




Psychological Capital and High-Performance Work Systems: Job Crafting as a Pathway to Employee Wellbeing – A Conceptual Exploration

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Abstract. The purpose of this study is to develop a theoretical framework that explores the mediating effect of JC between PsyCap, HPWS, and Employee Wellbeing, drawing on the Conservation of Resources (COR) theory and the JD–R Model. Methods: The method consists of synthesizing the literature to develop a structured conceptual model that incorporates individual and organizational resources. This paper indicates that PsyCap and HPWS are directly positively related to employee wellbeing, although previous research has yielded contradictory findings, suggesting the existence of a mediating process. Job crafting is suggested to represent a mechanism through which psychological and organizational resources translate into meaningful work experiences that can enhance well-being. This study is unique by integrating PsyCap and HPWS in a single model mediated through job crafting, which has rarely been jointly considered as a whole in prior studies. From a practical standpoint, our model emphasizes the value of creating supportive work environments where employees are encouraged to be proactive in (re)shaping their jobs with respect to which resources they require and/or expend both of which would contribute to sustainable wellbeing and performance.

Keywords: Psychological Capital, High-Performance Work Systems, Job Crafting, Wellbeing, Conceptual Mode

1 Introduction

Teachers are at the heart of educational quality, as not only educators but also as agents of change in schools. In many instances teachers hold administrative positions such as vice principal for curriculum, so they balance pedagogical tasks with managerial and administrative tasks. There is a high level of work demands, workload, and emotional stress that they may experience in performing both tasks, which can reduce their overall health. Finally, well-being is indeed a critical variable linked to motivation, the effectiveness of teaching, and the quality of educational services. It includes two major components: one is hedonic wellbeing which refers to individuals' daily social and emotional experiences; the other is eudaimonic wellbeing, which refers to an individual's judgement of life meaning or purpose in general.[1], [2], [3], [4].

The wellbeing of employees, including teachers, is affected by both individual and organizational factors. On an personal level, Psychological Capital (PsyCap)

(self-efficacy, hope, optimism, and resilience) is a positive psychological resource to facilitate an employee's adaptation in the face of multiple role demands and work meaning-making [5], [6], [7], [8]. At an organizational level, High-Performance Work Systems (HPWS) such as selective recruitment, skill development, performance appraisal, and reward systems foster a supportive work environment that increases employee capability, autonomy, and involvement, resulting in improved well-being [9], [10], [11], [12], [13]. However, past research has reported mixed results: whereas some studies demonstrate that PsyCap and HPWS positively influence wellbeing [14], [15], others found that such relationships are context-dependent and can even lead to role stress under some conditions [16], [17], [18].

In the presence of these incongruences, Job Crafting is an encouraging mediating mechanism that connects personal and organizational characteristics with employee well-being. Job crafting is a proactive behaviour aimed at reconfiguring tasks, relationships, and one's perception of work to fit with individual values and strengths [18], [19], [20]. Based on Conservation of Resources (COR) Theory and the Job Demands–Resources (JD-R) Model, this model theorizes PsyCap as a personal resource and HPWS as an organizational resource that can be mobilized with the aid of employees' Job Crafting to balance job demands and resources, which in turn leads to wellbeing. [21], [22]. While supporting systems in organisations and strong psychological resources are designed to stimulate more meaningful and sustainable work, the person's active redesign of work life still matters. Hence, the objective of this work is to examine how PsyCap and HPWS are related to well-being, as well as to analyze Job Crafting's mediating role in this relationship, serving as a mechanism that allows people to adjust, link, and maintain their psychological health in the face by changing job demands.

2 Literature Review

2.1 Conservation of Resources Theory and Job Demands–Resources (JD-R) Model

This study grounded its research hypotheses in two main theories: the Conservation of Resources Theory and the Job Demands–Resources (JD-R) Model. Based on both, employee wellbeing can then be conceptualized as a dynamic equilibrium between resources and job demands. Hobfoll's COR Theory has been built upon the assumptions that people are in a constant effort to obtain, keep, and protect their (resources of) value, while losing such resources may induce stress and consequently performance decline, whereas gaining new ones, recovery, and wellbeing [21], [23]. This framework has been extended by the JD–R Model, which suggests that when job resources compensate sufficiently for job demands, employee well-being also increases [22], [24]. In this theoretical framework, PsyCap is conceptualized as a personal resource including self-efficacy, hope, optimism and resilience that allows individuals to survive and thrive under the pressure of work [23], [25]. At the same time, HPWS represent organizational resources that comprise training, supervisory support, monetary inducements and employee involvement, leading to reinforcement of external resources and wellbeing [21], [24]. Taken

together, these approaches offer a solid basis for the proposition that the combination of individual and job resources is associated with enhanced psychological well-being. Work / In this relationship, Job Crafting is a process that allows employees to modify tasks (task crafting), relationships (relations crafting), and perceptions of their work to better meet their personal needs and those of the organization. conditions [23]. Employees with greater Psychological Capital are also more inclined to engage in job crafting and enhance the control and meaning of their work, whilst HPWS provides a supportive context that fosters such adjustment mechanisms by offering autonomy and participation opportunities. Hence, the combination of COR and JD-R theories shows that job resources (HPWS) and personal resources (Psychological Capital) more effectively predict wellbeing through adaptive job crafting behaviour [21], [22].

2.2 Wellbeing

Wellbeing is a state of equilibrium between the person and his social environment that includes personal fulfillment and societal involvement [1]. It can be measured in objective terms, such as income, health, and security, and in subjective terms, such as happiness, control, and emotional experience.[3]. As [2] explains, wellbeing is multifaceted and influenced by socially, economically, and psychologically factors. It is shaped by the interplay of internal resources (such as self-esteem and resilience) with external assets, including community and financial stability. According to [4], well-being consists of four elements: hedonic well-being, eudaimonic well-being, physical health, and generic happiness, where pleasurable aspects (vitality) are joined with purpose (life satisfaction) to produce this construct.

2.3 Psychological Capital

Psychological Capital (PsyCap) is a multidimensional construct that includes hope, self-efficacy, optimism, and resilience [26]. It is the wellspring of your positive psychological energy, supporting growth, resilience, and vitality. The high-PsyCap person has greater motivation, better coping, and higher levels of mental health, performance, and many other desirable outcomes [5], [15]. For example, PsyCap acts as an organizational resource that enhances resilience, productivity, and well-being at the workplace [7]. Additionally, PsyCap is malleable and can be improved through organizational support, training, and incentives [27]. PsyCap after years of work in the high-stress careers of teaching and healthcare. Core capacity has been documented as an inoculation mechanism that individuals use to ward off stress so that their emotions do not too far from feelings of positive psychological wellbeing [7], [28]. Consequently, Psychological Capital is a critical factor in resilience and wellbeing, demonstratest internal psychological resources enable individuals to flourish in challenging settings.

2.4 High-Performance Work System

High Performance Work Systems (HPWS) are strategic HRM sponsor array structures designed to increase contributions, innovation, and employee involvement to improve organizational performance [12], [29], [30]. It is less that HPWS components act as stand-alone elements, and more a coherent and synergistic system linking recruitment, ongoing training, performance-based remuneration, and participation in decision-making [11], [31]. The latter focuses on job design, fair and competitive rewards, and transparent performance measurement as means of fostering employee motivation and health. [32], [33]. By fostering internal fit among HR practices and external consistency with business strategy, HPWS enhances individual-to -organizational performance and competitive advantage [34]. Emerging empirical evidence reveals that HPWS enhances employee well-being, commitmen, and psychological empowerment, as well as innovative work behavior and overall organizational performance [9], [10], [35], [36]. However, this approach must be judiciously managed because overly high performance expectations in the absence of sufficient support can lead to undermining behaviors [37]. Therefore, HPWS is a strategic psychological process to maximize human potential while protect ing employee well-being in the ever-changing work settings.

2.5 Job Crafting

Job Crafting is the process of employees taking matters into their own hands and molding a job to serve more than just mundane tasks, realizing what they're able to do and enjoying to do the work while doing it [38]. It includes three mindsets: task crafting, cognitive crafting, and relational crafting, which individuals change their job tasks, the way other look at work, and develop more favorable social connections within the organization [38], [39]. This process of adaptation leads to increased job satisfaction, engagement, psychological well-being, etc. and reduced stress and turnover intentions. [40]. Job crafting as active behavior. Management scholars view job crafting as an 'active' here-and-now behaviour in which employees proactively attenuate external pressures by modifying (restructuring, redefining, shifting the meaning of aspects within the work context. [41], [42]. In addition, job crafting is affected by personal characteristics, such as Psychological Capital (PsyCap), and organisational attributes, such as High-Performance Work Systems (HPWS). Those high in PsyCap are generally more prone to proactively change to their jobs to one that align with their strengths and values, which supportive HPWS environments offer autonomy, resources, and participation opportunities to exercise those behaviors. [19], [20]. Finally, with job crafting as the central mediator between PsyCap/HPWS and employee well-being, employees can find greater meaning, balance, and satisfaction in their employment.[18], [39].

3 Methodology

The approach of this study is conceptual research to improve the construct and gain new insights through the literature [43]. As the literature indicates, the

purpose of a concept review is to identify research gaps, define and develop a theoretical framework for empirical testing in the future [44]. The literature that used in this conceptual research, must be full fill this criteria : (1) Published as journal article, (2) Recent publications between 2020-2025, (3) Within the scope of Human Resources Management, (4) Written in English, and (5) Published in reputable primary journals indexed in Scopus or WoS. This study aims to integrate the existing literature through a meta-analytic approach to offer a general framework for the relationships among Psychological Capital (PsyCap), High-Performance Work Systems (HPWS), Job Crafting, and Wellbeing. The ultimate product of this process is a theoretical framework that may inform later empirical examination. More precisely, the proposed framework answers the following research questions: (1) Are Psychological Capital and High-Performance Work Systems positively related with Wellbeing? (2) Whether Psychological Capital and High-Performance Work Systems positively affect Job Crafting behavior? and (3) Whether Job Crafting can influence Wellbeing and act as the mediating factor of psychological capital, high-performance work system and wellbeing?

4. Results & Discussion

4.1 Psychological Capital's Impact on Well-being

Psychological Capital (PsyCap), consisting of hope, self-efficacy, optimism, and resilience, is a valuable psychological resource that helps individuals cope with stress, face challenges, and maintain emotional balance [5], [26]. Based on COR theory and the JD–R model, PsyCap serves as a personal resource to buffer against job stress and to promote motivation and engagement [21], [22]. High PsyCap has consistently been found to correlate with confidence, resilience, and wellbeing. [7], [14], [15]. In sum, higher PsyCap can predict individuals' psychological balance and well-being.

4.2 High-Performance Work Systems' impact on Wellbeing

High-Performance Work Systems (HPWS) are typified by selective staffing, comprehensive training, performance-contingent compensation, and coordinated employee involvement practices that yield both superior performance and positive well-being outcomes [11], [12], [29]. In the Job Demands–Resources (JD–R) model and the Conservation of Resources (COR) theory, HPWS acts as a significant job resource which kindles employee competencies, autonomy, and social support along with decreasing stress and enhancing psychological wellbeing [21], [22]. It is empirically shown that HPWS improves employees' well-being through meaningful work, engagement, and job satisfaction. [10], [45], [46], [47]. To sum up, the successful implementation of HPWS leads to a healthier, more motivating, and more satisfying work climate and thus to better "wellbeing" for employees.

4.3 Psychological Capital's Impact on Job Crafting

Hope, efficacy, resilience, and optimism combined to form a positive psychological resource—Psychological Capital (PsyCap), — which helps individuals proactively and adaptively rise to challenges [26]. Workers with higher PsyCap engage in job crafting, a process through which employees intentionally adjust their tasks, relationships, and perceptions of work to leverage their strengths and meet their own values [38], [41]. In the context of the JD-R model, PsyCap is a personal resource that individuals use to set in motion a chain reaction involving environmental modifications and demands that convert to challenges. [22]. It has been empirically demonstrated that elevated PsyCap increases job crafting and engagement as people leverage their psychological strengths to foster more meaningful and fulfilling work experiences [19], [23], [48]. To conclude, people higher in Psychological Capital are more likely to engage in proactive job crafting strategies to enhance meaning, fit, and organisational well-being.

4.4 High-Performance Work Systems' Impact on Job Crafting

High Performance Work Systems (HPWS) are strategic HR practices such as continuous training, equitable pay, performance-based assessment, and autonomy in decision-making that contribute to greater employee job performance, empowerment, and wellbeing [11], [12], [29]. Such systems generate a supportive context, which supplies employees with the necessary resources and independence to make self-initiated changes in their tasks, relationships, and job cognitions. The latter will encourage job crafting [20], [38], [49]. Rooted in COR theory and the JD-R model, HPWS functions as a salient job resource (providing training, autonomy, and organizational support) and fosters employee role adaptation while enabling employees to reconcile work demands with personal resources [21], [22], [23]. The empirical results indicate that job crafting is likely to be elevated by HPWS through intrinsic motivation, OLTI, and adaptive performance in dynamic work contexts [50], [51]. To sum up, HPWS positively stimulates job crafting because it creates a resourceful and autonomy-supportive climate that empowers employees to redesign their work in a meaningful way.

4.5 Job Crafting's Impact on Well-Being

Job crafting is a self-initiated behavior in which employees exert effort to alter the task characteristics or social relationships affecting their job [38], [42]. Employees manage job demands and resources through this process to promote their psychological health and emotional well-being. - Empirical research demonstrates that job crafting enhances well-being through decreasing pressure at work and enhancing engagement. [41], [52], [53]. From the viewpoint of Conservation of Resources (COR) Theory and Job Demands-Resources (JD-R) Model, job crafting is assumed to be an adaptive strategy for acquiring and maintaining valuable resources, including meaning, autonomy, and social support that are conducive to mental health and motivation [21], [22], [23]. As a consequence, job crafting is an essential personal

resource that enables employees to maintain a balance of resources, experience less strain, and obtain higher scores on psychological wellbeing.

4.6 Psychological Capital's Impact on Well-being through Job Crafting as a Mediating Variable

We know from previous research that job crafting acts as a mediator between PsyCap and well-being. Those with high PsyCap are more proactive in remolding their jobs through job crafting to acquire social support, learning experiences, and meaningful challenges that facilitate psychological health and engagement [22], [23]. In educational settings, too, we find that PsyCap has an indirect positive effect on wellbeing through job crafting, which is stronger for those who are work, or have a strong professional identity. [54], [55] Similarly, [50] examined the mediating effect of job crafting on the association between high-performance work systems and prosocial behaviour as representatives of social wellbeing. Based on the COR Theory and JD-R Model, employees with high PsyCap have available psychosocial resources that can be invested in crafting behaviors to create new resource pools (e.g., meaning, autonomy, social support,) which then contribute to wellbeing [22], [23]. Ultimately, job crafting functions as an essential mediator in the relationship between Psychological Capital and employee well-being.

4.7 High-Performance Work Systems' Impact on Wellbeing through Job Crafting as a Mediating Variable

Previous research has found that job crafting functions as a mediating variable in the relationship between HPWS and employees' well-being. HPWS is part of a "bundle" of HRM practices intended to enhance employees' skills, motivation, and opportunities through training, empowerment, and an equitable reward system. HPWS represents an addendum to traditional HR, which also focuses on the role of employees' abilities [19], [20]. There are more resources and opportunities for employees to change the way they do their jobs in line with what is important to them in organizational settings where an HPWS is implemented. They engage in job crafting to consciously adjust their tasks, relationships, and views of work to get more personal value from it. This practice aids workers in maximizing their potential, gaining control, and improving emotional and social health [19], [40]. Therefore, job crafting turns the HPWS-related support and resources into permitted work experiences. HPWS, meanwhile, externally transfers resources such as training, support, and trust (Hobfoll's COR Theory). Employees who access these resources through job crafting acquire new ones (work meaning, autonomy, and continued support from the social context) that reinforce their well-being. Based on the Job Demands-Resources (JD-R) Model, it has been argued that HPWS increases job resources, which in turn stimulate job crafting behaviour. When workers can reconcile job requirements with the resources available to them via crafting, they are more motivated and have higher well-being. Consequently, job crafting functions as an essential mediator that transforms the benefits of HPWS into enhanced individual well-being, in line with resource retention and the balance between job demands and

resources.[22], [23]. Thus, job crafting makes the support and resources of HPWS more positive and satisfying work experiences. Following the COR Theory, HPWS offers external resources, including training, support, and trust. Employees who reallocate these resources via job crafting acquire additional resources, as work meaning, autonomy, and enduring social, support, that enhan well-being. Additionally, the Job Demands-Resources (JD-R) Model states that HPWS is a source of job demands job resources that lead to more job crafting behavior. By enabling employees to reconcile work demands and available resources through crafting, they are more motivated and healthier. Thus, as a central explanation for why HPWS benefits overall employee wellbeing over and above specific high-involvement HRM practices, job crafting mediates HPWS's advantages, consistent with theories of resource conservation and the JD-R model.

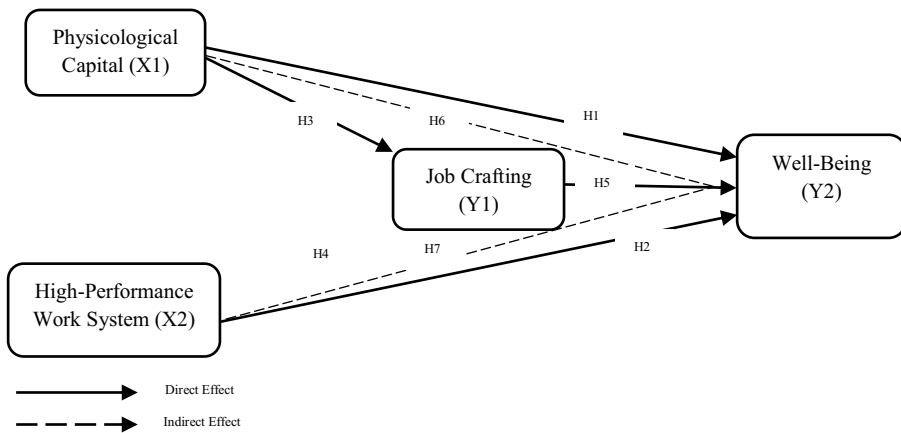


Fig. 1. Conceptual framework

Figure 1. The theoretical framework was derived from previous findings and the integration of theory. This model posits that Psychological Capital (X1) and High-Performance Work Systems (X2) have a direct positive effect on Wellbeing (Y2) and an indirect effect via Job Crafting (Y1). Based on the COR Theory and the JD-R Model, this model suggests that employees with high psychological resources and supportive work environments are more likely to engage in job crafting strategies that foster their psychological and social well-being. Job crafting thus serves as an important mediator between personal and organizational resources on the one hand and employee wellbeing on the other.

5 Conclusion

This conceptual paper presents an extensive composite study of the interrelationships among Psychological Capital (PsyCap), High-Performance Work Systems (HPWS), Job Crafting, and Wellbeing. Based on the Conservation of Resources (COR) Theory and the Job Demands–Resources (JD–R) Model, job crafting is positioned as a key mediating mechanism from personal and organizational

resources to employee well-being. Theoretically, the conceptual implications are that employees with stronger PsyCap and who are HPWS-supported should be more likely to proactively modify their work (i.e., constructive self-change to support fit) through job crafting to enhance psychological, emotional, and social resources. Theoretically, this paradigm is helpful because it incorporates PsyCap and HPWS in a dual-resource approach to explain how well-being can be developed through proactive mechanisms. It suggests practical implications for organizations: construct HR systems and develop employees' psychological strengths, targeting job crafting. It is recommended that the forthcoming studies empirically support this framework by using PLS-SEM as a quantitative method to reinforce its practical and theoretical significance.

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