the QWL, corresponding with prior studies, mediates the bond between PsyCap and employee performance. A conceptual framework that illustrates the relationships between the study's variables concludes the chapter.



## CHAPTER THREE

### RESEARCH METHODS

#### Introduction

This study looked into the psychological capital and its effect on job performance, and the mediating role of quality of work life, among municipal workers in Offinso Municipal Assembly (Offinso), Ghana. The focus of the discussion in this chapter was on the author's chosen study design and methods. By outlining the researcher's methodology and the reasoning behind each technique employed, the chapter attempted to present an outline of the scientific beliefs and paradigms or the philosophical underpinnings supporting the study. The second goal of the chapter was to present the research approach, technique, and procedure for achieving the study's objectives. As a result, the first segment concentrated on the research philosophy and design, which explained the philosophical perspective and study approach. Following that, the research field was described. The study technique was described in the third part, which comprised sources of data, data collection techniques, the study population, sample size, processing and presenting of data. A summary closes out this chapter.

#### Research Philosophy

Certain beliefs, values, and views of the world influence every researcher during the study process (Adjei, 2015); these serve as the study's starting point and are known as paradigms or philosophical premises (Guba, 1990). According to Saunders (2006), research philosophy describes a set of presumptions and

beliefs about how knowledge is developed. Though there are a lot of philosophies that dictate the direction of studies, Saunders *et al.*, (2016) are of the view that the three main philosophies are Positivism, Interpretivism and Pragmatism.

A natural scientist's philosophical perspective known as positivism calls for drawing generalizations that resemble rules from observed social reality (Saunders, 2002). In positivism, truth is supposed to be universal and may be objectively seen without the involvement of the researcher. To create law-like generalisations, knowledge is obtained deductively using scientific procedures (Creswell, 2014). As a result, the positivist focuses solely on scientific empiricist methodologies that offer raw data and facts devoid of subjective interpretation or bias.

This study employed the positivist approach as the researcher takes the stance that knowledge is derived deductively from empirical investigation based on theories or hypotheses and is objective. (Creswell, 2014). The philosophy is also appropriate for social research, such as the one under consideration, because it considers social factors. The major goal of adopting a positivist viewpoint is to explain and describe (Neuman, 2000).

Positive thinking, according to Saunders *et al.* (2019), ensures clear and precise information. Organisations and other social entities are viewed as actual physical things and natural occurrences by researchers who take an extremely positive stance. A positive researcher develops hypotheses based on current theories. These theories would be looked at and either fully or partially accepted or rejected. This will require applying a hypothesis that may then be investigated

through study. The study of natural sciences evolved through an interaction with the world in which hypotheses were framed, evidence was acquired, and theories were tested against them (Moon & Blackman, 2014).

### **Research Approach**

This study was designed to use a quantitative research approach in light of the core research question, with the primary goal of describing and explaining the nature of the phenomenon under inquiry (Neuman, 2010). Given that the quantitative technique entails the methodical collection of quantifiable, observable data, statistical analysis of the data, and statistical model development, it is considered the most suitable for this study. Using approved and validated measurement techniques, the objective was to experimentally investigate the relationship between the variables.

Furthermore, the study endeavored to establish a quantitative connection between the interaction between a predetermined set of factors and quantitative research, thus, providing the basis for generalization. Since every topic in the study has established measures, none of them can be characterized as being underdeveloped phenomena. The research was therefore done in accordance with the ideals of science which can be defined as "...the public, critical, amoral, empirical, methodical, and regulated study of natural phenomena. Theory and conjectures regarding the assumed relationships between these occurrences serve as its guidelines" (Kerlinger & Lee, 2000).

Notwithstanding the above unique characteristics of the quantitative approach, it falls short in many dimensions, especially when compared with the qualitative approach. For starters, the qualitative approach, in contrast to the quantitative, seeks to comprehend a complicated world and the significance of acts in a particular context; in other words, it gives reasons for why things take place in the manner that they do, and it is more concerned with expanding knowledge of a particular subject than it is with numerical representativity. Also, qualitative research allows for more exploratory studies and flexibility, which is more than can be said for the quantitative approach in research (Queirós, 2017). Furthermore, the quantitative approach does not provide in-depth reasoning on issues being investigated, but measurements allow for statistical analysis. Even with its limitation, it is appropriate when the subject of investigation is not in any way novel but there exists a theoretical and empirical basis to build the present research.

### **Research Design**

This is a model that governs scientific investigation. It aims to transform the study into a project that can be tested. It is regarded as the logical sequence that connects scientific evidence to the study dilemma and, eventually, to the inference. It addresses four key issues: what questions to investigate, what data is relevant, what data should be gathered, and how the data should be analysed.

This study employed an explanatory research strategy due to its adaptability. Explanatory research is a technique used to examine phenomena

(situations that merit investigation) that have not yet been studied or satisfactorily explained. It is a process whose objective is to identify potential solutions to the problem. The purpose of the study design was to identify the kind and strength of the cause-and-effect relationship. This study is recognized as an accurate method of assessing how PsyCap affects employee performance. Its objective was to determine the why and what of the subject being investigated. In simple terms, it is a type of study design responsible for identifying cause-and-effect relationships to ascertain the motivations behind events.

With the use of this study design, you can also determine what works and what doesn't, and after that has been determined, steps may be taken to create better alternatives that would enhance the process that is being researched. Explanatory research begins with a theory or a hypothesis, hence the use of explanatory research and then gathers evidence to prove or disprove the theory. The study's researcher postulated a strong positive correlation between PsyCap and worker performance. The researcher designed and carried out an explanatory study in order to test the hypothesis and discover more about the connection between PsyCap and employee performance.

The majority of explanatory studies use a sample of respondents to acquire data. As the researcher begins the study, a specific question or hypothesis is in mind; this will guide the collection of data and its analysis. Following that, the findings will reveal details on the target demographic as a whole. The goal of an explanatory study is to learn more about a topic in order to better describe or

explain it. The goal of an explanatory study is to understand why something occurs rather than adding new knowledge or resolving a specific problem.

### **Study Area (Offinso)**

The study area is the geographical location that defines the research and the area to which the study's inferences apply (Arksey & O'Malley, 2005). The Offinso Municipal Assembly is one of Ghana's 260 Metropolitan, Municipal, and District Assemblies (MMDAs), and it was selected as the study area. It is one of the Ashanti Region's 43 MMDAs, and Offinso serves as its administrative hub (Dzansi et al., 2018). The study area was selected for a couple of reasons; the study area is in close proximity to the residence of the student researcher, which means the researcher has adequate knowledge of the geographic area as well as the populace. In addition, issues such as the language barrier amongst some other common limitations in research, are eliminated.

The second reason is that there are fewer studies that have at heart the investigation of the PsyCap prowess of government employees, and much less of even civil servants at the district level of government. Most research within our dispensation focuses on vibrant and highly commercialised domains of various facets of life i.e., private large-scale enterprises. Most studies that even have their focus being on MMDAs and their employees, usually involve large cities in metropolitan assemblies and less municipalities and districts.

A 2007 Legislative Instrument (L.I.) 1909 formed Offinso Municipal. It was created by dividing the former Offinso Municipal into two districts: Offinso Municipal and Offinso North District (Kuurdong, 2016). Offinso Municipal



Assembly is located between latitudes 7.15" N and 6.95" N, and longitudes 1.35" E and 1.50" E. It is found in the Ashanti region's far north-western corner. Afigya Kwabre, Ahafo Ano South, and Atwima Nwabiagya are its southern neighbours. On the east, it borders Ejura-Sekyedumasi, while on the north, it borders Offinso North (Eric *et al.*, 2014; Kuurdong, 2016).



*Figure 3: A Map of the Study Area*

Source: (Google Earth Pro Engine, 2022).

The municipality has a population of 137,272 persons as per the statistics from the 2021 Ghana population and Housing Census with a population density of 233.3/km<sup>2</sup> and covers a total land area of 588.5 km<sup>2</sup> accounting for about 2.4 per cent of the Ashanti Region's total land area and the municipality has a 5.5%

Annual Population Change [2010 → 2021] (Ghana Statistical Service, 2021). The most current Population and Housing Census indicates that there were 70,703 women and 66,569 men living in the Municipality (Ghana Statistical Service, 2021).

### **Population**

A research population, according to Sekaran (2003), consists of distinct groups, organisations, human outputs, events, as well as the circumstances under which they exist. As a result, the research population is a subset of the general population that meets the qualifying requirements for the condition or characteristics of interest. In most cases, it is not feasible or economical to include every member of the population in research projects due to various reasons, such as expense, time constraints, and population size. Therefore, it was deemed important to include all eligible institution employees who had consented to participate in the study voluntarily. In essence, the people who will be examined are chosen from the study population.

Approximately 850 employees of the Offinso Municipal Assembly, Offinso, were included in the study's population. The frame of the accessible population was selected using the individual personnel information provided by the institution's Division of Human Resources. The study subject/population about which the researcher may generalize the research findings is the unit of analysis or the targeted population for the study (Nachimias, 2012; Long, 2014). Employees at the Offinso Municipal Assembly are the study's unit of analysis.

## Sample Size and Sampling Procedure

Sampling refers to choosing items from a population as a whole or a sample frame to represent the population as a whole. It is a portion of the population that is employed to investigate the population's truths (Long, 2014). It is a technique for choosing a representative sample of a population to look at the general features of the group (Lavrakas, 2018). The purpose of sampling is to obtain a sample that represents the complete population and has the same variances that exist within it. This is to guarantee that the study sample's conclusions can apply to the entire population (Hall, 2013).

According to Kreuger and Neuman (2006), sampling aims to get a smaller unit from a broader population, allowing the researcher to conduct a more focused study. Sample size determination is a tough undertaking that requires both qualitative and quantitative factors to do it properly. As a result, the researcher selects a sample of the population that exhibits traits that are typical of individuals impacted by the target population for the study rather than the entire target population. This is because censuses are acceptable where the population is small, but for a bigger population set, picking responses becomes expensive, difficult, and impractical (Denscombe, 2007). The sample size for the target population of 850 employees will be calculated using Yamane's algorithm for determining sample size (1967).

$$n = \frac{N}{1+N(e^2)}$$

Where:

n= desired sample size N= Population (850)

e = margin of error at 5% (standard value of 0.05)

$$n = \frac{850}{1+850(0.05^2)}$$

$$n = \frac{850}{3.125}$$

$$n = 272$$

A sample size of 272 from the 850 employees at the Municipal Assembly will be used for the study. Using a standard random sampling procedure, a sample was drawn from the population, and probability sampling methods were applied in the study. With a simple random technique, every member of the population has an equal chance of being selected, making it an unbiased sampling method. With the use of this technique, all the 850 members of the population were listed representing the sample frame. All members of the sampling frame were given unique numbers, which were assigned at random, drawing numbers from a hat was used to select 275 members. 275 questionnaires were then distributed to these members.

#### **Data Source**

This study relied on primary data sources to make the analysis more useful. The study's principal data gathering method was through the use of questionnaires, which gathered the information for the study. The principal data source was the organization that was involved. The primary data collection

technique collected raw data on the effects of PsyCap on employee performance and converted it into information by using Quality of Work Life as a mediator.

### **Data Collection Procedures**

An ethical clearance letter from the head of the Institutional Review Board (IRB) was given to the Offinso Municipal Assembly to establish the validity of this study before the data collection process could begin (see Appendix B for sample). Once the chairman of the Assembly gave his assent, the primary researcher formally engaged the respondents and explained the study's goal and reasoning in detail to obtain their agreement. The researcher and the assistants personally administered the questionnaires at the respondents' premises by strictly adhering to all expected requirements of the Assembly. Respondents were given an Informed consent letter that they had to sign after reading to indicate their voluntary participation. As stated in the questionnaire, respondents were guaranteed that their responses would only be used for educational purposes. One to two weeks were given to the respondents to complete the questionnaire. The majority were collected after the first week, while the others were collected at the end of the second week. A few members of the sample were unable to fill in the questionnaire even after two weeks.

### **Data Collection Instruments**

The basis for selecting study participants was established by the condition that the potential participant voluntarily agreed to participate in the research. The required number, 275 employees, were chosen at random. Data was gathered

using a self-administered questionnaire. A questionnaire is a set of target questions with a specific aim that are planned to be administered by a specified group of individuals in a specific time frame (Campbell, 2006). In comparison to more extensive research approaches, Plano (2010) claims that questionnaires ensure great efficiency in data collecting and high generalizability of outcomes. But as Creswell and Plano (2011) point out, it is difficult to alter the data categories that are gathered once a questionnaire has been developed and delivered. The questionnaire was chosen for this type of study because it is a self-reported measure that provides confidentiality, increasing the likelihood that respondents will provide accurate information when asked about the relevant details.

To eliminate ambiguity and to pique respondents' attention, the questionnaire was written in concise and relevant language after reviewing the literature. The first set of questions consisted of demographic data of the participants which were acquired through the closed multiple-choice questions, which only required the respondents to select the correct answers. The second part of the questionnaire, which was its major section, dealt with the thesis's goals and constituted Likert-scale questions. These inquiries aid in determining the degree to which the respondents agreed with a certain assertion. A 4-point Likert scale is used to rate employee performance in decision-making; 1 indicates strongly disagree, 2 disagree, 3 agree, and 4 strongly agree. All the 275 employees that were selected received a copy of the questionnaires that were developed.

### Pre-Testing

Before survey instruments are made available to the whole sample, participants in the study or target population are used to test survey questions and questionnaires as part of the pretesting phase of survey research. This helps to ensure that the instruments are valid and reliable. Pretesting is often seen as essential to both improve data collecting for quality-of-life research and helping to construct the final survey questionnaires. It employs numerous procedures or a variety of approaches in combination (Hu & Michalos, 2014).

When using psychometric research instruments for pre-testing, a default sample size of thirty participants is recommended, such as the one intended for this study. A sample of 30 adequately ensures the coverage of individuals experiencing the phenomenon under investigation. Power (efficacy), problem prevalence, and sample size all have a direct positive link, according to Perneger *et al.* (2015). Based on the analysis conducted by Perneger *et al.* (2015), power increased as sample size and problem prevalence increased. Assuming, for example, that the problem prevalence was 0.05, a sample of 10 individuals would have had a power of 40 percent to identify the issue, while a sample of 20 would have had a power of 64 percent.

### Measurement

This study looked at PsyCap, QWL and employee performance, and all of the components are second-order constructs. These constructions' measuring scale was derived from earlier research. Because of its popularity in psychological

capital research, the most generally recognized Psychological Capital Questionnaire (PCQ) was employed in this study (Avey *et al.*, 2011). To assess the dimensions of PsyCap, Luthans *et al.*, (2015) created the PCQ. The PCQ measures all the four dimensions of PsyCap.

Five questions formulated by Snyder *et al.* (2002) were used to evaluate the hope construct. Five questions from Carver and Scheier's (2002) optimism construct were used to assess optimism. Following Block and Kremen (2016), five questions were used to assess resilience. We utilized five questions borrowed from Parker (1998) to assess self-efficacy. Five measures were used to assess employee performance (Abass, 2009), whereas to evaluate the quality of work-life, nine questions focusing on employee need satisfaction developed by Sirgy *et al.* (2001) were employed. This scale consisted of three items: survival, knowledge, and belonging. The three dimensions (psychological capital, quality of work-life, and employee performance) were scored using a four-point Likert scale, where 1 meant "strongly disagree" and 4 meant "strongly agree."

### **Data Processing and Analysis**

The data analysis for the study was conducted using Smart PLS version 3 and the Statistical Package for Social Sciences (SPSS) version 24. Descriptive analyses were performed using SPSS to give a brief summary of the collected data. Frequencies and percentages are used in this to determine some of the respondents' attributes. Partial Least Square Structural Equation Modelling (PLS-SEM) was used to evaluate the hypothesis. Using SEM, the overall fit of the



structural model and the model itself were assessed at the same time (Gefen et al., 2000). SEM is a well-known multivariate method for evaluating both the relationship between a component and its associated measures and the relationship between components overall (Gunzler et al., 2013).

SEM is a method for determining the overall connection between a component and its corresponding measure. The component-based method, also known as the partial least squares method (PLSSEM), and the covariance-based method (CB-SEM) are the two basic approaches for doing SEM (Marcoulides & Saunders 2009; Wetzels et al., 2009). This study employs the partial least square approach to evaluate and predict the theoretical model that was collected from literature, as opposed to focusing on finding the model that fits the data. The basic statistical hypotheses of the two methods fit analytic models are different. Due to the benefits associated with SEM as vouched for by Jeon (2015), SEM was used to validate the variables in this investigation in accordance with the intended study objectives.

### **Validity and Reliability**

Research must compile factual data that accurately reflects the reality of conditions. Ensure that the information is easily accessible and pertinent to the research questions (Saunders and Lewis, 2009). Consequently, the best method for evaluating a primary source is to apply the concepts of validity and reliability. According to Creswell (2017), validity and reliability indicate how well the study's instrument evaluates the variables it was intended to measure. According

to Rönkkö and Evermann (2013), the degree of reliability evaluates how trustworthy data collection can be. Reliability focuses on the extent to which the application of a scale or instrument yields dependable outcomes when repeated steps are made (Best & Khan, 2016). Reliability is best assessed by carrying out a pretesting of the instrument and analysing the Cronbach Alpha values.

In relation to this study, the data to be obtained after pretesting would be processed using the SPSS software and analysed via a reliability test where the Cronbach Alpha ( $\alpha$ ) values would then be reported. The rule suggests that reliability is achieved if a construct's  $\alpha$  is  $\geq 0.70$  (Thornhill *et al.*, 2012). This rule, therefore, suggests that constructs with  $\alpha$  values  $< 0.70$  suggest that their items are not reliable; thereby, affecting the overall reliability of the instrument. In a situation like this, the researcher would redevelop the questionnaire for another pretesting until the reliability score is met. Simply put, after obtaining approval from the researcher's supervisor, the pre-testing would first be carried out to check for reliability before the actual data collection exercise.

The degree to which a concept can be precisely measured in a particular study is referred to as validity (Thornhill *et al.*, 2009). It also describes how well a technique or method measures something with accuracy. Internal validity, which analyses how well a study's findings correspond with reality, is concerned with trustworthiness, whereas the degree of generalizability is discussed by external validity (Rönkkö, & Evermann, 2013). The validity level demonstrates how well data collection techniques capture the objectives of their use. Because it deals

with a limited sample size, validity has a significant flaw that restricts the study's conclusions.

This affects the results because it lessens the possibility of generalization by preventing the study from providing definitive findings that hold true for the whole population. Through pilot testing of the questionnaire, expert review, and peer review, the study's validity was established. After their reviews, all irrelevant or poorly structured question items were either removed or modified. The researcher's supervisor was then presented with the final draft of the questionnaire for approval, final review, and any necessary revisions. The researcher then checked for reliability to measure the instrument's consistency.

### **Ethical Consideration**

The instrument's introduction contained the name of the researcher, the topic of the research, the goal of the study, and guarantees of confidentiality and anonymity. The participation organisation's Human Resource Manager, as well as the participants' own permission and agreement, were obtained. Anonymity informed permission, and confidentiality of respondents were all maintained. The goal of the study was explained to the respondents prior to the start of data collection, and they were allowed to proceed with their work unless they needed an explanation in order to complete the questionnaire.

These actions were conducted to guarantee that the research was free of value judgment on the side of the researcher because participants should not be coerced into taking part, and participation must be voluntary (Neuman, 2011).

Before beginning the research, the Human Resource Division and other respondents were consulted. As a result, the respondents' resilience was lowered, and they were able to engage fully and without interruption. This was straightforward because the researcher was an insider, and it had no impact on their choice of response because the questionnaires were given to them to complete at their leisure.

### **Summary of Chapter**

This chapter began by discussing the research philosophy that the researcher adopted. It further outlined the quantitative approach to research and explanatory method as the study design. The population included employees of the Offinso Municipal Assembly, Offinso. A sample size of 272 people and the basic sampling random method were employed. Data was gathered through the use of questionnaires. The chapter's conclusion included information on how the questionnaire was distributed using a Likert scale, data analysis using SPSS and PLS-SEM, reliability and validity, ethical considerations, and data analysis.

## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

#### Introduction

The purpose of this study has been to investigate the effects of psychological capital on job performance with the mediating role of QWL of the employees at the Offinso Municipal Assembly. Based on the overarching research objective, specific objectives were selected to achieve the study's goal. This chapter contains the conclusions and debates that reflect on the main goals of the study, as stated in Chapter One, in light of the original research objectives and the methodology used. The first section discusses the response rate and the demographics of the responders. The second section describes the particular research goals related to the subject, namely to:

1. examine the influence of hope on employees' performance.
2. investigate into the influence of self-efficacy on employees' performance.
3. assess the influence of resilience on employees' performance.
4. examine the influence of Optimism on employees' performance.
5. determine the influence of QWL on employee performance.
6. ascertain the mediating role of QWL on the relationship between PsyCap and employee performance.

This chapter presents the findings and discussions in accordance with the methodology employed and the original research specific objectives.

### Response Rate

The sample size was 272 employees. The respondents returned 230 of the questionnaires, while a total 42 survey questionnaires were not returned, hence excluded from the study. Thus, the response rate was determined at 85% ( $230/272*100$ ). This means the non-response rate was 15% ( $42/272*100$ ). The response rate is represented in Table 1.

*Table 1: Response Rate*

Questionnaire	Count	Percentage (%)
<b>Returned</b>	230	85
<b>Non-Returned</b>	42	15
<b>Total</b>	<b>272</b>	<b>100</b>

Source: Field data, (2022)

It can be noted from table 1 that 85% (230) of the questionnaire were retrieved and analysed while only 15% (42) were not returned. The primary reason for the high response rate was the researcher's hard effort, as she personally gave the surveys to the respondents. To further improve the high response rate, the researcher worked very hard to make multiple follow-up calls to give clarification on questions.

### Demographic Characteristics of the Respondents

The demographic features of the respondents were evaluated in order to gain a better understanding of the sort of respondents that participated in the study. Table 2 presents the findings.

Table 2: Demographic Characteristics of the Respondents

<b>Gender</b>	Frequency	Percent
Male	143	62.2
Female	87	37.8
Total	230	100.0
<b>Age Group</b>		
21-30	46	20.0
31-40	51	22.2
41-50	57	24.8
51 years and above	76	33.0
Total	230	100.0
<b>Level of education</b>		
SSS	61	26.5
Diploma	28	12.2
1st Degree	45	19.6
2nd Degree	67	29.1
Professionals	29	12.6
Total	230	100.0
<b>Tenure</b>		
1-5 years	38	16.5
6-10 years	64	27.8
11-15	44	19.1
16 years and above	84	36.5
Total	230	100.0

Source: Field Data, 2022

### Discussion on the characteristics of the respondents

The demographic statistics on the percentages and frequencies of responses on the many demographic parameters used in the study, such as gender, age group, education level, and employment experience (tenure), are displayed in Table 2 above. From the table it can be noted that more male staff took part in the study as compared to females. Clearly, 62.2% (143) of the respondents were males while the females were 37.8% (87). Given the gender disparity in employment across the nation, it is not surprising that there are more men employed in the Municipal than women.

Regarding the age distribution of the respondents, the vast majority (76), representing 33%, were found to be older than 51 years old, indicating that they are primarily in their prime. The institution might be seen as having an advantage in this regard because it offers a platform for the transfer of pertinent knowledge from the experienced to the relatively younger generation. (Backes-Gellner & Veen, 2013). Additionally, Treadway *et al.* (2005) asserted that aging is typically associated with a decrease in fluid intelligence and physical strength and as such with more employees getting to retirement there will be matured employees in the service, who will share their experiences with the young and inexperienced ones.

Besides the majority of the staff being older, the institution can be considered to have had a lot of employees who are relatively younger. This is because the result shows that 24.8% (57) were between 41 and 50, implying that in the Municipal, quite a number of employees are in the middle of their career in the local government. This could imply that the young and inexperienced



employees will gain from the experience of the more seasoned workers. As more young people learn from the more experienced employees who are in this age range, it also predicts that the municipal succession plan will be comparatively simpler.

The next largest age group are those between 31-and 40 and they represent 22.2% (51). The least age group are those who are between 21 and 30. This category of staff represented 20% (46) of the sample population. The significance of this result is that these are the groups that represent the future of the municipality. They have the potential to contribute to an increase in zeal and productivity in the Municipality, although there are possibilities of some of the employees leaving the place for better job prospects, new careers or more education (Bashir *et al.*, 2021).

In terms of the level of education, it can be stated that respondents representing 29.1% (67) were diploma holders, while respondents representing 26.5% (61) were Senior Secondary School (SSS) certificate holders. This was followed by those with the first-degree holders, 19.6% (45). Those with professional certificates were 12.6% (29) while those with second degrees were 12.2% (28). This suggests that adopting new technologies will be comparatively simpler for the staff members given their strong educational backgrounds, which could lead to increased productivity.

In respect to tenure of employment of the employees, it was revealed that the highest percentage 36.5% (84) of the sampled population fell within 16 years and above. The next highest were those who fell within 6 to 10 years with a

percentage of 27.8% (64). Those between 11 to 15 years were the third highest with a percentage of 19.1% (44), while those who have worked between 1 to 5 years were only 16.5% (38). The idea here is that the institutions have been endowed with experienced staff who can transfer their accumulated skills to the few ones who are still young and inexperienced.

### **The Findings of the Main Study Objectives**

Based on the main goals of this study's research, the results and analysis are presented in this section. The Smart PLS was chosen for structural equation modeling and data analysis based on the study's hypothesis. The results and analysis are presented in a chronological order based on the specified objectives of this study.

### **Assessment of Measurement Models for the Study**

The study's measuring models are explained in this section. The indication loadings are evaluated at the start of the section. Among the evaluations of the measurement models are indicator loadings, discriminant validity (Fornell-Lacker and HTMT), convergent validity (AVE-Average variance extracted), and internal consistency reliability (Composite reliability). A consistent PLS method was used to produce indicators for the measurement model evaluation. The results are shown in the Tables that follow.

### **Assessing indicator loadings**

When compared to the indicators in figure 6, Table 3 reveals that some indicators have been dropped. In order to improve the overall reliability of the

model, Hair et al. (2019) suggested eliminating any indications that did not load beyond the 0.6 level. The item's indication loadings are shown in Table 3.

*Table 3: Indicator loadings*

	HP	SP	RP	OP	QWL	EP
<b>HP2</b>	0.689					
<b>HP3</b>	0.686					
<b>HP4</b>	0.728					
<b>SP1</b>		0.825				
<b>SP3</b>		0.856				
<b>SP4</b>		0.771				
<b>RP2</b>			0.850			
<b>RP3</b>			0.816			
<b>RP4</b>			0.910			
<b>OP1</b>				0.651		
<b>OP2</b>				0.840		
<b>OP3</b>				0.899		
<b>OP4</b>				0.807		
<b>QWL1</b>					0.709	
<b>QWL2</b>					0.679	
<b>QWL4</b>					0.820	
<b>QWL6</b>					0.839	
<b>QWL7</b>					0.802	
<b>EP1</b>						0.722
<b>EP2</b>						0.880
<b>EP3</b>						0.837
<b>EP4</b>						0.744
<b>EP5</b>						0.831
<b>EP6</b>						0.820

Source: Field survey (2022)

Table 3 above shows the reliable indicators that were retained because they loaded above 0.6. The lowest and greatest values of Hope were (0.686) and (0.728), respectively; Self efficacy (0.771 – 0.856); Resilience (0.816 – 0.910) and Optimism (0.651 – 0.899). The minimum indicator loading on quality of work life was (0.679) and the highest (0.839), and finally indicators under employee performance loaded between 0.722 - 0.880. The indicators used in this study to measure latent variables are above the threshold of 0.6, hence they are reliable.

#### **Assessing internal consistency reliability**

Composite reliability was used in this work to assess the constructs' internal consistency reliability. Composite reliability is a more precise indicator of internal consistency than Cronbach's alpha (Rossiter, 2002). Because they all loaded close to the 0.7 criterion per Table 4's results, all latent variables in this investigation are reliable (Bagozzi & Yi, 1988). Resilience came in second with a composite reliability score of (0.918), behind employee performance (0.894). The outcomes show that the model has internal consistency reliability. The convergence validity results are also shown in Table 4.

Table 4: Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<b>EP</b>	0.892	0.897	0.918	0.652
<b>HP</b>	0.775	0.797	0.801	0.505
<b>OP</b>	0.815	0.841	0.879	0.647
<b>QWL</b>	0.829	0.837	0.880	0.597
<b>RP</b>	0.824	0.839	0.894	0.739
<b>SP</b>	0.756	0.772	0.858	0.669

Source: Field survey (2022)

#### Assessing convergent validity

The Average Variance Extracted was used to assess convergent validity (AVE). Convergent validity is the degree to which a measure correlates well with other measures of the same construct (Hair et al., 2017). When the AVE value of a construct is 0.50 or higher, it is considered to explain, on average, more than half of the variance of its indicators. On the other hand, an AVE of less than 0.50 suggests that the variance explained by the construct is not as much as the variance found in the item errors. According to Table 4's findings, all constructs had an AVE ranging from (0.505 – 0.739), thus, greater than 0.5. This indicates that the model's constructs can explain more than half of the variation in the indicators. Additionally, the measurement model's discriminant validity was evaluated.

### Assessing discriminant validity

For a concept to exhibit discriminant validity, it must be distinct and include phenomena that are not addressed by other constructs in the model (MacKinnon, 2008). In this paper, the HTMT and the Fornell-Lacker criterion were used to establish discriminant validity. The latent variable correlations are compared to the square root of the AVE values using the Fornell-Larcker criterion (Fornell & Larcker, 1981). In particular, the square root of the AVE for each construct should be larger than the highest correlation it has with any other construct (Hair et al., 2013). The results of Table 5 show that the square root of each variable is significantly larger than its association with the other study items. This implies that no two constructs capture the same phenomena and that each construct is unique.

*Table 5: Fornell-Lacker criterion*

	EP	HP	OP	QWL	RP	SP
EP	<b>0.807</b>					
HP	0.068	<b>0.701</b>				
OP	0.805	0.018	<b>0.857</b>			
QWL	0.084	0.693	0.054	<b>0.772</b>		
RP	0.670	0.086	0.795	0.079	<b>0.870</b>	
SP	-0.011	0.730	-0.021	0.609	0.032	<b>0.818</b>

Source: Field survey (2022)

The square root of each construct's AVE, which is higher than its correlation with other constructs, is represented by the values in bold. The other values not in bold represent the correlation between the constructs.

The Fornell-Larcker criterion does not work well when the constructions under consideration's indicator loadings only marginally vary (e.g., all indicator loadings vary between 0.60 and 0.80). When indicator loadings fluctuate more widely, the Fornell-Larcker criterion is more effective at identifying problems with discriminant validity; nonetheless, it is still not very good at assessing discriminant validity as a whole (Voorhees, et al., 2016). Henseler *et al.* (2015) suggest measuring the correlations' heterotrait monotrait ratio (HTMT) as a remedy. A latent construct possesses discriminant validity, according to Henseler et al. (2015), if the HTMT ratio is less than 0.850. Table 6's results demonstrate that the HTMT values are much less than 0.850.

Table 6: Heterotrait - Monotrait Ratio (HTMT)

	EP	HP	OP	QWL	RP	SP
EP						
HP	<b>0.156</b>					
OP	0.547	<b>0.182</b>				
QWL	0.138	0.074	<b>0.144</b>			
RP	0.197	0.204	0.203	<b>0.135</b>		
SP	0.087	0.113	0.103	0.757	<b>0.074</b>	

Source: Field survey (2022)

### Assessing the structural model

The study's hypothesis is evaluated in this part. When assessing the structural model, one must consider the degree of correlation between the constructs, the coefficient of determination, the predictive relevance, the effect size, the path coefficient, and its significance. In this investigation, the direct and indirect models were both run concurrently per Nitzl et al. (2016)'s recommendation.

Table 7 displays the findings for the assessment of multicollinearity among the study's indicators. In the context of PLS-SEM, a tolerance value of 0.20 or less and a Variance Inflation Factor (VIF) value of 5 or greater, respectively, point to a possible collinearity problem (Hair et al., 2011). More precisely, an indicator with a VIF score of 5 indicates that 80% of its variance is explained by the other formative indicators linked to the same construct. For the endogenous variable (employee performance), Table 7's results show a minimum VIF of 1.511 and a maximum of 2.126, along with a minimum tolerance value of 0.523 and a maximum of 0.756. With a minimum tolerance value of 0.446 and a maximum tolerance value of 0.713, the quality of work life has a VIF (min-1.042 and max1.284). There was no multicollinearity between the indices, according to the analysis's findings.



Table 7: Collinearity amongst constructs

	EP (VIF)	EP (Tolerance)	QWL (VIF)	QWL (Tolerance)
<b>Resilience</b>	1.969	0.286	1.412	0.317
<b>Self-efficacy</b>	1.718	0.217	1.745	0.369
<b>Optimism</b>	2.140	0.326	1.779	0.431
<b>Hope</b>	1.561	0.249	2.146	0.228

Source: Field survey (2022)

The absence of common method bias is further supported by the VIF results in Table 7. According to Kock and Lynn's criterion, a VIF score of more than 3.3 is recommended as an indication of pathological collinearity and a symptom that a model may be contaminated by common method bias. Thus, if all VIFs from a thorough collinearity test are equal to or less than 3.3, the model can be considered free from the problem of either vertical or lateral collinearity as well as common method bias (Kock, 2013).

#### **Assessing coefficient of determination ( $R^2$ ) and predictive relevance ( $Q^2$ )**

The predictive accuracy of a model is gauged by its  $R^2$  value. The combined effects of the exogenous variable on the endogenous variables can also be thought of as  $R^2$ .

Structural models with coefficients of determination ( $R^2$ ) of 0.25, 0.5, and 0.75 are considered weak, moderate, and considerable, respectively, according to Hair et al. (2014). The author states that structural models are classified as "small,

medium, and large" based on the effect size ( $F^2$ ) and predictive relevance ( $Q^2$ ), which are "0.02, 0.15, and 0.35" and "0.02, 0.15, and 0.35", respectively.

*Table 8: Coefficient of Determination ( $R^2$ ) and predictive relevance*

	R Square	R Square Adjusted	$Q^2 (=1-SSE/SSO)$
<b>EP</b>	0.834	0.825	0.529
<b>QWL</b>	0.570	0.551	0.321

Source: Field survey (2022)

Table 8 displays the model's predictive value and coefficient of determination for the two endogenous variables. The results show that the whole model accounts for 83.4 percent of the variation in the employees' performance. According to Chin (1998), an  $R^2$  value of 83.4 percent indicates significant variation, which is adequate (Hair et al, 2017). This indicates that PsyCap may account for 83.4 percent of the variation in employee performance.

The  $Q^2$  statistic, originally proposed by Stone and Geisser in 1974, was employed to evaluate the model's predictive usefulness. According to Hair et al. (2016), the model demonstrates a large predictive relevance of 0.529 for employee performance and 0.321 for quality of work life, indicating a medium predictive significance.

## PsyCap Constructs and Interlinks

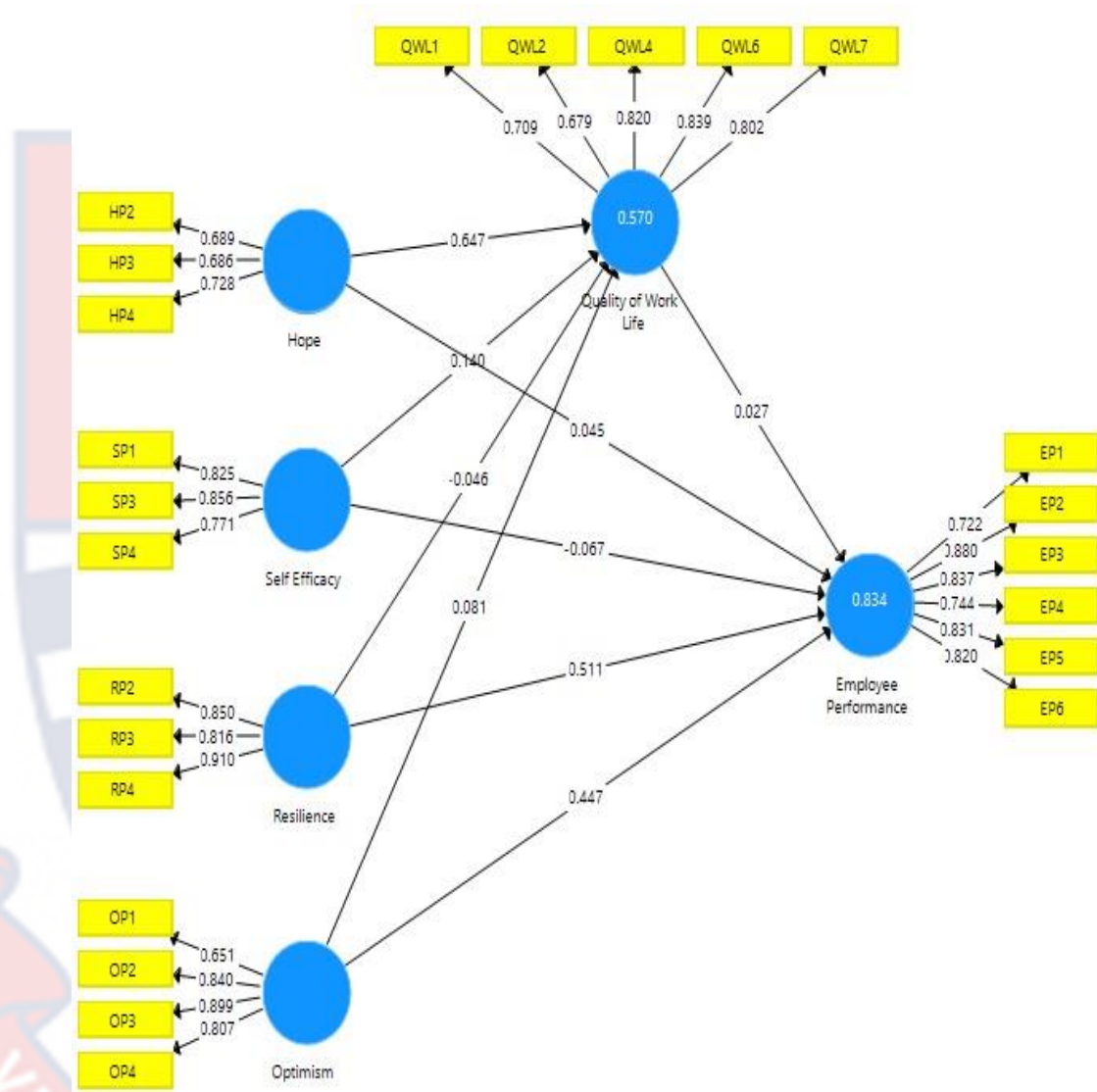


Figure 4: Outer and inner model results

Source: Field survey (2022)

From Figure 4, the exogenous variable, Psychological Capital has 4 indicators namely, Hope PsyCap (HP2, HP3, HP4), Self-Efficacy PsyCap (SP1, SP3, SP4), Resilience PsyCap (RP2, RP3, RP4) and Optimism PsyCap (OP1, OP2, OP3, OP4). The endogenous variable, Employee Performance was also represented by Employee Performance (EP1, EP2, EP3, EP4, EP5, EP6). It is

observed that HP1, SP2, RP1 and QWL3 were all dropped because they loaded less than the threshold of 0.6.

### Results and Discussions

The primary goal of this study was to examine the relationship between employees' performance and psychological capital, using Quality of Work Life (QWL) as a mediating factor. Furthermore, the researcher was interested in delving deeper into the influence of each individual component of psychological capital (optimism, resilience, self-efficacy, and hope) on employee performance, while considering the role of QWL as a mediator.

The first four objectives of the study looked at the influence of each of the four dimensions of Psychological Capital on employee performance. These objectives form the bases of *H1*, *H2*, *H3* and *H4* and the results are presented in Table 9 below.

*Table 9: Structural model results for hypotheses 1, 2, 3, and 4*

	Path	T Statistics	R <sub>2</sub>	Adjusted R <sup>2</sup>	Q <sub>2</sub>	P-Value	f <sub>2</sub>
<b>EP</b>			0.834	0.825	0.529		
<b>HP</b>	0.045	3.638				0.003	0.012
<b>OP</b>	0.447	5.292				0.032	0.437
<b>RP</b>	0.511	6.320				0.000	0.570
<b>SP</b>	-0.067	3.071				0.010	0.176

Source: Field survey (2022)

### Objective 1: The influence of hope on employees' performance

The study's first objective postulated that employee performance and Hope have a statistically significant positive correlation. The researcher failed to reject the hypothesis since there was evidence supporting the stance. The results of the study further expand the width of existing knowledge on the relationship between psychological capital and employee performance.

The PLS-SEM results indicated that hope had a significant and positive impact on employees' performance based on the path estimation ( $\beta = 0.045$ ,  $p < 0.05$ ; Table 9, Figure 4). The direction of the result lends credence to the idea that hope, and employee performance are related. The premise that Hope was related to employees' performance is supported because the path coefficient was in the predicted direction.

Evidence from the present study as well as from extant literature also indicate that the constituents of psychological capital aid employees in times of hindrance and daunting tasks, thus enhance their productivity and ultimate performance (Huang & Luthans, 2015; Al Bitar, 2020). Moreover, the present study reinforces the results of prior studies in this field and further symbolizes the association between the variable in question, in different contextual setting and culture i.e., local government work settings such as the population of the study i.e., Offinso Municipal Assembly. The findings of the present study are consistent with the study of Azim *et al.* (2019) who also investigated the individual role of each component of PsyCap and found that Hope had a significant influence of an employee's performance. Hope, according to Geh (2022) and Munawaroh and

Meiyanto, (2017) makes employees braver when facing certain hurdles related to their jobs or tasks. So, high levels of hope are associated with ensuring that employees are capable of achieving set goals and completing tasks.

The findings of the study are also in line with that of Huong, (2016), whose results indicated that there is enough evidence to point toward the critical role that psychological capital plays with respect to Job performance in workplace, particularly within the Vietnamese context. However, the study did not quantify the role of each component of PsyCap in influencing job performance, but collectively, Hope was found to be significant as well as the other components. Notwithstanding this, the findings of the study of Huong (2016) is strongly related to the present study since they both focused on civil servants or public servants – these individuals are known to share common characteristics and that legitimizes the findings from the present study.

Hopeful employees have been known to express an internalized determination and motivation (willpower) to put in effort and energy in accomplishing their goals. Hence, contemporary organisations, predominant of them in the developed world, have now shifted to fostering hope in the heart of employees, training them on how to formulate goals, as well as increasing their ability to develop alternative routes to achieve their goals and aiding them in the event of obstacles.

### **Objective Two: The influence of Optimism on employees' performance**

The study also postulated that optimism and employee performance have a statistically significant positive relationship in order to accomplish its goal.

Similar to the preceding section, the researcher was unable to rule out the null hypothesis because the position was supported by data. The study calculated the relationship between workers' performance and optimism. The findings, as presented in Table 9 and Figure 4, showed a p-value of less than 0.032 and a path coefficient of 0.447. The hypothesis that optimism was correlated with employees' performance is supported because the path coefficient went in the same way as predicted.

As per the findings of this study, Luthans *et al.*, (2005) also concluded that the PsyCap and its individual components had a favorable and substantial impact on work performance, particularly in the Chinese environment. As a result, the outcome is consistent with the meanings of Psychological Organisational Behavior: when individuals have a positive attitude toward their work and their own capabilities, they can complete given tasks, overcome negative feelings, and overcome challenges to achieve specific goals and organisational objective.

Optimism, according to Munawaroh and Meiyanto (2017) ensures employees are able to cope and succeed when there are potentially disrupting changes within the organisation. Studies such as that by Geh (2022) found Optimism to be significantly positively correlated to job outcomes than the other dimensions or components of PsyCap (Geh, 2022). And per research done by Sastaviana (2021) in Indonesia, where 132 employees were incorporated in the study, The author discovered that two aspects of psychological capital—hope and optimism—were strongly correlated with employees' preparedness for change during the Covid-19 pandemic, accounting for 47.3% of the psychological capital

that went toward preparing the workforce for changes. Hence, without a high level of Optimism, there are very slim chances that an employee may be able to cope with changes that occur within the organisation.

### **Objective Three: The influence of self-efficacy on employees' performance**

The hypothesis supporting this objective also follows that there is a statistically significant positive relationship between self-efficacy and employee performance. The findings of the study did indicate that there is indeed a positive and statistically significant association between employees' levels of self-efficacy and their performance at work. The PLS-SEM results, based on route estimation, indicated that self-efficacy significantly impacted employees' performance ( $\beta = -0.067$ ,  $p < 0.05$ ; Table 9, Figure 4). Thus, the outcome was consistent with the theory that self-efficacy improves worker performance. The outcomes precisely match what the study hypothesized.

The study found that there was the potential for employees with high self-efficacy to work on daunting tasks as compared to employees with lower levels of self-efficacy. And according to extant Research, there is the existing assertion that high levels of Self-efficacy make employees more poised to do demanding work, (Munawaroh & Meiyanto, 2017). But in addition to that, Azim *et al.* (2019) also found that self-efficacy had the highest influential impact on creativity. Thus, within the study population i.e., Offinso Municipal Assembly, employees with higher levels of Self-efficacy are more likely to accept the challenges of rigorous works and complete them and exhibit higher levels of creativity.



The findings of the present study are in line with those of Bandura (1997), Ryan and Deci (2000) and De Clercq *et al.* (2018), who also made similar assertions that employees with high self-efficacy levels derive immense satisfaction from pursuing and finding resolutions to adversative work circumstances and/or tasks and are strongly stirred to ensure acceptable job performance, notwithstanding being ostracized (Bandura, 1997; Ryan & Deci, 2000; De Clercq *et al.*, 2018). This drive, which stems from high levels of self-efficacy, minimizes stress caused by feelings of being side-lined or alienated (Wu *et al.*, 2012), as well as the risk that employees would fail to fulfil their performance objectives in such circumstances. Employees who are unable to rely on their own resource of self-efficacy, on the other hand, are less able or motivated to develop effective strategies to cope with workplace ostracism, and negative effects, such as diminished job performance, are more likely to occur (Hobfoll, 2002; Munawaroh & Meiyanto, 2017).

Additionally, as demonstrated by research such as those conducted by De Clercq *et al.* (2018), the utility of self-efficacy in mitigating the negative effects of workplace ostracism is particularly robust among employees who work at higher job levels but less effective at lower job levels. On the one hand, at higher employment levels, employees have more control and direct power over how to use their personal knowledge bases to compensate for knowledge shortfalls caused by social isolation (De Clercq *et al.*, 2018). Within the context of the present study, higher level workers at the Municipal such as Heads of various departments are more likely to seem more effective, efficient, and productive

given they have higher levels of self-efficacy than lower-level workers, even if both categories of workers are socially isolated from others. Because they can apply these talents more efficiently, their higher job level reduces the risk that self-efficacious employees feel overconfident in their capacity to remedy the harm caused by workplace ostracism (Choudhury, 2019).

#### **Objective Four: The influence of resilience on employees' performance**

The hypothesis posited that a statistically significant positive link exists between employee performance and resilience within the Offinso Municipal Assembly, hence supporting the fourth hypothesis. Resilience significantly improved employee performance, according to the PLS-SEM results based on path estimation ( $\beta = 0.511$ ,  $p < 0.05$ ; Table 9, Figure 4). The hypothesis that resilience was correlated with employees' performance is supported because the path coefficient went in the same way as predicted.

Findings from the study indicated that resilience was also a significant determinant of job performance and specifically, it allows and helps employees to recover from slumps and adjust to modifications that are occurring at different levels in the organisation. The findings resonate strongly with the findings of authors such as Munawaroh and Meiyanto (2017). It has also been shown that employees with significant levels of resilience are inevitably satisfied with the quality of their work life in terms of work relations and job conditions, as espoused by Kim *et al.* (2017).

Comparing the findings of the present study with that of Kim *et al.* (2017), the evidence points that Employees who tend to have high levels of the Resilience dimension of PsyCap believe they can successfully respond to a variety of complaints and participate in extra-role behaviors to satisfy and/or surpass complainants' expectations. Thus, they are able to modify behaviors to suit the needs of customers or the execution of their tasks. Such employees are also more likely to remain with the organisation notwithstanding the changes that are being implemented because they possess the skillset required to navigate these new changes.

This particular finding inevitably translates that as more employees at Offinso Municipal Assembly develop higher levels of resilience, they are bound to withstand organisational changes and evolve as the organisation also evolves. The downside of this is that employees with lower levels of resilience are bound to be left behind either on their own accord or by the organisation due to their inability to move with the prevailing changes in the organisation. In the long run, higher levels of resilience in these employees also reduce their turnover intentions and the potential for them to leave the organisation.

A summary of the decisions with respect to objectives one through four is presented in Table 10 below.

Table 10: Summary of objectives 1 – 4

Hypothesis	Beta	t-value	P-value	Decision
RP-EP	0.511	6.320	0.000	Supported
SP-EP	- 0.067	3.071	0.010	Supported
OP-EP	0.447	5.292	0.032	Supported
HP-EP	0.045	3.638	0.003	Supported

Source: Field survey (2022)

#### Objective Five: The influence of QWL on employee performance

The results of the path coefficient of objective 5 are shown in Table 11 below.

Table 11: Structural model results for hypothesis 5

Path	T Statistics	R <sup>2</sup>	Adjusted R <sup>2</sup>	Q <sup>2</sup>	P-Value	f <sup>2</sup>
EP		0.570	0.551	0.321		
QWL	0.027	3.471			0.041	0.197

Source: Field survey (2022)

The fifth objective hypothesized that QWL will have a statistically significant positive relationship with employee performance. Results from the analysis confirmed this hypothesis because QWL was found to influence employee performance positively. The objective was tested as part of the entire model, representing the direct path from quality of work life to employee performance. The PLS-SEM findings indicated that Quality of Work Life had a significant positive impact on employee performance based on the path estimation

( $\beta = 0.027$ ,  $p < 0.05$ ; Table 11, Figure 4). The findings showed that one of the most important factors affecting employees' performance is their quality of work life.

This means that if the survival needs, knowledge needs and belonging needs of employees are met in the organisation, they tend to perform better. If an organisation reacts to employee requirements by creating systems that allow people to fully participate in the decisions that shape their working lives, it improves their QWL which translates to improved performance.

This finding is in line with earlier research by Thakur and Sharma (2019), who discovered that QWL experienced by workers at Himachal Pradesh Power Corporation Limited (HPPCL) had a significant and favourable impact on their task, contextual, and overall work performance. A positive QWL improves employee performance and gives them several options for career advancement (Sheel *et al.*, 2012). Employee work performance is closely correlated with and impacted by QWL, as well as its constituents including job aid and physical work environment (Cocolova & Svetozarovova, 2014). (Naharuddin & Sadeqi, 2013).

According to Kaighobadi, *et al.* (2014), QWL is significantly and positively correlated with manager performance and employee job performance, which in turn affects organisational performance (Rai & Tripathi, 2015). Numerous QWL factors, such as the work environment, occupational stress, developmental opportunities, social support, compensation and rewards, and work-life balance, have a significant impact on organisational performance. Employee commitment mediates this relationship between QWL and organisational performance (Nayak & Sahoo, 2015).

**Objective Six: The mediating role of QWL on the relationship between PsyCap and employee performance**

A mediation test was feasible because psychological capital has a major impact on workers' performance and since employees' performance is significantly positively impacted by their quality of work life. The bootstrapping method described by Hair et al. (2017) was used to investigate the mediating role of quality of work life on the relationship between psychological capital and employee performance. The results are displayed in Table 12 below.

*Table 12: Total effect*

	<b>Path</b>	<b>T Statistics ( O/STDEV )</b>	<b>P-Values</b>	<b>f<sup>2</sup></b>
<b>HP -&gt;EP</b>	0.045	3.638	0.003	0.012
<b>HP -&gt;QWL</b>	0.647	5.906	0.000	0.197
<b>SP -&gt;EP</b>	-0.067	3.071	0.010	0.176
<b>SP -&gt;QWL</b>	0.140	1.177	0.240	0.013
<b>RP -&gt;EP</b>	0.511	6.320	0.000	0.570
<b>RP -&gt;QWL</b>	-0.046	0.396	0.693	0.005
<b>OP -&gt;EP</b>	0.447	5.292	0.032	0.437
<b>OP -&gt;QWL</b>	0.081	0.772	0.471	0.000
<b>QWL-&gt;EP</b>	0.027	3.471	0.000	0.197

Source: Field survey (2022)

From Table 12, it can be inferred that when the association between QWL and PsyCap is considered, PsyCap hardly affects Quality of Work Life. Meaning, PsyCap rarely influences the state of an individual's QWL. This is denoted by the

significance of the association that exists between each component of PsyCap and Quality of Work Life. Also, Table 12 denotes the total effects of PsyCap and Employee Performance – each dimension of PsyCap significantly influences Employee Performance, hence, as an individual's PsyCap level increases, their performance would inevitably increase. And there is a significant association between QWL and Employee Performance, as shown in Table 12.

For this objective, this study also hypothesized that QWL statistically contributes significantly (positive) to the relationship between PsyCap and employee performance. This hypothesis was further broken down according to each dimension of PsyCap. Thus, stated as follows:

*H6a: QWL statistically contributes significantly positively to the relationship between Hope and employee performance.*

*H6b: QWL statistically contribute significantly positively to the relationship between Self-efficacy and employee performance.*

*H6c: QWL statistically contribute significantly positively to the relationship between Resilience and employee performance.*

*H6d: QWL statistically contribute significantly positively to the relationship between Optimism and employee performance.*

In non-scientific terms, the ramifications of this discovery are that employees across various levels who are satisfied with the Quality of Work Life, have the innate ability to exhibit business-friendly characteristics, manage situations and perform better. This is synonymous with the findings of Kim *et al.* (2017), whose study suggests that Frontline Hotel Employees (FHEs) who are

satisfied with the QWL handle aggrieved customers' grievances effectively and successfully. Given that these employees are satisfied with work relations and job conditions, they tend to perform better at their jobs.

Furthermore, there is currently a significant barrier in place to support people in achieving regular business achievements while maintaining high levels of mental well-being, since workplaces are getting busier, quicker, and more demanding than ever before. Employees who have the proper balance of intellectual and emotional tools may take on difficulties without fear of failure. Managers that actively aim to include the HERO framework (Hope, Self-Efficacy, Resilience, and Optimism) to drive their staff to make major contributions are considered the best in the business world today. Moreover, the most successful organisations have systems in place to ensure that the PsyCap of workers are adequately built. Evidence from this study now points to the fact that workers with improved Quality of Work Life are bound to have the potential and actual capacity to build their PsyCap, which eventually improves performance at both individual and organisational level.

Local government employers can take advantage of this circumstance to guarantee high productivity levels by offering attention-training programs to staff members, promoting a vacation-friendly work environment, enforcing stringent policies regarding emails sent after hours, and implementing asynchronous communication. Establishing a culture of gratitude for employees' significant contributions is also essential for fostering a sense of confidence, raising output, and enhancing brand recognition.



Extant studies have pointed out that even though each component of PsyCap is unique and performs unique roles, Hope is vital and may be the driving force of the other elements of PsyCap (Youssef *et al.*, 2007; Luthans *et al.*, 2010).

To further solidify this stance, Geh (2022) also discovered that the influence of Hope & Optimism is significantly greater as compared to the other dimensions of PsyCap, and these strongly correlated with job outcomes (Geh, 2022). This is however in contrast with the findings of the present study which found Resilience and optimism as having a greater influence on employee performance. Hope and self-efficacy were the dimensions with the least correlation with employee performance.

The mediation analysis was tested between the dimensions of psychological capital and employees' performance. This led to testing 4 hypotheses with respect to the indirect effect. The summary of the results of the specific indirect effect are presented in Table 13.

	T Statistics ( O/STDEV )	P- Value	
<b>HP-&gt;QWL-&gt;EP</b>	3.877	0.001	<b>Supported</b>
<b>SP-&gt;QWL-&gt;EP</b>	3.813	0.000	<b>Supported</b>
<b>RP-&gt;QWL-&gt;EP</b>	4.066	0.007	<b>Supported</b>
<b>OP-&gt;QWL-&gt;EP</b>	3.910	0.030	<b>Supported</b>

and 6d

Source: Field survey (2022)

A correlation was found between employee performance and quality of work life and all four psychological capital characteristics (hope, self-efficacy,

optimism, and resilience) in the first step of assessing the impact of the exogenous variable on the mediating variable. The quality of work life significantly mediates the association between psychological capital and employee performance, according to the PLS-SEM results (all p-values were less than 0.05; Table 13). Hence, all the 4 hypotheses from objective 6 are supported. The sort of mediation that occurs between psychological capital and employee performance is complementing mediation, according to the criteria of Carrión *et al.* (2017).

### **The Relevance of the Theories in the Study**

The results of the study supported the Conservation of Resource (COR) theory, as other studies have found to be the case (Hobfoll, 2002; Kim *et al.*, 2017) Psychological capital reflects personal resources, which increases employees' motivation to safeguard these resources by reinvesting them via creativity at work. Workers in the Offinso Municipal Assembly who have a high level of PsyCap can resolve concerns raised by complainants. This is vital since the staff's efforts and personal resources are important in providing successful service recovery to such clients. According to COR theory, these personnel with high PsyCap have a large reservoir of personal resources that they may call on when necessary to give timely and equitable replies to client concerns. A good service recovery will enable management to regain consumer trust and manage the loss of potential unhappy Municipal Assembly clients.

COR theory states that personal resources like PsyCap frequently generate more resources like QWL, creating a resource caravan (Kim *et al.*, 2017). The

study participants are motivated to efficiently handle client demands and challenges and express their intention to stay with the organization when they have sufficient personal resources, meaningful work relationships, and employment rewards that activate QWL.

### **Chapter Summary**

The study sought to examine the role of Quality of work life as a mediator in the relationship between Psychological Capital and employee performance among employees at Offinso Municipal Assembly. The demographic details of the respondents are presented and discussed in the chapter's first section. The study's measurement and structural models are examined in the second section, along with the hypothesis's testing. Finally, the chapter discusses the findings from the analyses. It also contextualises the findings of the study in relation to extant studies and the implications of the findings. It also provides an overview of the practical meaning of the findings for the Offinso Municipal Assembly.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### Introduction

An overview of the goals, techniques, and data analysis approaches employed in the research are provided in this chapter. It gives a summary of the findings of the investigation, draws inferences from each objective's findings, and considers the significance of the findings about current trends in light of their practical applications. In conclusion, the chapter highlights policy implications and offers recommendations for further research.

#### Summary

The purpose of the research was to ascertain whether QWL mediated the relationship between psychological capital and worker performance. The suggested investigation was driven by five main goals: to ascertain QWL's mediating role in the relationship between PsyCap and employee performance; to examine the effect of optimism on performance; to evaluate the effect of resilience and self-efficacy on performance; and to examine the effect of hope on performance as well. The impact of QWL on employee performance was explained by the broaden and build theory, and the relationship between PsyCap and employee performance was examined using the conservation of resources theory.

Descriptive analyses were performed using SPSS, and the study's hypotheses were assessed using partial least squares structural equation modeling

(PLS-SEM). The study examined how PsyCap affected worker performance by combining an explanatory research design with a quantitative method. The study used simple random selection to pick 272 responders from 850 participants. The primary tool for gathering information from the respondents was a well-designed questionnaire. This was produced after a careful review of the literature on the key study variables. Every ethical guideline was carefully followed prior to, during, and following the data collection process.

The results of the study showed a statistically significant correlation between worker performance and optimism, resilience, self-efficacy, and hope. This means that all the four dimensions of PsyCap positively influenced employee performance. It was also found that there was a statistically significant correlation between QWL and employee performance. This means that if employers pay attention to the survival needs, knowledge needs and belonging needs of employees at the workplace, performance is bound to improve. Finally, QWL was found to have a significant influence in mediating PsyCap and employee performance nexus.

### **Conclusion**

This study set out to investigate how PsyCap affected worker performance, with the mediating role of QWL among employees at the Offinso Municipal Assembly. The findings showed that the components of PsyCap i.e., Self-Efficacy, Optimism, Resilience, and Hope play a significant role in the employee performance not just in the private sector as shown by other studies but

also in governmental institutions such as the population used for this study (Offinso Municipal Assembly).

According to the study's findings, it makes sense that the availability of resilience-enhancing components would help improve the performance of an organisation significantly. Hence, when there is an abundance of factors that augment their resilience, employees are expected to overcome challenges that may exist within the confines of the organisational setup. Resilient employees are more likely to achieve their personal targets, which inevitably ensures that set organisational goals are achieved. So, irrespective of the level of challenges faced by organisations, they have the potential to overcome these challenges as compared to individuals with lesser levels of resilience.

The study's conclusions demonstrated a positive correlation between employee performance and optimism, and this is important since feelings of optimism have the potential to influence the attitude of work of the employee; employees with a low sense of optimism may have challenges completing tasks as compared to employees with a higher sense of optimism. Optimism levels are thus very important since they are also connected to the overall progress and growth of the organisation. It is therefore imperative that whether in public or in private organisations, there is a need to establish mechanisms that would ensure the growth and development of optimism and resilience for employees across all levels.

The results of the study showed a strong correlation between employee performance and hope. This shows that hopeful employees will likely perform

better at their jobs as compared to employees with low level of hope. It is therefore important and necessary for contemporary organisations to shift to fostering hopes in the heart of employees, training them on how to set objectives, improving their capacity to provide alternative routes for achieving their objectives, and supporting them in the event that challenges arise.

Self-Efficacy, according to the findings from the study, is an important element of the individual that affects performance. High self-efficacy employees are more likely to finish tasks and have a high potential for achievement. Employers, hence, should pay attention to the things that build and develop an employee's confidence. Employees that are confident are able to envisage, plan, examine, and self-regulate, which enables them to set goals ahead of time, modify their strategy, and take charge of their learning processes to forecast success. It is therefore important that employers and human resource managers invest in training activities that would concentrate on improving the PsyCap of employees, as these will improve the employees' performance and the general organisational growth.

Employees who are able to enhance their quality of life at work are expected to perform better than those with low QWL, as the study indicated that QWL and employee performance are significantly correlated. For better performance, it is consequently imperative that businesses focus on managing the work-life quality of their workforce. The three dimensions of QWL being survival needs, belonging needs and knowledge needs must be satisfied by the employers. When the work environment is safe and welcoming for employees,

when it provides opportunities for employees to challenge themselves continually and broaden their knowledge by engaging in challenging tasks, then employees achieve a better QWL. All other things being equal, workers who have higher quality work-life balance also perform better.

### **Recommendations**

This study discovered that PsyCap and QWL significantly affect employee performance in terms of managerial application, and their use is necessary to meet organisational objectives and provide superior performance.

The study recommends managers to improve employees' psychological capital and QWL to improve performance. The Psychological capital dimensions should be considered as vital elements in enhancing employee performance in firms.

In order to create an enabling working environment, the relevant governmental agencies should be given the authority to regularly carry out regulatory, facilitating, and participatory roles. This will help the staff members form a favorable opinion of the company and will always be eager to put in their best effort to make sure the organization's objectives are met.

The Municipal Assembly's Human Resources department should create more impactful workshops, seminars, and short courses to raise employee awareness of the effect of resilience, optimism, hope, and self-efficacy on work performance. In order to help employees originate, nourish, develop, and maintain a pleasant mental state during their employment, employers need also



make sure that they are well-motivated to provide favorable terms and working conditions.

There should be an environment conducive to catering for the survival, knowledge and belonging needs of employees for a better quality of work life. It is imperative that public organizations provide their workers with safe working environments, growth and advancement opportunities, and a sense of belonging. These factors will foster the positive conditions needed for PsyCap to thrive, which will ultimately boost employee performance.

Human resource planners ought to encourage workers' psychological resources by means of deliberate training initiatives. In particular, HRD will support organizational leaders and their colleagues in becoming more robust to growing difficulties, more productive in completing tasks, more upbeat about the future, and more hopeful in formulating strategies and other routes to reach objectives.

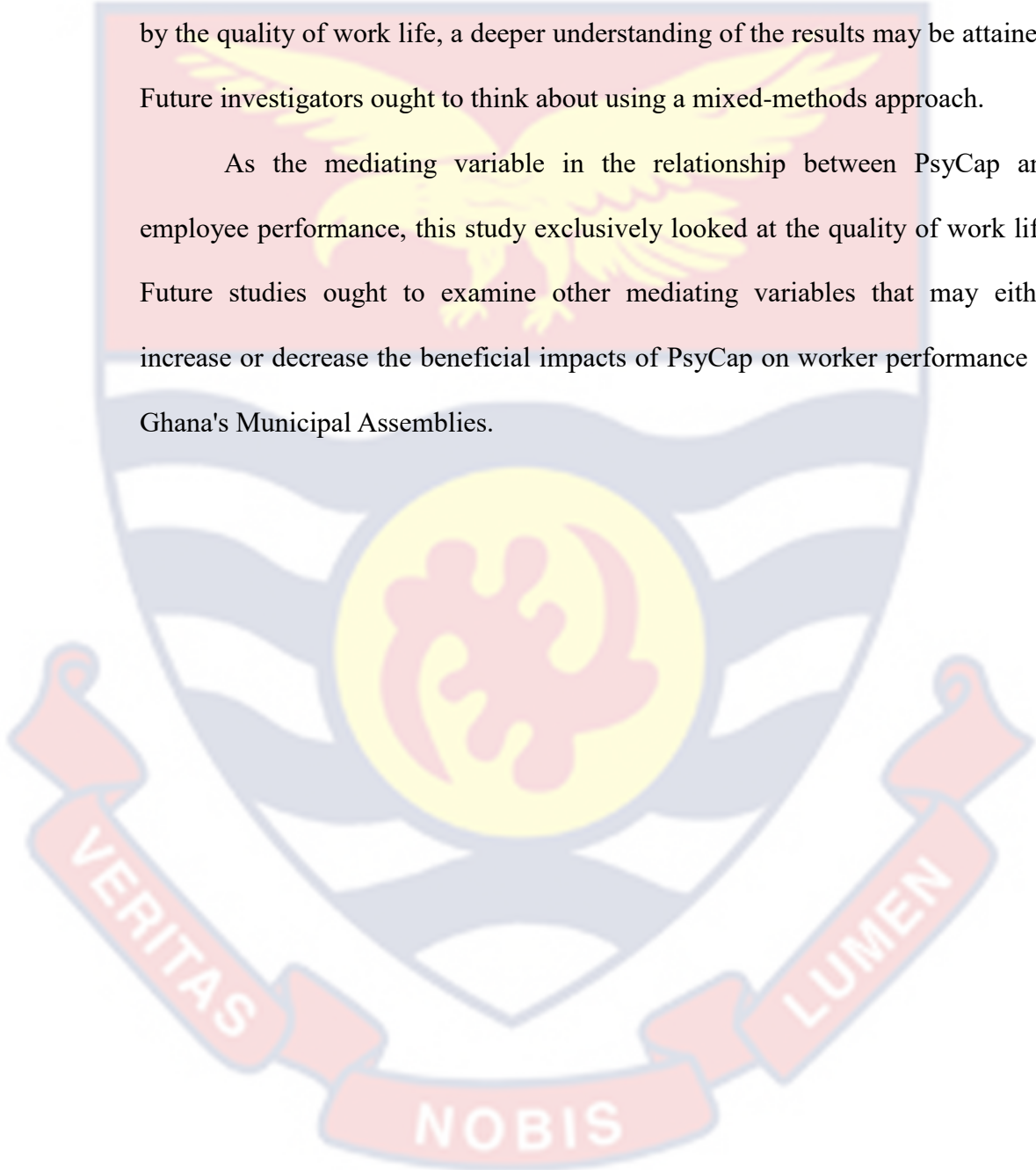
### **Suggestions for Future Studies**

The Offinso Municipal Assembly is just one of the several Assemblies in the Ashanti Region. Hence, the views and opinions of the employees there cannot be generalised for all employees in the other Assemblies in the Region and the country as a whole. Replicating this study in other Metropolitan Assemblies and even Ghana as a whole may be an option for future research.

Furthermore, only the manner in which the QWL mediates the relationship between psychological capital and employee performance at the

Offinso Municipal Assembly was explained by the quantitative method approach employed in this study. If the qualitative technique is used to analyze why the relationship between psychological capital and worker performance is mediated by the quality of work life, a deeper understanding of the results may be attained. Future investigators ought to think about using a mixed-methods approach.

As the mediating variable in the relationship between PsyCap and employee performance, this study exclusively looked at the quality of work life. Future studies ought to examine other mediating variables that may either increase or decrease the beneficial impacts of PsyCap on worker performance in Ghana's Municipal Assemblies.



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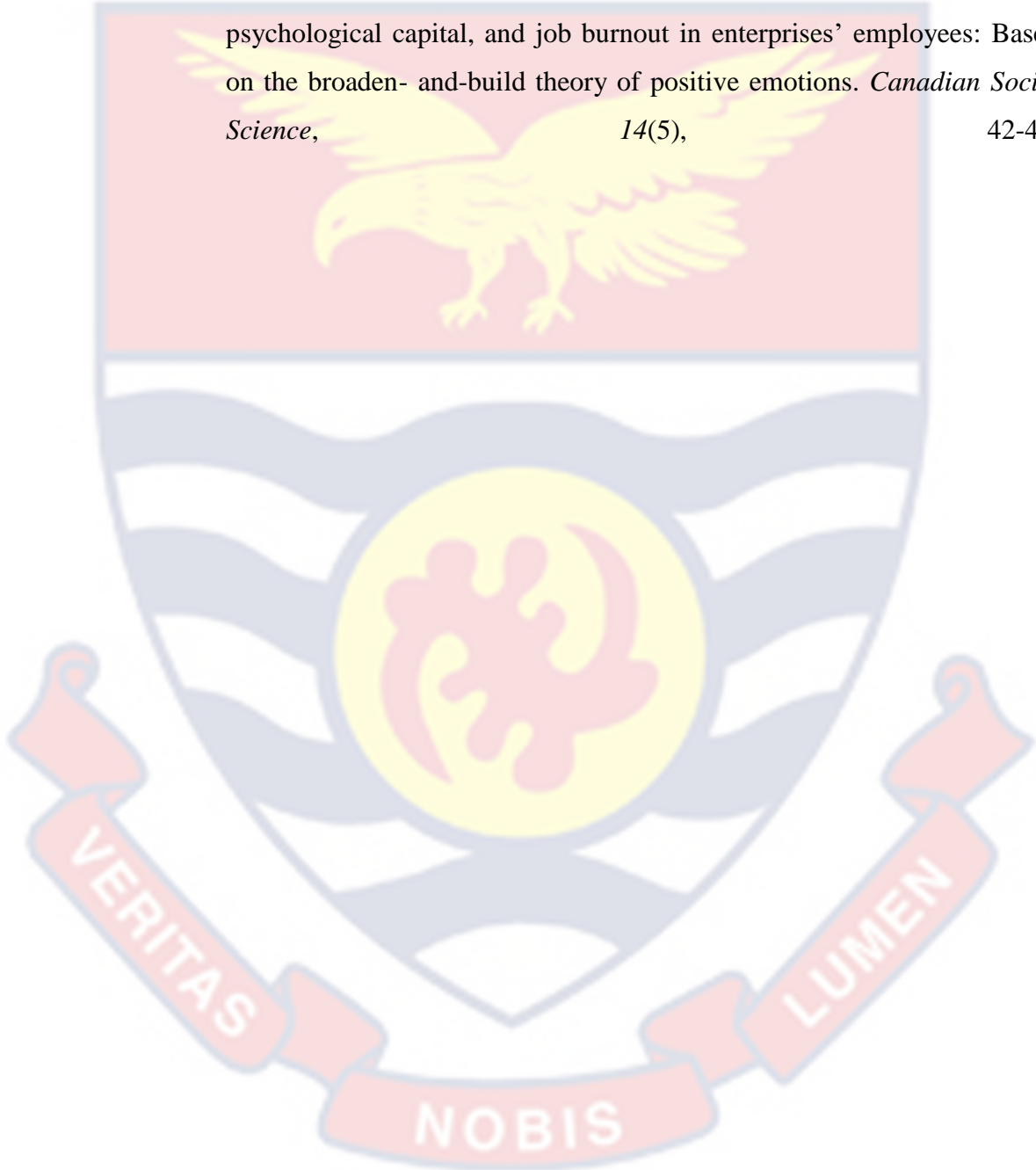
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## APPENDICES

## APPENDIX A

## UNIVERSITY OF CAPE COAST

## COLLEGE OF HUMANITIES AND LEGAL STUDIES

## SCHOOL OF BUSINESS

## DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear Sir/Madam,

I am a Master of Commerce student from the Department of Human Resource Management, UCC. I am carrying out my thesis work on the Effects of Psychological capital on employee performance; the mediating role of Quality of work life. I appeal to you to answer the following questions as honestly as possible. Your identity will not be disclosed, and the information provided will be used solely for academic purposes. Thanks for your cooperation.

**SECTION A: DEMOGRAPHICS**

In order to make relevant analyses and comparisons of group outcomes, the following biographical details are required. Tick the appropriate response as it applies to you.

1. Gender

Male

Female

2. Age

21 – 30

31 - 40

41 - 50

51 and above

3. Marital Status

Single                       Married                       Divorced                       Widowed

4. Level of Education

SSS       Diploma       1<sup>st</sup> Degree       2<sup>nd</sup> Degree       Professionals

5. Tenure

1 – 5years       6 – 10years       11 – 15years       16 and above

**SECTION B: PSYCHOLOGICAL CAPITAL**

The statements that follow are examples of how you might currently view yourself. To indicate your level of agreement or disagreement with each statement using the following scale, tick the appropriate check box. (SD = strongly disagree, D = disagree, A = agree, SA = strongly agree)

<b><i>Dimensions of PsyCap (HOPE)</i></b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
1. If I were to experience difficulties at work, I could come up with a number of solutions.				
2. I am currently working hard to achieve my professional goals.				
3. I see myself as being pretty successful at work.				
4. I can think of many ways to reach my current work goals.				
5. I am currently succeeding in achieving the professional objectives I set for myself.				

<b><i>SELF EFFICACY</i></b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
6. I feel confident analyzing a long-term problem to find a solution				
7. I feel confident presenting information to management				
8. I feel confident contacting customers to discuss problems.				
9. I feel confident helping to set targets/goals in my work area.				
10. I am in my best mood when I am actually in a situation of challenge				

<b><i>RESILIENCE</i></b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
11. After an unpleasant occurrence, I quickly return to my normal mood.				
12. I usually deal with challenges one way or another at work.				
13. I've been through trouble previously, so I can get through challenging situations at work.				
14. I prefer tasks that are both new and challenging				
15. If necessary, I won't be afraid to make my own decisions at work.				

<b><i>OPTIMISM</i></b>				
16. I typically anticipate the best when things are uncertain for me at work.				
17. I anticipate positive events rather than negative ones.				

18. Nothing ever turns out the way I want it to in this job.				
19. I'm optimistic about what will happen to me in the future pertaining to work.				
20. I always try to see the positive aspects of my work.				

### SECTION C: EMPLOYEE PERFORMANCE

Use the following scale to indicate your level of agreement or disagreement with each statement by ticking the appropriate check box. (SD = strongly disagree, D = disagree, A = agree, SA = strongly agree)

	SD	D	A	SA
1. I always produce a high-quality standard of work.				
2. I usually collaborate with colleagues to complete tasks.				
3. I comply with instructions even when supervisors are not present.				
4. I display well expertise in performing the task related to my job.				
5. I take the initiative to accomplish work tasks.				

### SECTION D: QUALITY OF WORK LIFE

Use the following scale to indicate your level of agreement or disagreement with each statement by ticking the appropriate check box. (SD = strongly disagree, D = disagree, A = agree, SA = strongly agree)

<b>Survival needs</b>	<b>SD</b>	<b>D</b>	<b>A</b>	<b>SA</b>
1. My job provides good health benefits				

2. I am satisfied with the income I get from my job				
3. My job does well for my family				
<b>Belonging needs</b>				
4. I have good friends at work				
5. I have enough time away from work to enjoy other things in life				
6. I feel appreciated at work				
<b>Knowledge needs</b>				
7. I feel my job enables me to realize my full potential				
8. My job allows me to improve my professional skills				
9. My job allows me to develop my creativity				

**THANK YOU FOR YOUR PARTICIPATION!**



## APPENDIX B

## ETHICAL CLEARANCE

## UNIVERSITY OF CAPE COAST

## INSTITUTIONAL REVIEW BOARD SECRETARIAT

TEL: 0558093143 / 0508878309  
E-MAIL: [irb@ucc.edu.gh](mailto:irb@ucc.edu.gh)  
OUR REF: UCC/IRB/A/2016/1620  
YOUR REF: \_\_\_\_\_  
OMB NO: 0990-0279  
IORG #: IORG0011497

14<sup>TH</sup> NOVEMBER, 2022

Ms. Bernice Asare  
Department of Human Resource Management  
University of Cape Coast

Dear Ms. Asare,

**ETHICAL CLEARANCE – ID (UCCIRB/CHLS/2022/50)**

The University of Cape Coast Institutional Review Board (UCCIRB) has granted Provisional Approval for the implementation of your research **The Effects of Psychological Capital on Employee Performance: The Moderating Role of Quality of Work Life among Employees at the Offinso Municipal Assembly**. This approval is valid from 14<sup>th</sup> November, 2022 to 13<sup>th</sup> November, 2023. You may apply for a renewal subject to the submission of all the required documents that will be prescribed by the UCCIRB.

Please note that any modification to the project must be submitted to the UCCIRB for review and approval before its implementation. You are required to submit periodic review of the protocol to the Board and a final full review to the UCCIRB on completion of the research. The UCCIRB may observe or cause to be observed procedures and records of the research during and after implementation.

You are also required to report all serious adverse events related to this study to the UCCIRB within seven days verbally and fourteen days in writing.

Always quote the protocol identification number in all future correspondence with us in relation to this protocol.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Kofi F. Amuquandoh'.

Kofi F. Amuquandoh

**Ag. UCCIRB Administrator**

ADMINISTRATOR  
INSTITUTIONAL REVIEW BOARD  
UNIVERSITY OF CAPE COAST