

POZİTİF PSİKOLOJİK SERMAYENİN İŞ-YAŞAM DENGESİ ÜZERİNDEKİ ETKİSİ: TEORİ ÇALIŞMASI

Fatima Ezzahrae ATTIF¹

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ÖZ

Çağdaş işgücünün dinamik doğasına yanıt olarak bu çalışma, organizasyonlarda verimli kaynak yönetiminin zorunlu ihtiyacına derin bir vurgu yapmaktadır. Temel amaç, profesyonel alanda bireylerin genel yaşam kalitesini arttırmayı amaçlayan psikolojik sermayenin farklı boyutlarının kapsamlı bir incelemesini yapmaktır. Öz yeterlilik, iyimserlik, umut ve dayanıklılık gibi olumlu unsurlara odaklanan araştırma, bunların bireysel refah üzerindeki kolektif etkisini ve buna bağlı olarak kurumsal başarı üzerindeki etkisini ortaya çıkarmayı amaçlıyor. Çalışma, organizasyonlarda maliyetlerin azaltılması ve performansın iyileştirilmesi de dahil olmak üzere, psikolojik sermayenin geliştirilmesinden kaynaklanan olumlu sonuçlar öngörüyor. Bu ilerlemeler, günümüzün rekabetin yüksek olduğu iş ortamında sürdürülebilir rekabetçiliğe önemli katkılar olarak görülüyor. Ayrıca çalışma, iş-yaşam dengesinin karmaşık dinamiklerini inceleyen ikinci bir bölüme başlıyor. İş-yaşam dengesinin tanımlanması ve geliştirilmesiyle başlayan araştırma, pozitif psikolojik sermaye ile bu hassas dengenin sağlanması arasındaki ilişkiyi incelemeye kadar uzanıyor. Araştırma, pozitif psikolojik sermaye literatürünün iş-yaşam dengesi üzerindeki kapsamlı etkisinden yola çıkarak titiz bir literatür taraması gerçekleştiriyor.

Mevcut çalışmaların çoğu, pozitif psikolojik sermaye ile iş-yaşam dengesi arasında pozitif bir ilişki olduğunu gösterirken, bu çalışma, bu iki yapı arasındaki ilişkinin incelikli önemini aydınlatmaya çalışmaktadır. Bunu yaparak, bireylerin hem kişisel hem de profesyonel olarak geliştirebilecekleri bir ortamı teşvik ederek kurumsal stratejilere bilgi verebilecek değerli içgörülere katkıda bulunmayı amaçlamaktadır.Özünde bu çalışma, bireylerin refahını ve kuruluşların sürdürülebilir refahını destekleyen bütünsel bir bakış açısı sunarak pozitif psikolojik sermaye ile iş-yaşam dengesinin birbirine bağlılığını ortaya çıkarmayı amaçlamaktadır.

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¹ Doktora Öğrencisi, Selçuk Üniversitesi, Sosyal Bilimler Enstitüsü, İşletme Bölümü, e-posta: fatimaezzahra.attif@gmail.com.

THE EFFECT OF POSITIVE PSYCHOLOGICAL CAPITAL ON WORK-LIFE BALANCE: THEORY STUDY

ID 0000-0002-7106-4912

ARTICLE INFO		ABSTRACT
Received	: 24.01.2024	In response to the dynamic nature of the contemporary workforce, this study places a profound emphasis on the imperative need for efficient resource management within organizations. The primary objective is to conduct a comprehensive examination of the diverse dimensions of psychological capital, aiming to enhance the overall quality of life for individuals in the professional realm. Focused on positive elements such as self-efficacy, optimism, hope, and resilience. The study anticipates positive outcomes resulting from the enhancement of psychological capital, including cost reduction and performance improvement within organizations. These advancements are seen as pivotal contributions to sustainable competitiveness in today's highly competitive business landscape. Additionally, the study embarks on a second chapter, delving into the intricate dynamics of work-life balance. Beginning with the definition and development of work-life balance, the exploration extends to scrutinize the relationship between positive psychological capital and achieving this delicate equilibrium. The investigation conducts a meticulous literature review, drawing from the extensive influence of positive psychological capital literature on work-life balance.
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Keywords: Positive psychological capital Hope Self-efficacy Resilience Optimism		While most existing studies indicate a positive association between positive psychological capital and work-life balance, this study endeavors to illuminate the nuanced significance of the correlation between these two constructs. By doing so, it aims to contribute valuable insights that can inform organizational strategies, fostering an environment where individuals thrive both personally and professionally. In essence, this study seeks to unravel the interconnectedness of positive psychological capital and work-life balance, offering a holistic perspective that promotes the well-being of individuals and the sustainable prosperity of organizations.
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Introduction

Central to this philosophy is the concept of positive psychological capital, a unique form of capital that not only augments returns on investment but also serves as a key driver for cultivating a competitive edge (Luthans & Youssef, 2004, s. 14). The ethos is clear – by fostering positivity and well-being, individuals become not just recipients of mental health interventions but active participants in their personal and professional growth. In the backdrop of a dynamically evolving societal landscape, the density of the workforce is on the rise. The escalating number of employees, however, has introduced challenges to the delicate equilibrium between work and personal life. Striking a balance between professional commitments and family responsibilities becomes an arduous task, and the consequences of this struggle resonate throughout individuals' lives. In extraordinary circumstances, such as the onset of health crises like the COVID-19 pandemic, the delicate equilibrium of work-life balance can be significantly influenced by shifts in working dynamics. An illustrative example is the implementation of adaptive measures by certain companies, including the adoption of flexible work arrangements or the facilitation of remote work (Uslu, 2020, s. 37).

Psychological capital is encapsulated by an individual's optimistic psychological disposition, defined by their belief in their capacity to triumph over challenging endeavors, known as **self-efficacy**. This positive outlook extends to maintaining a constructive perspective, or **optimism**, concerning current and future accomplishments. In the pursuit of goals, maintaining forward momentum is crucial, embodying the characteristic of **hope**—resolutely progressing without succumbing to obstacles. Additionally, **resilience** plays a key role, necessitating the ability to rebound from setbacks and adversities. These dimensions collectively form the foundation of psychological capital (Luthans et al., 2007, s. 3). These are the factors that can be used to develop a psychological capital structure. While optimism is a positive attribute, it is not related to an individual's actual ability. This makes it less connected to the individual's perception of his or her abilities (Baron, 2000, s. 16). On the other hand, optimism is related to the belief that the mind can influence the performance of an individual. It can also be related to the development of resilient strategies and methods. These factors contribute to the construction of a framework for psychological capital (Avey et al., 2011, s. 130). While optimism stands out as a positive trait, it remains detached from an individual's actual capabilities, thereby having a weaker association with their self-perceived abilities (Baron, 2000, s. 16). Conversely, optimism is intricately linked to the belief that one's mindset can impact individual performance. This connection extends to the formulation of resilient strategies and methodologies (Baron et al., 2016, s. 745).

1. Positive Psychological Capital

1.1. The Concept of Capital and Types of Capital

The realm of psychology initially centered around understanding and addressing negative attitudes in individuals (Demir, 2019, s. 558). However, a transformative shift occurred in 2002 with Martin Seligman's introduction of positive psychology, a conceptual framework aimed at exploring diverse facets of life and facilitating the pursuit of fuller, more balanced lifestyles. Luthans and colleagues pioneered the integration of positive psychology into organizational behavior in 2006, a milestone later elucidated by Kinichi and Kreitner in 2009. They underscored that positive psychological capital, stemming from the positive movement's emphasis on the affirmative, emerged as a key focus (Demir, 2019, s. 559-560).

Psychological capital, a nascent discipline within positive psychology, concentrates on investigating and applying psychological capacities and strengths to enhance employee performance (Luthans et al., 2005, s. 250). Numerous studies indicate that the presence of Psychological Capital (PsyCap) yields substantial impacts on various work-related outcomes, including satisfaction, performance, and work-life balance. Research, as exemplified by Drenzo,

Jeffrey, and Chris in 2015, underscores that employees endowed with robust PsyCap resources are not only more likely to achieve success in their careers but also exhibit heightened commitment to organizational objectives (Direnzo et al., 2015, s. 3).

The paramount factor dictating organizational success is the ability of human capital to optimize productivity an irreplaceable resource crucial for achieving goals. As the study of human resources has matured over time, its application in practical settings has gained prominence. Acknowledging the psychological capacities of individuals is now integral to enhancing their performance. This enhancement is achieved through the formulation and implementation of a thorough assessment and management strategy, as elucidated by (Margherita, 2022, s. 2). Psychological capital encapsulates an individual's optimistic assessment of the likelihood of success, grounded in their motivation and perseverance. This capacity proves instrumental in diverse facets of development and performance, playing a pivotal role in activities like goal-setting and sustaining motivation. Beyond its impact on personal motivation, psychological capital holds the power to inspire and influence the behaviors of others in the workplace. Its transformative influence lies in aiding individuals to attain their objectives and elevate their overall performance (Gull et al., 2022, s. 276).

A successful organizational action is a modern approach that aims to highlight the strengths of people rather than their weaknesses. This type of positive psychology is commonly used in the corporate field to improve the performance of employees. The concept of successful organizational action represents a contemporary methodology that accentuates the strengths of individuals rather than focusing on their weaknesses. Grounded in positive psychology, this approach finds widespread application in the corporate arena as a strategy to enhance employee performance (Kotera et al., 2021, s. 1612-1613). The advent of positive psychology has given rise to a notable trend in organizational behaviour a paradigm that strives to enhance various facets of an organization instead of solely focusing on altering employee behaviors in all respects (Çetin et al., 2011, s. 81). A positive psychological capital is defined as a capacity that encourages people to achieve their goals and improve their performance in the workplace. It is a common underlying capacity that is critical to human motivation. A positive psychology study aims to identify the various conditions and processes that contribute to the functioning of individuals and groups (Gable et al., 2005, s. 105).

Positive psychological capital, human capital ("what do you know?"), social capital ("who do you know?"), and traditional economic capital ("what do you have?") deviate from the conventional interrogatives. Instead of asking about knowledge, connections, or possessions, this phenomenon delves into the inquiries of "who you are" and "what you can be in terms of positive development" (Çetin et al., 2012). While managers traditionally concentrated on economic capital, encompassing tangible assets like equipment and plants, a paradigm shift is underway. There is a growing acknowledgment of the significance of intangible human capital. This concept pertains to the individuals within the organization who possess the capacity to actively contribute to the development of the company's intellectual capital (Luthans et al., 2004, s. 147).

Social capital encompasses a spectrum of relationships and connections, spanning inter-organizational and inter-group dimensions. It encapsulates not only the intricate web of interpersonal relationships but also the foundational social structure, cultural dynamics, and available resources. Three pivotal elements of social capital—trust, norms, and networks—are identified as particularly influential in fostering a competitive advantage (Luthans et al., 2004, s. 152-153). The ascendancy of positive psychology has spurred two interconnected trends within the workplace. One of these trends is the implementation of strength-based management. The initial movement is rooted in the positive organizational philosophy (POS), drawing inspiration

from the scholarly endeavors of the University of Michigan. POS advocates for the incorporation of positive attributes within organizations to enhance their performance, particularly during challenging periods. The second trend involves the establishment of positive organizational behavior (POB), tailored to elevate employee performance. This concept revolves around the cultivation and administration of a positive array of human resources and psychological capacities (Luthans et al., 2004, s. 152-153).

(Luthans et al., 2005, s. 251) outlined the key components of positive psychological capital in the following manner:

- I. Rooted in the positive psychology paradigm, emphasizing the significance of positivity and human strengths.
- II. Encompasses psychological states grounded in positive organizational behavior, characterized by singularity, theory and research grounding, and the use of valid, situation-based measurements.
- III. Transcends the realms of human and social capital by addressing the fundamental question of "who you are."
- IV. Involves strategic investments and progressions geared toward enhancing performance and securing a competitive advantage, akin to economic capital.

1.2. Dimensions of positive psychological capital

The various sub-domains of this factor are related to resilience, optimism, and self-efficacy. The personality trait known as PsyCap is an observable state-like construct that can be used to link positive results of work to grow. It has four dimensions: optimism, self-efficacy, resilience, and hope, also known as HERO. The diverse components within this factor are intricately connected to resilience, optimism, and self-efficacy, as detailed by (Luthans et al., 2007, s. 542). PsyCap, a personality trait, is an observable, state-like construct instrumental in establishing a connection between positive work outcomes and personal growth (Luthans F., 2002, s. 58). Comprising four dimensions—optimism, self-efficacy, resilience, and hope—PsyCap is also acronymically referred to as HERO, as highlighted by (Luthans et al., 2007, s. 546).

Self-efficacy stands as a psychological state empowering individuals with the confidence that they possess the requisite skills to excel in their chosen endeavors. When one believes in their proficiency to navigate challenges, a heightened sense of self-efficacy emerges. This psychological condition becomes a catalyst, fostering the belief that goals are attainable (Luthans et al., 2007, s. 542). Within the realm of positive organizational behavior, the concept of self-efficacy takes center stage, showcasing a robust correlation with job performance. It is a quality that can be continuously cultivated through diverse techniques, including social persuasion, psychological and physiological stimulation, and indirect learning. In the broader framework of psychological capital, self-efficacy emerges as a dynamic feature open to development (Stajkovic et al., 1998, s. 240-241).

Per the Positive Organizational Behavior model, **optimism** is characterized as an individual's approach to exploration and attribution, rooted in the belief that adverse incidents are external and beyond immediate reach (Seligman et al., 2014, s. 279). Peterson (2000) defines optimism as a psychological trait linked to the belief in an improvement of circumstances, contrasting it with pessimism, where individuals anticipate negative outcomes (Luthans et al., 2007, s. 322). Positive psychology posits that one's mindset and behavior contribute to the perception of acceptable material or social prospects. Optimism, therefore, is a rational trait fostering positive reflections on interactions (Seligman et al., 2014, s. 280). It serves as an approach to understanding events that may have positive or negative effects, contingent on their sources, categorizing them based on stability, externality, unpredictability, and unforeseeability.

Employees exhibiting high levels of psychological capital, as highlighted by (Shah et al., 2019, s. 798), are more prone to envision a positive trajectory in their workplace. Furthermore, they demonstrate increased optimism and resilience when confronted with crises, underscoring the influential role of psychological capital in shaping employees' perspectives and responses.

Hope, within the context of leadership, extends beyond mere inspiration; it positions leaders as exemplars, demonstrating that they can actualize the aspirations of their team members. This attribute, as noted by (Çavuş et al., 2015, s. 245-246) serves as a vital factor instilling a positive self-perception and fostering the belief that individuals can attain their objectives. The leader's actions play a crucial role in shaping hope as a motivational feature. Motivation is a cornerstone for individuals, driving them to fulfill their responsibilities and enhance job satisfaction. According to Adams III et al. (Giacalone et al., 2003) hope is intricately linked to motivation, exerting a positive influence on both job satisfaction and performance. Hope, characterized as a form of energy directed towards personal goals, proves instrumental in motivating individuals to fulfill their job requirements. Additionally, studies suggest that hope plays a role in helping individuals cope with stressful situations, and optimism is considered a key factor contributing to life satisfaction (Valle et al., 2004, s. 320).

Resilience, as elucidated by (Luthans et al., 2004, s. 14-15) represents an inherent capacity to rebound from challenging or stressful situations, allowing individuals to discern the positive aspects of their lives. This concept embodies a multifaceted life process shaped by various factors influencing responses to situations. (Özkalp, 2009, s. 492) defines resilience as a developmental process enhancing individuals' abilities to navigate psychological and physiological pressures successfully. Individuals characterized as resilient possess the remarkable ability to bounce back from diverse life events, adept at navigating environmental changes by steadfastly focusing on established goals and successes. The cultivation of resilient qualities draws from psychological capital components such as optimism, self-efficacy, and hope (Luthans et al., 2017, s. 6). (Arnold et al., 2008, s. 2), underscore the interconnectedness of psychological capital and resilience, portraying the former as a conduit to resilience. Additionally, (Bandura, 2008, s. 168) emphasizes the collaborative influence of the four positive dimensions of life, where optimism aids in overcoming fears and motivating individuals to confront life's challenges, and self-confident individuals seamlessly translate their resilience and thoughts into a positive outlook. According to (Norman et al., 2010, s. 381), the combined influence of the four dimensions of Psychological Capital (PsyCap) surpasses the impact of each individual dimension. This highlights the synergistic and amplified positive effect when these dimensions work together.

Expanding on this notion, (Nolzen, 2018, s. 240) defines the higher construct as a psychological resource capable of instilling a sense of control over an individual's goals. The outcomes of studies underscore that the cumulative impact of various components within the HERO (Hope, Efficacy, Resilience, and Optimism) construct surpasses the positive impact of each component in isolation. This suggests that the holistic integration of these elements produces a more potent and comprehensive influence on individuals. Beyond the foundational four HERO dimensions Hope, Efficacy, Resilience, and Optimism—additional positive psychological resources contribute to a holistic understanding. These encompass creativity, empathy, forgiveness, and emotional intelligence, as highlighted by (Luthans et al., 2015). These resources further enrich the spectrum of positive attributes integral to an individual's psychological well-being.

(Avey et al. J. , 2014, s. 142), introduces seven aspects and conditions as criteria for determining the inclusion of a specific psychological resource in the construct. This systematic approach ensures that the selected resources are robust and relevant to the overall construct. The multidimensional nature of the four HERO dimensions accentuates their substantial impact, surpassing that of other dimensions. Moreover, their domain-specificity implies that an individual

may possess a high overall Psychological Capital (PsyCap) while concurrently exhibiting a low PsyCap specifically within the realm of work, as noted by (Vilariño del Castillo et al., 2022, s. 155) This underscores the nuanced and context-dependent nature of psychological resources. Positive psychological capital can be managed and developed in various ways. The following guidelines are based on well-established principles and procedures. Positive psychological capital is a dynamic attribute that can be actively managed and enhanced through established principles and procedures, as outlined by (Luthans et al., 2015, s. 19):

1. Enhancing employees' self-efficacy is a crucial consideration for employers, and facilitating success experiences stands out as a cornerstone in achieving this goal. Allowing employees to taste success can significantly boost their confidence in their job performance, a principle emphasized by Bandura who posits that mastery experiences play a pivotal role in instilling confidence in one's work. For a comprehensive development of self-efficacy, employees are encouraged to establish realistic goals and actively pursue them through diverse modes of training and coaching. This encompasses on-the-job training, coaching sessions, and immersive experiential exercises. Even in the absence of tangible role models, leveraging imaginational experiences proves effective in enriching self-efficacy. Researchers suggest that these imaginative scenarios contribute substantially to the development of confidence in handling challenging situations. Furthermore, various approaches have been identified to improve an individual's self-efficacy. These encompass the provision of positive feedback, engaging in social persuasion, and attending to physiological and psychological well-being. Positive feedback, coupled with effective communication and support, plays a vital role in reinforcing self-efficacy. Social persuasion and attention to overall well-being contribute to the holistic development of an individual's confidence and competence in their professional undertakings.

2. The aim in developing hope is to augment its various components, particularly agency and pathways, with the objective of assisting employees and managers in attaining their goals. A crucial element in this endeavor is the formulation of appropriate goals and strategies, ensuring individuals can effectively guide their actions. Breaking down intricate or long-term goals into smaller sub-goals emerges as a pivotal factor in cultivating hope. This approach contributes to enhancing employees' confidence, making them more capable of achieving their objectives. Additionally, empowering employees involves providing them with the necessary tools and resources to make informed decisions, instilling a sense of capability and self-determination. Demonstrating to employees that they possess the capability to succeed becomes a foundational factor in elevating hope. Rather than fixating solely on final goals, a more constructive approach involves encouraging employees and managers to develop their hopes progressively and work towards achieving their objectives. This process involves goal setting, navigating obstacles, and acquiring the skill to recalibrate goals when faced with challenges. By instilling these practices, individuals can foster a resilient and hopeful mindset throughout their journey of personal and professional development.

3. Individuals with a pessimistic outlook are less inclined to credit positive events in their lives to their own capabilities. Rather, they tend to attribute these occurrences to external factors like luck or the assistance of others. This perspective diminishes the likelihood of positive events being perceived as personal accomplishments. Situation-specific elements, such as one-time coincidences or external factors, prove to be unreliable indicators of future outcomes. The tendency to make negative attributions can hinder the development of self-efficacy, impede the cultivation of a sense of control and agency, and hinder the accumulation of mastery experiences. In the face of adversity, pessimists have a proclivity to magnify negative experiences into enduring personal crises, casting doubt on the possibility of resolution. This distortion can exert a pervasive impact on various aspects of their lives.

To counteract these tendencies and enhance self-confidence, strategies such as social recognition and positive feedback are recommended. These approaches not only contribute to improved self-assessments but also play a crucial role in fostering a more optimistic perspective. Additionally, factors like work-life balance and stress management are identified as instrumental in bolstering optimism, promoting a more positive outlook on life.

4. Resilience is commonly perceived as a post-event phenomenon, involving the release of pathological symptoms in response to adversity. Contrary to this view, we posit that resilience is an ongoing, progressive process rather than a predefined endpoint individuals set for themselves. It is not a static goal but a dynamic, daily undertaking that individuals can engage in continuously. Rather than a reactive response, resilience is a proactive and evolving journey that individuals can embrace as a part of their daily lives.

2. Seconde Chapter : Work-Life Balance

2.1. Definition and Development of Work-Life Balance

In 1986, a study brought to light the tendency of many Americans to prioritize their professional ambitions, often at the expense of their familial responsibilities. This revelation spurred the emergence of the term "work-life balance." As defined by (Felstead et al., 2002, s. 56), work-life balance is the capacity to maintain a rhythm that enables individuals to fulfill both their personal aspirations and obligations. The advantages of a well-crafted and implemented work-life balance system (WLB) are manifold, encompassing heightened employee engagement and diminished turnover rates. A proficient work-life balance also plays a crucial role in mitigating stress, burnout, and work-related illnesses among employees. Attaining a heightened work-life balance involves the cultivation of psychological capital, as elucidated by (Sen et al., 2015, s. 94). As per (Haar et al., 2013, s. 3307), the term "WLB" denotes the capability of individuals to navigate their diverse life roles, encompassing work, family, and other obligations. Despite the widespread acknowledgment of this concept, the empirical backing for it has been somewhat gradual in materializing. Researchers posit that cultivating a robust psychological capital can empower employees to effectively juggle their myriad tasks and responsibilities. Furthermore, it fosters a sense of equilibrium between their professional and familial spheres. Those endowed with such psychological capital are predisposed to confronting adverse situations adeptly and managing their stress levels with efficacy (Morganson et al., 2014, s. 222).

As outlined by (Haar et al., 2013, s. 3308) the preeminent theoretical framework for comprehending the intricate dimensions of work-family equilibrium is the concept of role balance. This framework posits that employees stand to accrue substantial benefits when proficiently managing their various roles. Moreover, it asserts that individuals who perceive a robust alignment among their roles can enhance their psychological resources, resulting in more favorable outcomes. It's essential to note that the concept of role balance transcends mere quantification of roles an employee undertakes for sustaining a healthy work-family equilibrium; rather, it hinges on how individuals perceive and manage their roles. Consequently, individuals with divergent work hours may encounter varied experiences with work-family balance, underscoring the literature's adoption of a person-centric approach to unraveling this concept.

Workers engage in a subjective evaluation of their diverse life roles, with the equilibrium they perceive encapsulated in the work-life balance (WLB) chart. The term "balance" here is comprehensive, devoid of an empirical breakdown detailing, for instance, a precise 50% allocation to job-related roles and another 50% to life roles (Haar et al., 2022, s. 784). Work-life balance is a notion that revolves around individuals' capacity to fulfill their personal and familial commitments while also shouldering various other responsibilities inherent in the roles they assume in their lives. In the context of this study, the preference for the term "work-life work" is evident due to its encompassing connotations. Diverse scholars have articulated different

definitions of work-life balance, but for the purpose of broadening our comprehension, it signifies the adeptness to maintain a harmonized lifestyle both at work and home (Delecta, 2011, s. 186).

Numerous investigations have delved into the intricate connection between work and life across various domains. Notably, researchers such as Law, Han, Arjona-Fuentes, and Ariza-Montes posit that fostering a harmonious relationship between work and life can contribute significantly to the psychological and physical well-being of employees. Furthermore, the findings of (Khan et al., 2020, s. 3) suggest that individuals capable of achieving a balance between their professional and personal lives are more inclined to experience job satisfaction. (Robinson et al., 2014, s. 102) assert that those who successfully synchronize their schedules with familial commitments are more likely to experience job satisfaction.

The discourse surrounding work-life balance is a recurrent theme in conversations among both men and women. While it doesn't strictly fall into a male-versus-female dichotomy, the varied aspects of work-life equilibrium merit discussion. The implementation of flexible work arrangements emerges as a practical solution, aiding individuals in establishing a rhythm with their professional commitments and managing expectations (Tennakoon et al., 2020, s. 143).

The ascendancy of flexible working arrangements has prompted many companies to embrace telecommuting as a means to foster work-life balance. This entails minimizing conflict between work and other domains, a concept elucidated by (Sirgy et al., 2018, s. 143) beyond the realm of work, domains such as family, hobbies, and personal care are equally pivotal for individual well-being (Gragano et al., 2020, s. 2).

Research conducted by (Stoilova et al., 2020, s. 368) highlights that individuals often allocate their time between personal and work responsibilities. Management scholars have employed the term "work-life balance" to elucidate how individuals navigate the intricate interplay of their personal and professional spheres. Despite its broad applicability across various facets of life, predicting the impact of work-life balance on performance and well-being remains elusive. (Mello et al., 2021, s. 8) caution that the inability to strike a harmonious equilibrium between personal and professional life can detrimentally affect an individual's performance and overall well-being.

Numerous studies have explored the correlation between the inability to achieve work-life balance and its adverse impact on individual performance. For instance, a study conducted by (McMillan et al., 2012, s. 641) revealed that employees facing challenges in balancing personal and professional aspects are more susceptible to workplace burnout. Another study, focusing on marketing employees in Vietnam, conducted by (Nguyen et al., 2012, s. 88), emphasized the pivotal role of psychological capital in shaping both work-life quality and performance. The findings underscored a positive and significant relationship between psychological capital and the quality of work life. Attaining a harmonious work-life balance has the potential to enhance the overall quality of individuals' lives, as suggested by the insights of (Cartwright et al., 2014, s. 38).

Findings from a study conducted by (Güleç et al., 2019, s. 181) among bank employees in Samsun, Amasya, Tokat, and Çorum provinces reveal a positive correlation between psychological capital and the quality of work-life. The study highlights that psychological capital not only influences but also mediates the relationship between the manager's humor styles and the employee's quality of work-life.

2.2. The determinants of work-life balance

Work-life balance is influenced by various determinants, work on the subject provides a comprehensive list of the most common factors associated with the determinants of work-life balance (Delecta, 2011, s. 187):

At the individual level, personality emerges as a pivotal factor influencing work-life balance. Cardiologists Friedman and Rosenman distinguish between two personality types: Type A and Type B. Type A individuals are characterized by traits such as competitiveness, high activity levels, and passion, while Type B individuals tend to be more reserved, patient, and right-minded. It can be contended that the more work-oriented nature of Type A personalities may contribute to a negative impact on the balance between work and life.

The family environment plays a crucial role in shaping an individual's capacity to balance work and life. Raising a child and managing household responsibilities can impose significant demands, impacting the ability to maintain a balanced life. Moreover, factors like the presence of elderly family members at home and variations in marital situations further contribute to the complexities that can affect an individual's ability to manage work effectively.

Individuals responsible for the care of elderly family members or children may find it necessary to reduce their working hours to mitigate stress. Conversely, those without such caregiving responsibilities, particularly without children or elderly relatives to look after, often experience less work-life imbalance.

The workplace and organizational dynamics play a crucial role in addressing work-life imbalance, often exerting more influence than the family environment. Both the nature of the job and the characteristics of the institution demand significant mental and physical resources. Managers frequently prioritize factors such as organizational efficiency and fostering staff loyalty as key elements in enhancing the overall effectiveness of their organizations.

The societal milieu of a country constitutes a crucial determinant of work-life balance. Nations characterized by a culturally collectivist ethos impose specific responsibilities on individuals toward certain groups. This cultural context profoundly influences how individuals navigate and prioritize their work and personal lives.

2.3. The Relationship between Positive Psychological Capital and Work-Life Balance

Numerous research findings indicate that cultivating psychological capital among employees plays a crucial role in surmounting the challenges associated with work-life balance. Moreover, it equips them with the requisite knowledge for success in their professional endeavors. Employees adept at harmonizing their work and personal responsibilities tend to exhibit enhanced job performance. This heightened performance is attributed to their positive outlook toward their roles, enabling them to fulfil their duties without the encumbrance of external obligations (Sarwar et al., 2021, s. 3).

The concept of work-life balance encompasses the diverse nonwork demands and activities employees anticipate in their personal lives. These activities span personal relationships, health, familial obligations, volunteer work, athletic pursuits, educational endeavours, religious commitments, and travel (Balance, 2008, s. 15).

Recognizing the significance of subjective perceptions over objective indicators, such as satisfaction or time allocation, is emphasized in the context of work-life balance (Kalliath et al., 2008, s. 324). This emphasis stems from the understanding that individuals' perceptions can evolve over time as their life circumstances change. The overarching aim of this approach is to instill positive thinking about one's current situation and facilitate a constructive reframing of expectations. This positive mindset enables individuals to feel more empowered in leveraging valuable resources from both their professional and personal spheres (Siu, 2013, s. 173).

Moreover, in line with the perspective presented by (Hobfoll, 2002, s. 308), individuals naturally strive to amass, preserve, and nurture resources across various domains. The equilibrium in work-life balance is a direct outcome of the resources embedded within

Psychological Capital (PsyCap). The presence and cultivation of these resources contribute significantly to individuals' ability to navigate the delicate balance between their professional and personal realms.

Employees with a robust Psychological Capital (PsyCap) are anticipated to possess steadfast beliefs and a grounded acceptance of reality, coupled with unwavering values. This resilience fosters the confidence needed to actively pursue a more balanced life, resulting in heightened satisfaction with their present circumstances and an increased likelihood of achieving their goals. Importantly, a solid PsyCap equips individuals with the tools to sidestep work-life conflicts, ensuring smoother navigation between professional and personal spheres. The assurance that comes from mastering diverse life domains also instills a sense of security regarding the future, enhancing employees' overall well-being (Siu, 2013, s. 172).

In alignment with (Coutu, 2002, s. 47) perspective, individuals boasting high PsyCaps exhibit strong convictions and values, maintaining an unwavering stance grounded in reality. This psychological fortitude not only contributes to enhanced life satisfaction but also facilitates the pursuit of a balanced life. Furthermore, individuals with high PsyCaps are better equipped to preserve an equilibrium between their work and personal lives. Confidence in their ability to master various life domains acts as a buffer, reducing the likelihood of conflicts arising between professional and personal obligations.

Workers endowed with resilience, optimism, and self-efficacy exhibit a favorable perspective toward both their professional environments and life in general. This optimistic outlook not only enhances their job performance but also serves as a deterrent against job attrition. The ability to balance diverse roles empowers employees to navigate their responsibilities effectively, preventing them from being overwhelmed. Consequently, they can fulfill their duties proficiently and yield positive outcomes beyond the confines of their workplace, contributing to their commitment to stay within the organization (Sarwar et al., 2021, s. 6).

Conclusion and Suggestions

Positive Psychological Capital (PsyCap) plays a pivotal role in shaping and enhancing the work-life balance of individuals within an organizational context. The amalgamation of traits such as resilience, optimism, self-efficacy, and a positive outlook contributes significantly to an individual's ability to navigate the challenges of balancing professional and personal responsibilities. The positive impact extends beyond the workplace, influencing job satisfaction, performance, and overall well-being.

1. PsyCap Development Programs:

Implement programs and initiatives focused on developing and enhancing Positive Psychological Capital among employees. Training sessions, workshops, and coaching programs can be instrumental in fostering resilience, optimism, and self-efficacy.

2. Leadership Support and Modeling:

Encourage leaders and managers to embody and promote positive psychological traits. Leadership support and modeling create a conducive environment where employees feel empowered to cultivate and leverage PsyCap in their daily work-life interactions.

3. Flexible Work Policies:

Introduce flexible work policies that accommodate the diverse needs and responsibilities of employees. Providing options such as remote work, flexible hours, or compressed workweeks can contribute to a better work-life balance and positively impact PsyCap.

4. Recognition and Feedback:

Acknowledge and reward employees for their contributions and achievements. Regular positive feedback fosters a sense of accomplishment and reinforces optimistic beliefs, contributing to the development of PsyCap.

5. Employee Assistance Programs (EAPs):

Implement Employee Assistance Programs that offer support for personal and professional challenges. Providing resources such as counseling services, stress management, and work-life balance workshops can contribute to PsyCap enhancement.

6. Promotion of a Positive Organizational Culture:

Foster a positive organizational culture that values employee well-being and emphasizes a healthy work-life balance. Cultivate an environment where employees feel supported and encouraged to maintain a positive outlook in both their professional and personal lives.

7. Periodic Assessments and Adjustments:

Conduct periodic assessments of employee well-being and work-life balance. Use feedback mechanisms to understand evolving needs and challenges, allowing for the adjustment of programs and policies to better support employees in their pursuit of a harmonious work-life balance.

8. By incorporating these suggestions, organizations can create an environment that not only recognizes the importance of Positive Psychological Capital but actively nurtures and leverages it for the benefit of both employees and the overall success of the organization.

Research and Publication Ethics Statement

I hereby declare that the data and analyses presented in this study, as well as the information and documents obtained, were gathered in accordance with ethical principles and academic standards. I also affirm that all the information, documents, and results used in this study were utilized in compliance with scientific and ethical guidelines. I declare that all the works I have benefited from in this study have been properly cited and referenced, that no alterations have been made to the data used, and that my work meets the standards of originality. I acknowledge and accept full responsibility for any potential loss of rights that may arise should any contrary situation be identified.

Authors' Contribution Statement

This study was conducted and prepared solely by one author.

Ethics Committee Approval

This article does not require ethics committee approval. The signed consent form confirming that an ethics committee decision was not necessary is included in the article submission files within the system.

Conflict of Interest Statement

There are no conflicts of interest to declare regarding the preparation of this study.

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