

# Scientific Publication Patterns of Psychological Capital for Organizational Change during Utilizing Positive Psychology Interventions

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## Abstract

There has been Emerging interest in the link between effective organizational change and psychological capital increasing their attention to the potential of positive psychology interventions impact form various perspectives. However, the field still lacks in holistic overviews of the role of psychological capital in enhancing the readiness for change among employees. The present bibliometric study was employed to identify and synthesize the results from studies exploring domains of psychological capital, organizational change, and positive psychology interventions. The paper also reveals the contribution of scientific knowledge by highlighting the gaps and direct the potential development areas for further studies.

Authors analyzed the papers published in highly ranked and cited journals which were indexed and ranked in the Crossref, Microsoft Academic, PubMed, PubMed Central, Core, in the period of 2004 to 2021. The results demonstrated positive psychology interventions utilizing psychological capital as a promising approach for enhancing the readiness for organizational change through discovering personal potential and resources of employees and managers.

**Keywords:** PsyCap, positive psychology interventions, organizational change, bibliometric analysis.

## I. INTRODUCTION

Recently, both employees and organizations experience difficulties in managing and adapting to organizational changes. This requires effective strategies helping employees cope with the organizational changes and transformations. Positive psychology interventions (PPI) are considered as a core element in enhancing employees' readiness for a change and increasing an organizational success [1], [2].

Studies on effects of positive psychological capital (PsyCap) suggest that it has great impact on overall well-being [3], work performance [4], job satisfaction [5], commitment and job performance [6] among workers. It has been indicated that there is low awareness of the importance of PsyCap among managers and

human resource professionals, which decreases a possibility of creating a serious opportunity to benefit from using this phenomenon at a workplace [7].

PsyCap is defined as a powerful personal resource and an essential contributor to the organizational environment [8]. PsyCap is a complex construct that includes an individual's self-efficacy, optimism, hope, and resilience. Study by Prochaska, Redding, and Evers [9] argued that PsyCap is an essential condition for successfully accomplishing an organizational change among employees. Moreover, employees with higher self-efficacy and optimism

Will feel more confident in overcoming the obstacles and challenges related to accomplishing the organizational change [10], [11]. Furthermore, they will also experience

decrease of anxiety and resistance towards organizational change [12].

Recent studies have stated the associations between psychological capital and creativity [13], job satisfaction [5], [14], employment status [15], psychological well-being [16] and commitment, citizenship behaviors, job performance [6].

Individuals with higher self-efficacy tend to set up goals, influence choices of goal-directed activities, and remain persisted while facing obstacles or challenges. Besides, it has been suggested that psychological capital interacts with mindfulness in predicting positive emotions [2].

Optimism helps to keep employees' motivation high despite obstacles occurring during changes [2], and protects individuals from such negative emotional states as hopelessness, desperation or guilt. Furthermore, being positive is connected with individual and professional performance such as effective solving, high morale, perseverance, and achievement, [17], higher levels of aspirations and more challenging goals for themselves [18]. Moreover, individuals with high optimism demonstrate positive expectations towards the change [4], increasing the probability to successfully accomplish the organizational change.

Recent studies discuss relationships between hope and performance [17], hope and commitment [4], hope and workers' evaluation of decision-making autonomy, work method, feedback quality, persistence in achieving their goals and adapting to changes. Feeling hope results in maintaining motivation [2], experiencing positive emotions, setting challenging goals, valuing progress in reaching goals, enjoying social interactions, and consequently increase adaptiveness to various types of changes [17], [19].

Resilience is considered as an important adaptive ability helping individuals to internalize learned from failures experience [20]. Individuals with resilience overcome threats related to organizational changes more efficiently [20]. In addition, high resilience is related to better adaptation skills to the

organizational environment despite negative events or changes, and to improve their performance [21].

Although, the researches on the organizational change are represented widely in recent literature, more studies are required to examine the mediating role of psychological capital in positive psychological interventions on organizational change. Therefore, the main objective of this study is to explore scientific publication patterns in research domains of "organizational change" concerning "psychological capital utilized in positive psychology interventions".

## II. METHODS

The bibliometric study uses statistical methods to explore patterns, trends, associations, and scientific developments in searched domains and interrelated fields over published data. It requires a structured bibliometric database to analyze the appropriate data to answer research questions [22], [23], [24]. A bibliometric study requires a structured database to analyze the publication data.

### A. Search query

Scholarly Works (119) = positive psychology, organizational change PsyCap  
Filters: Year Published = (2004 - 2021)

Publication Type = (journal article) Publisher = (Wiley, SAGE

Publications, Elsevier BV, Frontiers Media S.A., Emerald, Informa UK Limited, Coimbra University Press, GIAP Journals, Springer Science and Business Media LLC, AOSIS).

Databases: (Crossref, Microsoft Academic, PubMed, PubMed Central, Core).

Above mentioned search criteria was conducted, and data retrieved as plain .txt, excel .csv, and .png file formats for further analysis. The Lens Analysis software (version 7.4.0) used for descriptive and bibliometric data analysis.

### B. Purpose of the Study and Research Questions

This study aims to reveal the contribution of scientific knowledge by highlighting the gaps

and direct the potential development areas for further studies. Based on the research scope and objectives, research questions are formed below;

RQ1 What are the descriptive characteristics of publication results?

RQ2 What are the publication trends in terms of the most productive authors, institutions and countries?

RQ3 In which journal sources were the papers published most frequently and which publisher?

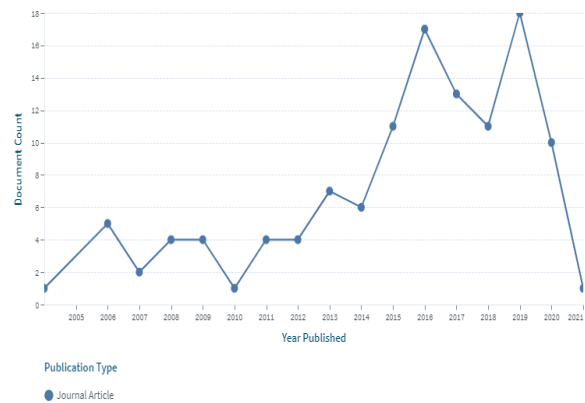
### III.RESULTS

#### A. *Publication profile and descriptive publication results*

The search results show that a total of 119 studies have been publications during the period of 2004-2021 years. The highest period among published the data set indicated the research period between 2016 and 2019. The majority of papers were published within the Psychology, Economics, Social psychology, and Positive psychology fields. The top three authors Fred Luthans, James B Avey and Bruce J Avolio published 25% of papers altogether. The leading institution in publishing papers is University of Nebraska (16% out of total 119) and leading country is USA (21% out of total 119 papers). The top three publishers are Wiley, Elsevier and Sage. Among journals the leader is Journal of Organizational Behavior.

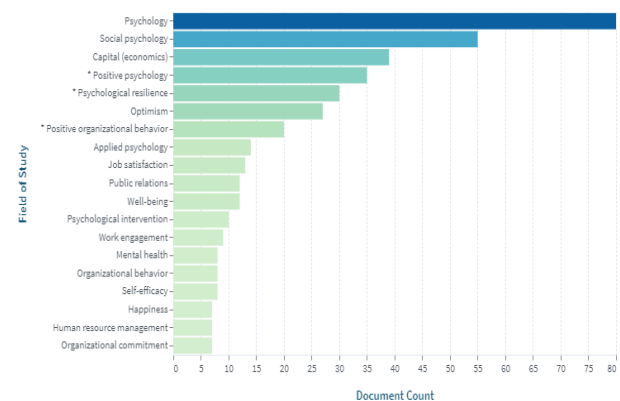
#### B. *Distribution of publication by years and fields of study*

Records start with  $n=1$  in 2004 and  $n=0$  in 2005, then slightly increases from 2011 to 2013. From 2014 to 2016 rises sharply ( $n=8$  to  $n=17$ ), and decreases until 2019 ( $n=12$  to  $n=18$ ). The sharp decrease can be seen in 2020 ( $n=10$ ) to 2021 ( $n=1$ ) period. 2016 and 2019 show the highest interest in publications in the data set for the research period. The mean of the data for the entire period is  $n=7$  yearly. Also, the highest period of 2016 to 2019's mean calculated as  $n=14.75$  yearly. The publication distribution also supports upward movement till 2020 in Figure 1.



**Figure 1.** The trend of publication count by years (2004-2021)

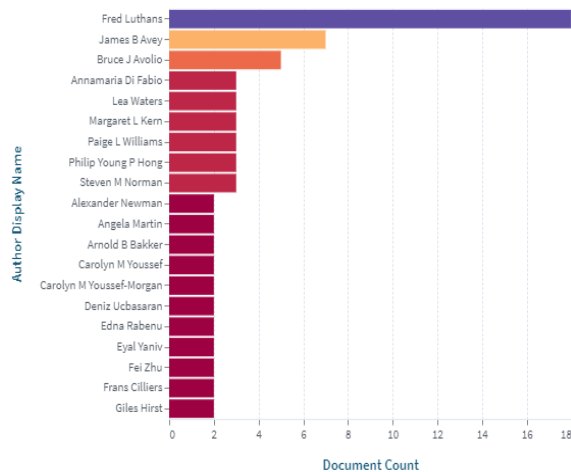
Figure 2 displays the top fields of study in this result set, based on the number of scholarly works. According to the results, the majority of papers were published within the Psychology, Social psychology, and Positive psychology fields ( $n=80$ ,  $n=55$  and  $35$  respectively) and around 40 papers were published in economics. Only 7 papers were published in Human resource management and organizational commitment fields.



**Figure 2.** Field of study

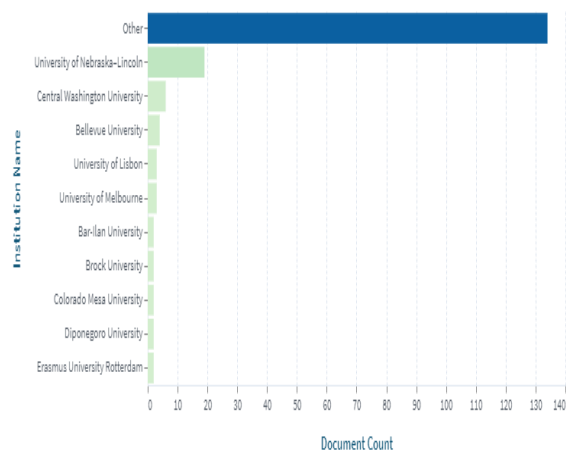
#### C. *Most productive authors, institutions and countries*

Figure 3 indicates the author descriptive/statistical results by document count (the search was limited up to 20 names). Figure 2 shows most productive authors (The top three authors were Fred Luthans 18 papers (15% of 119 papers), James B Avey 7 papers (5.8%), and Bruce J Avolio 5 papers (4.2%). Six of them published 3 papers, eleven authors 2 papers and the other of them appeared in one paper.



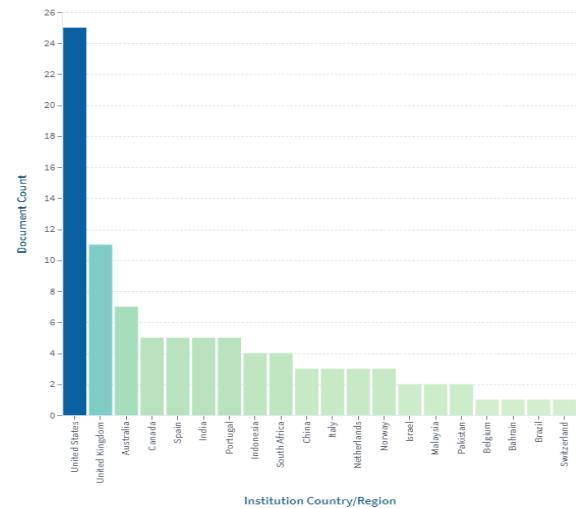
**Figure 3.** The most productive authors

Figure 4 displays the contributed institutions from various countries around the world. University of Nebraska is leading institutions with 19 papers (16% out of the total), and Central Washington University with 6 papers. Bellevue University, University of Lisbon and University of Melbourne with 5 and 4 papers, while all other universities with 2 papers each. According to the findings, the contributed institutions are from various countries around the world, the leading institutions are mostly from the USA.



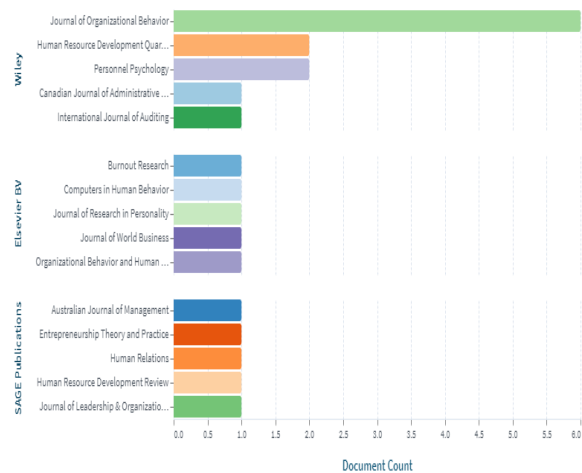
**Figure 4.** The most productive university by publication count

Figure 5 shows the most productive (top 20) countries that contributed to the research domain fields. The top three countries are the USA, United Kingdom, and Australia, followed by Canada, Spain, India and Portugal. Countries at the end of the 20 top are Belgium, Bahrain, Brazil and Switzerland.



**Figure 5.** The countries/regions of the institutions most actively engaged in the result set by their scholarly works.

### Publication Journal and publisher



**Figure 6.** Top publication Sources (titles) categorized by publisher

Figure 6 shows the top journals/source titles for the top publishers by the number of scholarly works in this result set. The top three publishers are Wiley, Elsevier and Sage. Journal of Organizational Behavior is the leading journal that published similar topics (6 records), followed by Human Resource Development and Personnel Psychology with 2 records each. Although there are not many significant numbers of articles published in other displayed journals, but it seems that journals published similar amounts of papers, respectively.

#### IV. CONCLUSIONS

According to obtained results, in total 119 studies have been published during the period of 2004-2021 years, what shows increase of interest in analyzed subject. Bibliometric research outcome would clearly state that the number of articles published in the research topic has been increased in the period between 2016 and 2019 and sharply decreased after 2019. Psychology, Economics, Social psychology, and Positive psychology considered as the most interested in exploring the impact of PsyCap at organizational change fields. USA is a leading (21% out of total 119 papers) and University of Nebraska is a leading institution (16% out of total 119) in conducting studies on PPI using PsyCap for enhancing readiness for organizational change. The Wiley, Elsevier and Sage are the top three publishers supporting the domain of technology usage in professional education.

The results of recent studies indicated that:

- Positive PsyCap influences setting more challenging tasks, reaching goals faster, producing more creative ideas, better interactions with colleagues, providing more support and help, learning more, getting promoted faster [25].
- Meaningfulness, training opportunities, constructive and positive feedback, and leader's support has demonstrated a significant positive impact on self-efficacy [26], [27] and resilience [28].
- It is possible to facilitate resilience at an organizational level during the hiring process [29], individuals, and group levels through increasing employees' access to personal and external resources, enhancing learning attitude, and organizing their experiences [30].
- Supervisors should improve employees' PsyCap through effective interventions [29], including a web-based training program [11] instructing employees on the PsyCap components and asking them to self-monitor and report where they had witnessed such constructs in their own work lives.

- Managers can utilize PsyCap to enhance organizational socialization programs for newcomers [31] or stress management programs [2].

#### V. OUTLOOK

Concerning the limitations of this study, current bibliometric search strategy was broad so that the further analysis might be focused on the cross-sectional association between various variables including psychological flexibility, appreciative inquiry, empowerment, and gratitude. With regard to the limitations of this study, the bibliometric search strategy was broad, however, further analysis will follow in more deep complex manner such as content analysis, co-word, citation, co-citation, and network analysis. In addition, the workers' leadership style, beliefs and values have to be explored more detailed, since they can be considered as a significant factor influencing job satisfaction and performance.

Current study indicates the importance of conducting more researches exploring effectiveness of PsyCap for enhancing organizational change while applying PPI. In this study, it has been taken an essential step in examining the scientific publication patterns for the role of PsyCap in effective coping with organizational change from 2004 through 2021. Presented results attempted to analyze and synthesize available studies in the mentioned field to establish a holistic understanding of interrelations between PsyCap, organizational change and positive psychology intervention.

Analysis of trends and patterns of existing publication in this domain will allow managers, researchers and practitioners to be aware of the most actual existing need in gaining and applying data in practice. The results obtained in this study also emphasize the need for more research on the efficiency of using strategies and tools enhancing PsyCap among workers' as a way of facilitating readiness for organizational change. This article is relevant for researchers, academics, and practitioners in different disciplines as well as who works and contributes to the field of information studies,

management-business, psychology and interdisciplinary studies.

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