

Exploring the antecedents of psychological capital

*... as predictor of individual
creativity in the workplace*

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Plan

1. Psychological capital (PsyCap) as antecedent of creativity

2. Developing PsyCap

3. Concluding remarks

1.

**PsyCap as antecedent of
creativity**

Antecedents

Actors



(Illustrative)

- Positive and negative affect
- Proactive personality
- Openness to experience
- Emotional intelligence
- Intrinsic motivation
- Tolerance of ambiguity
- Attraction to complexity
- Aesthetic sensitivity
- Creative role identity
- Psychological capital

Context

Actors

x

Context

Antecedents

Actors

(Illustrative)

- Supervisory support
- Empowering leadership
- Transformational leadership
- Authentic leadership
- Psychological safety
- Tasks characteristics (e.g., job control; job autonomy; job crafting)
- Trust in leaders
- Procedural and informational justice
- Time pressure (curvilinear relationship)
- Positive/negative affective tone
- Abusive leadership (-)
- Supervisory close monitoring (-)

Context



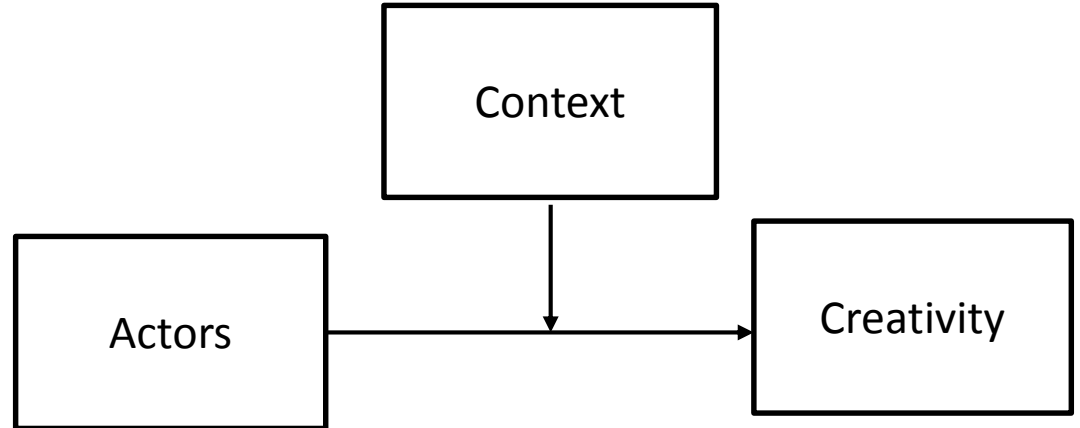
Actors

x

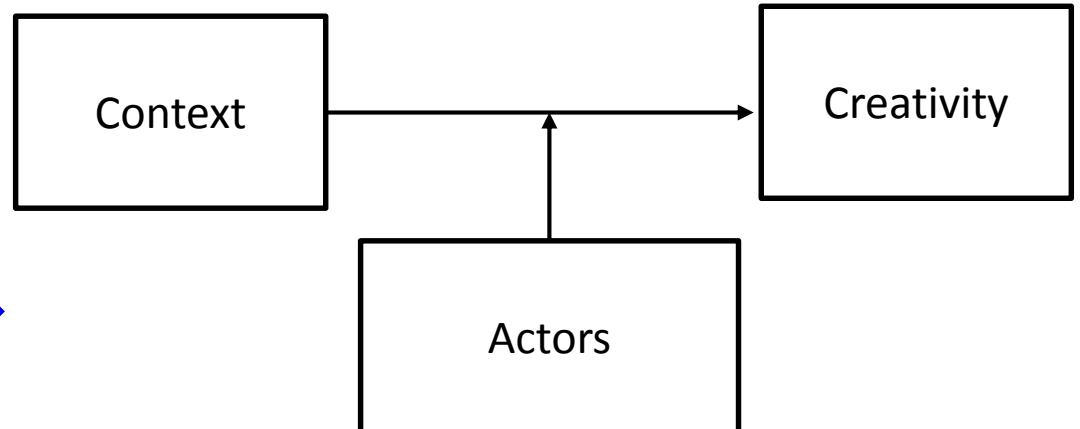
Context

Antecedents

Actors



Context



Actors

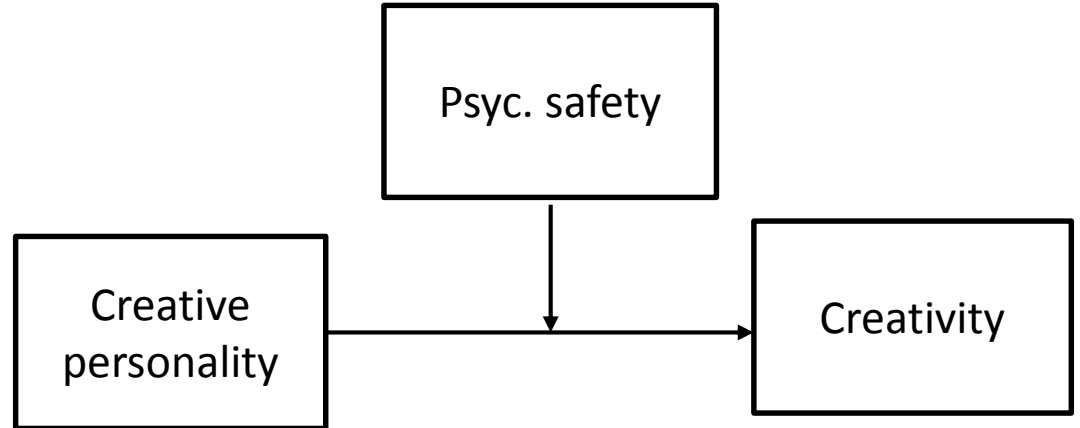
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Context

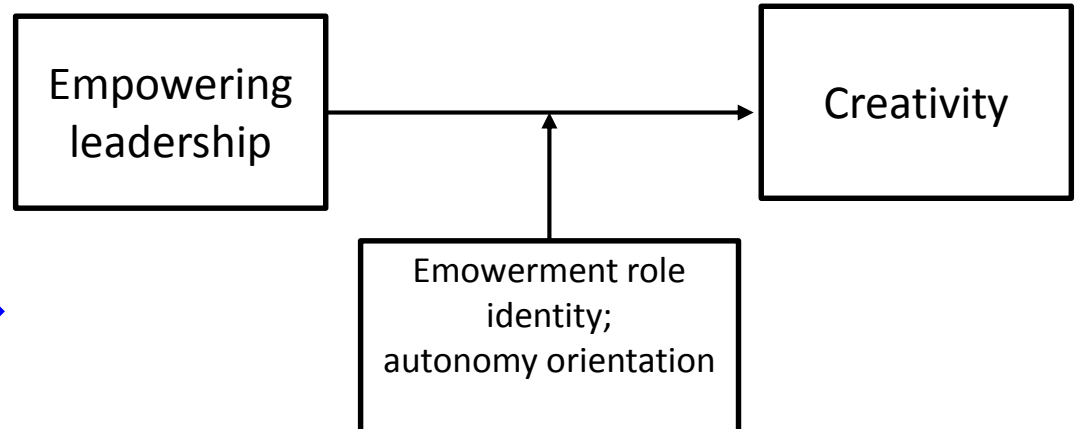


Antecedents

Actors



Context



Actors

x

Context



Four types of capital

Economic capital

Human capital

Social capital

Psychological capital

What you have

What you know

Who you know

What you are

•€

- Experience
- Education
- Knowledge

- Trustful relationships
- Networking
- Friends

- Self-efficacy
- Hope
- Optimism
- Resilience

PsyCap

“An individual’s positive psychological *state* of development and is characterized by:

(1) having confidence (**self-efficacy**) to take on and put in the necessary effort to succeed at challenging tasks;

(2) making a positive attribution (**optimism**) about succeeding now and in the future;

(3) persevering toward goals and, when necessary, redirecting paths to goals (**hope**) in order to succeed;

(4) when beset by problems and adversity, sustaining and bouncing back and even beyond (**resilience**) to attain success” (Luthans et al., 2007: 3).

Proactive

Reactive

PsyCap

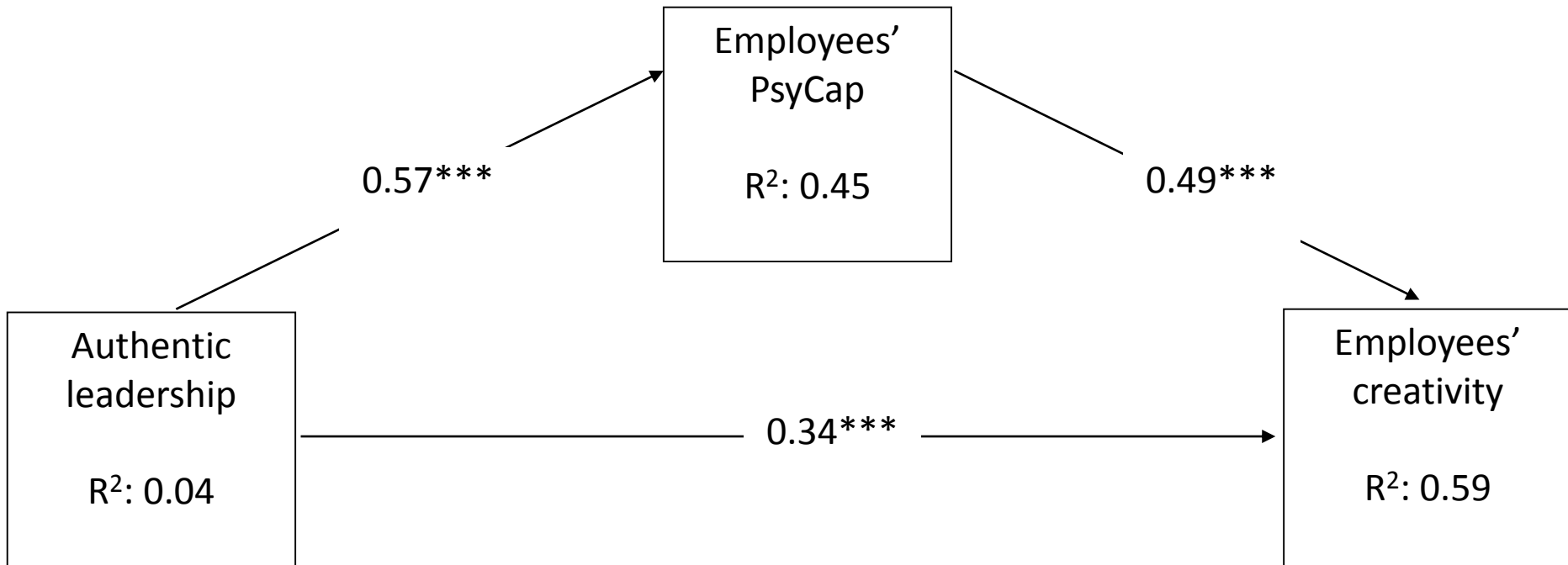


- Performance
- Psychological well-being
- Organiz. citiz. behaviors
- Job satisfaction
- Creativity
- ... (*academic achievement*)

The production of *novel* and *useful* ideas or solutions concerning products, services, processes, and procedures. (Amabile, 1997).

- Intentions to quit
- Cynicism
- Counterproductive behaviors (e.g., bullying, lateness, incivility, absenteeism)
- ...

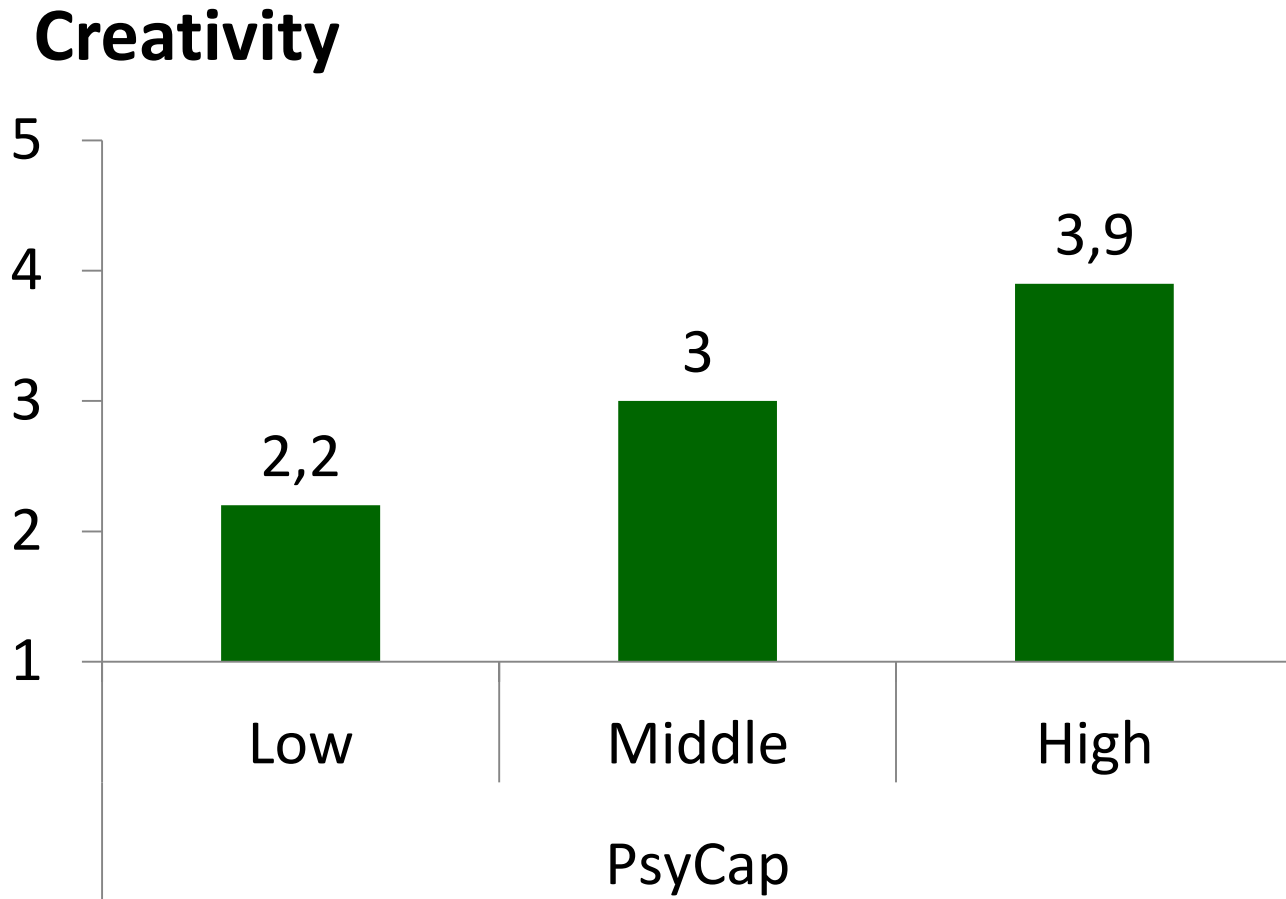
Study #1



201 employees
33 commerce organizations

Rego, Sousa, Marques & Cunha (2012)

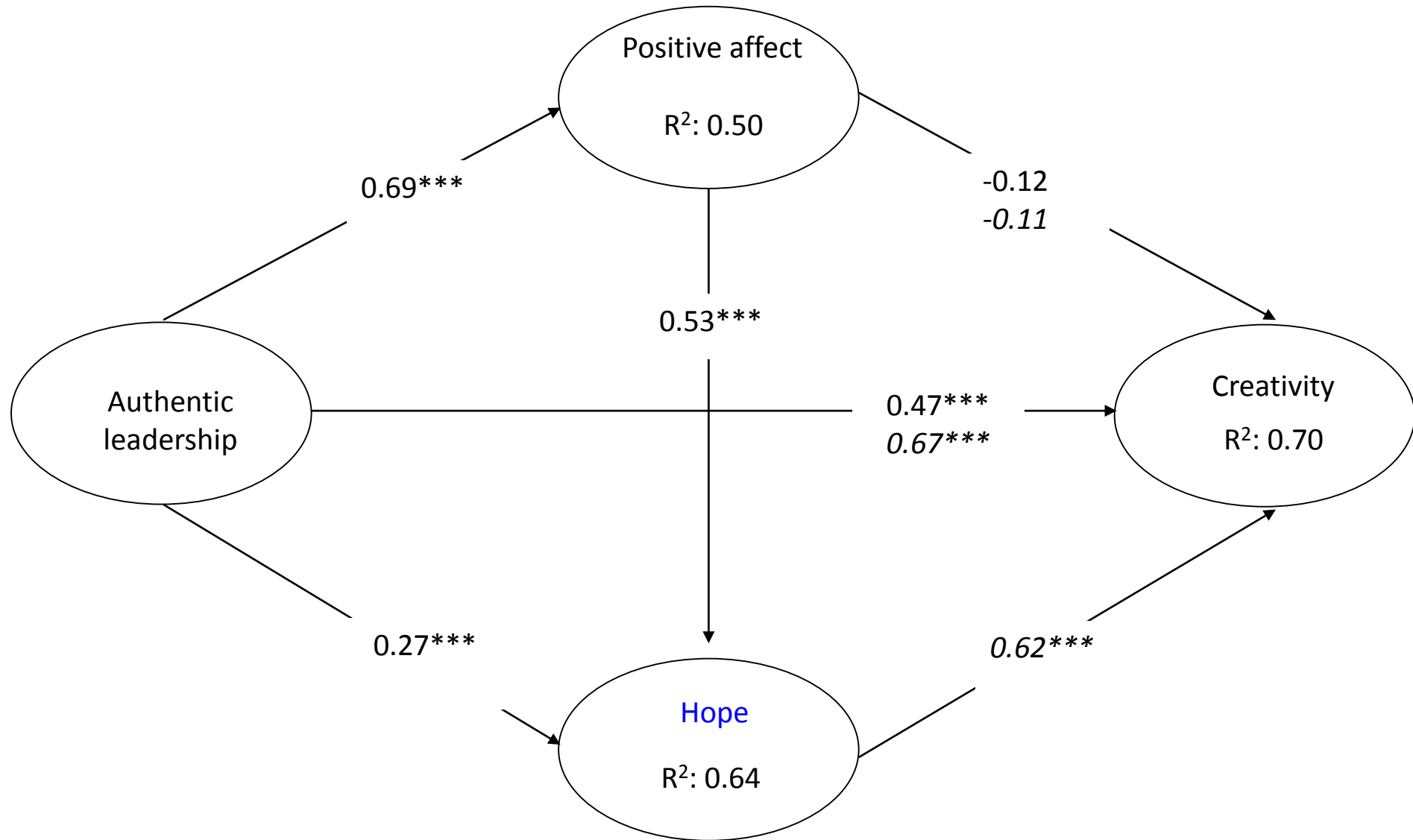
Study #1



201 employees

33 commerce organizations

Study #2

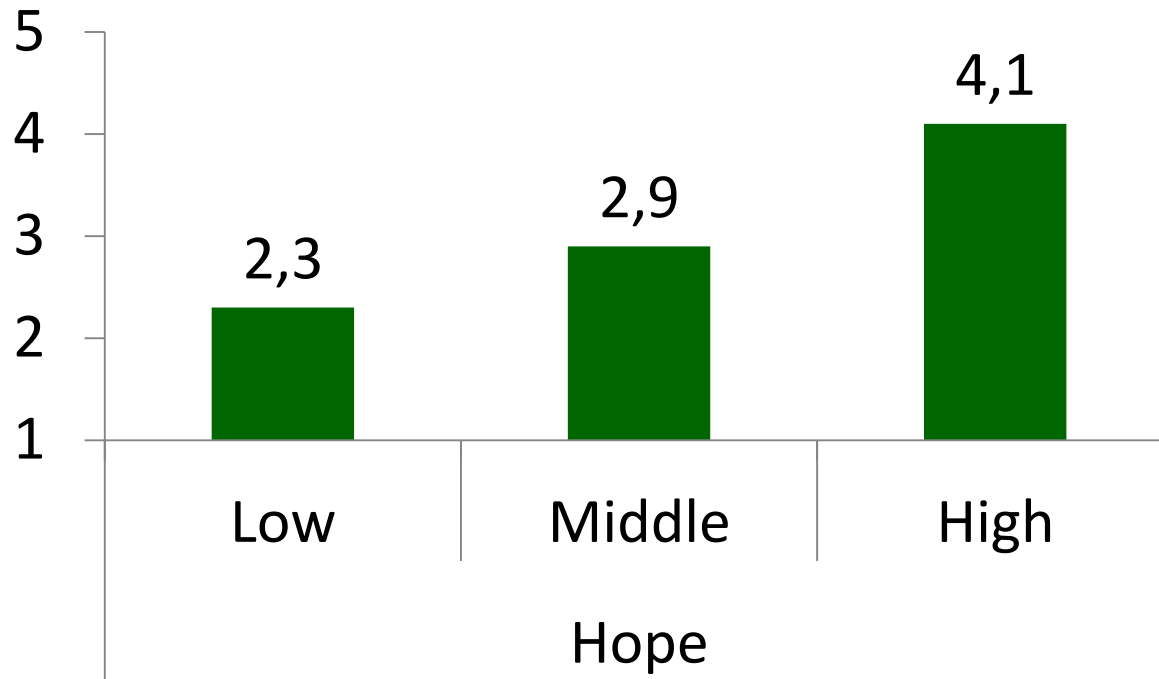


219 employees; 37 retail organizations

Rego, Sousa, Marques & Cunha (2014)

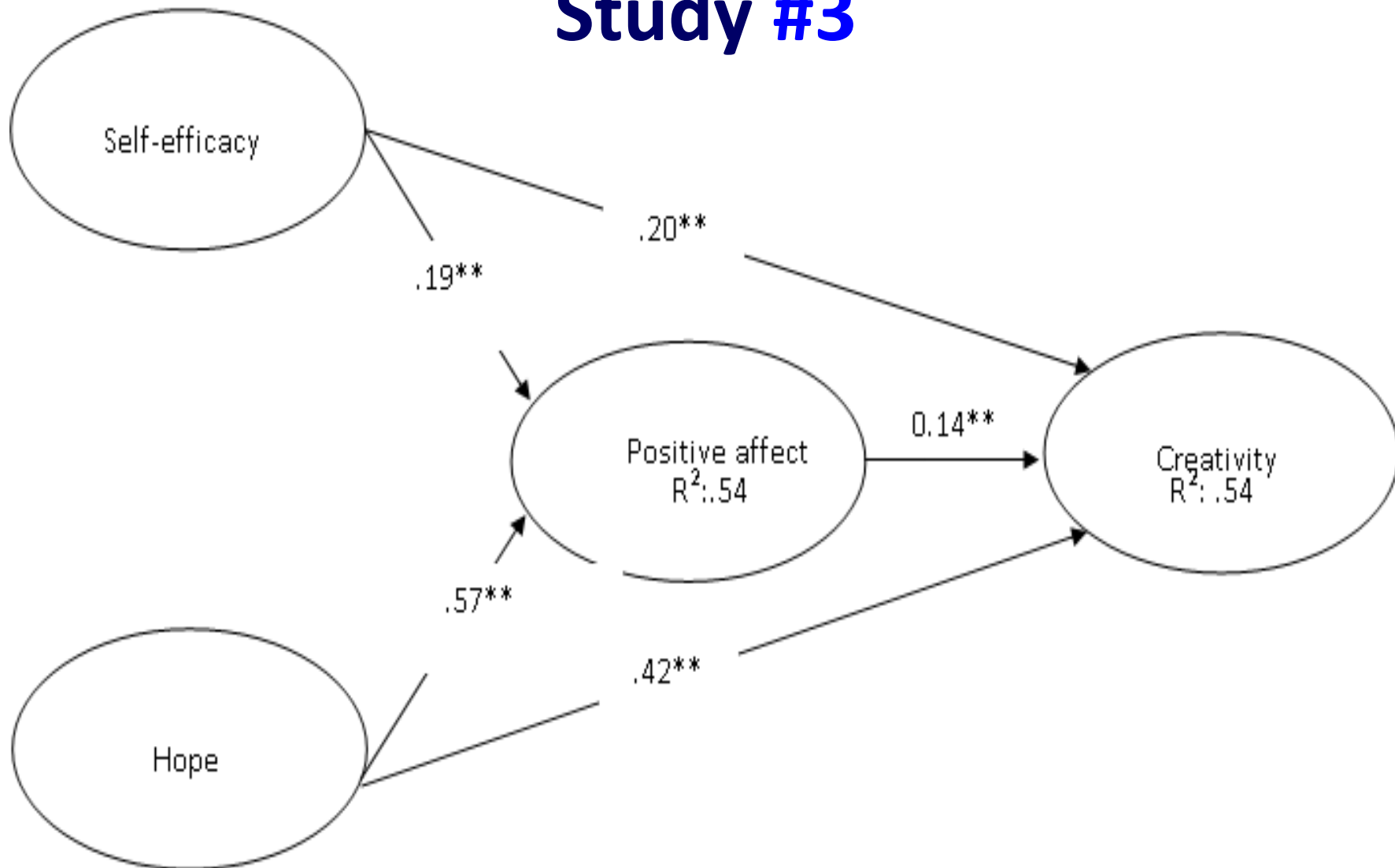
Study #2

Creativity



219 employees; 37 retail organizations

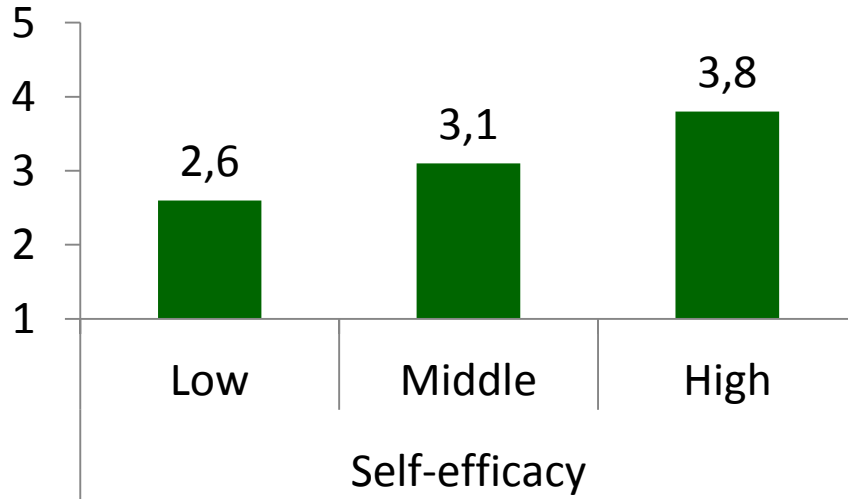
Study #3



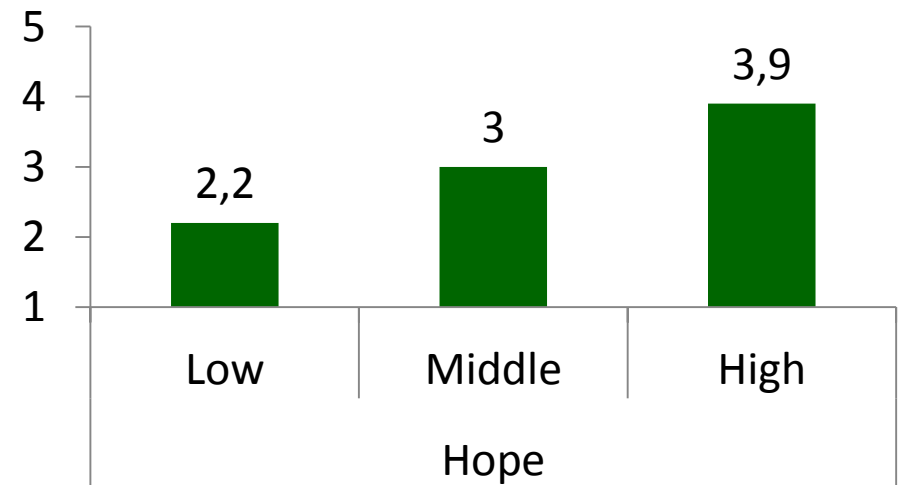
507 employees, 34 retail organizations

Study #3

Creativity

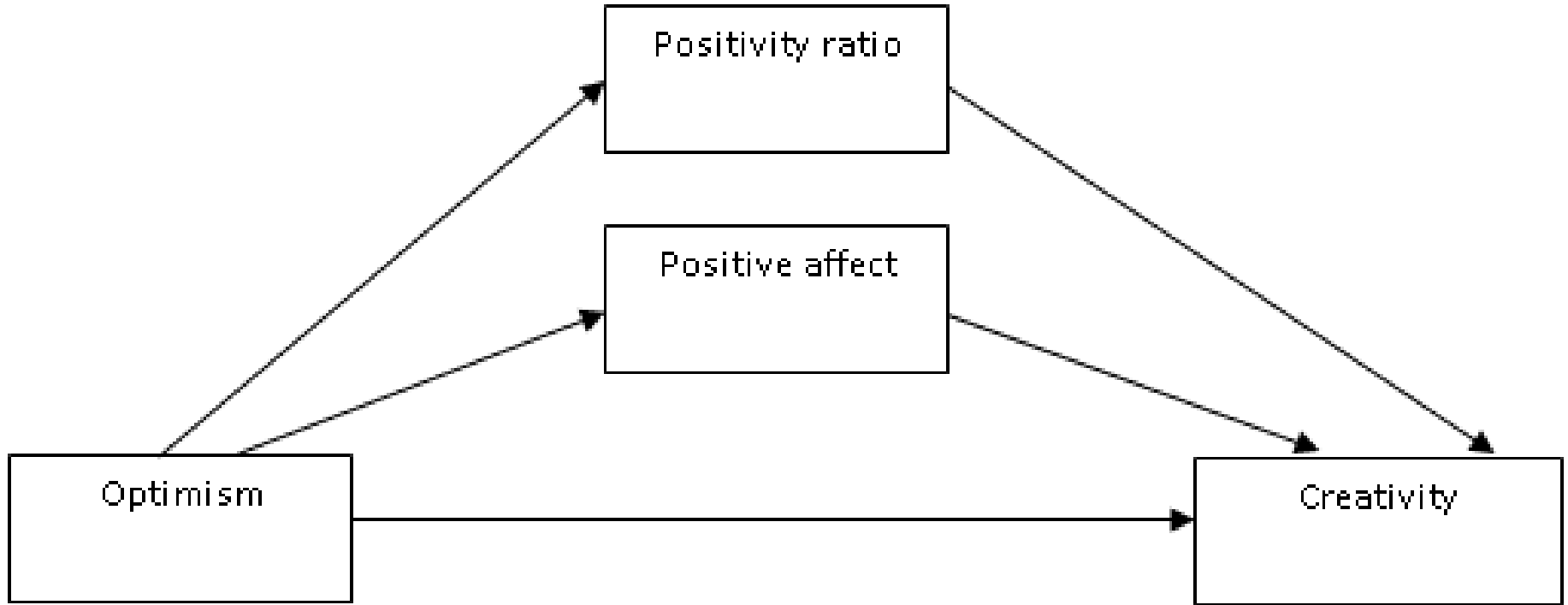


Creativity



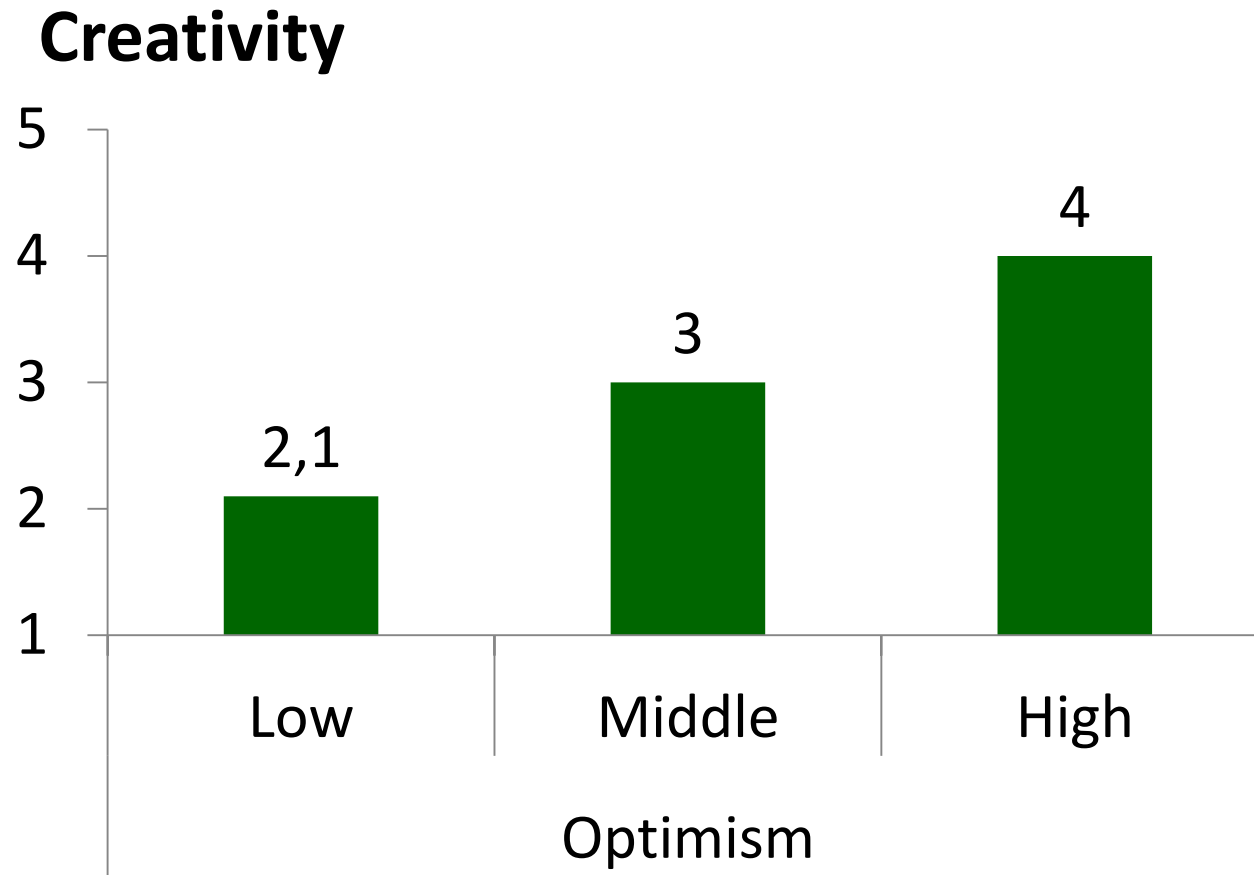
507 employees, 34 retail organizations

Study #4



595 employees, working in 37 retail organizations

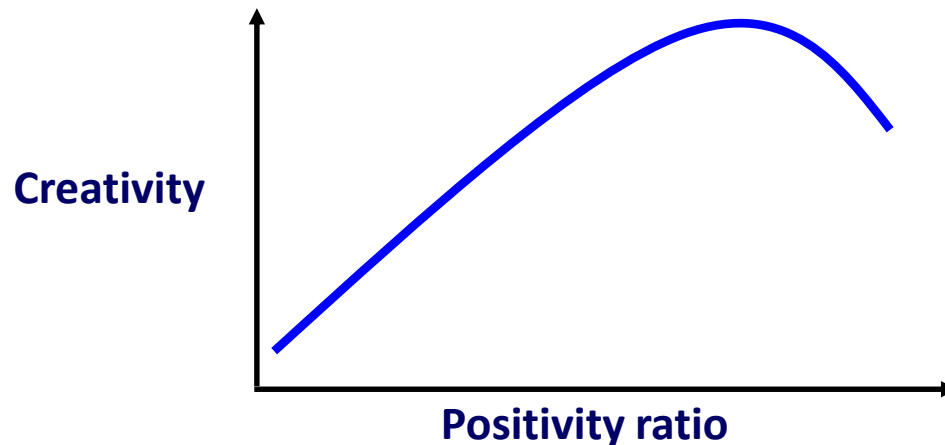
Study #4



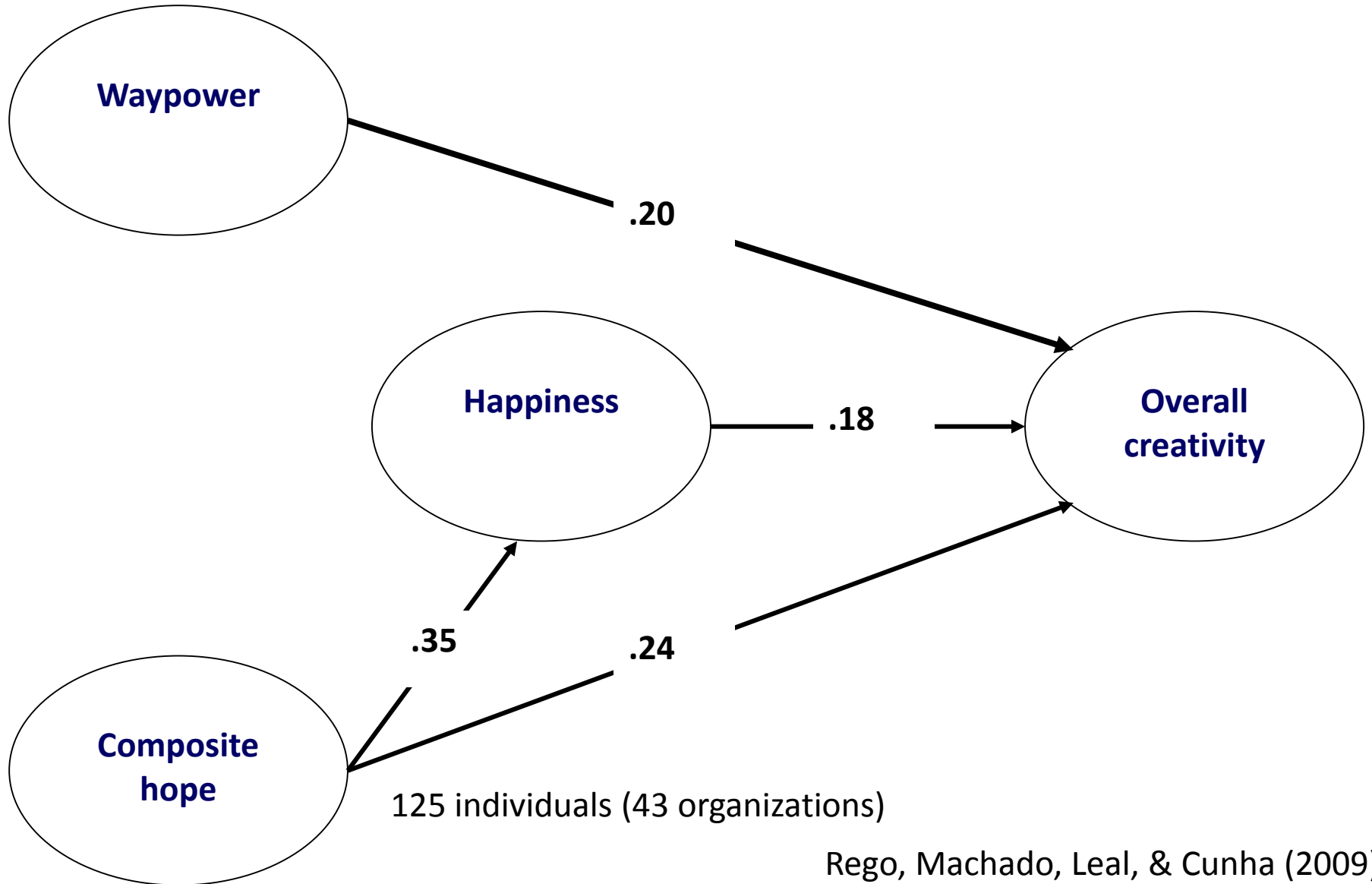
595 employees, working in 37 retail organizations

Study #4

	G1 (n=64)	G2 (n=81)	G3 (n=63)	G4 (n=120)	G5 (n=60)	G6 (n=76)	G7 (n=58)	G8 (n=34)	G9 (n=33)	G10 (n=6)
Positive affect (P)	3.8	4.5	5.1	4.6	5.7	5.1	5.8	6.2	6.1	6.1
Negative affect (N)	3.6	3.3	3.2	2.6	2.9	2.4	2.0	1.9	1.5	1.2
Positivity ratio (P/N)	1.1	1.4	1.6	1.8	2.0	2.2	2.8	3.3	4.1	5.1
Creativity	2.3	2.5	3.5	2.9	3.4	3.5	3.7	4.4	4.0	2.9

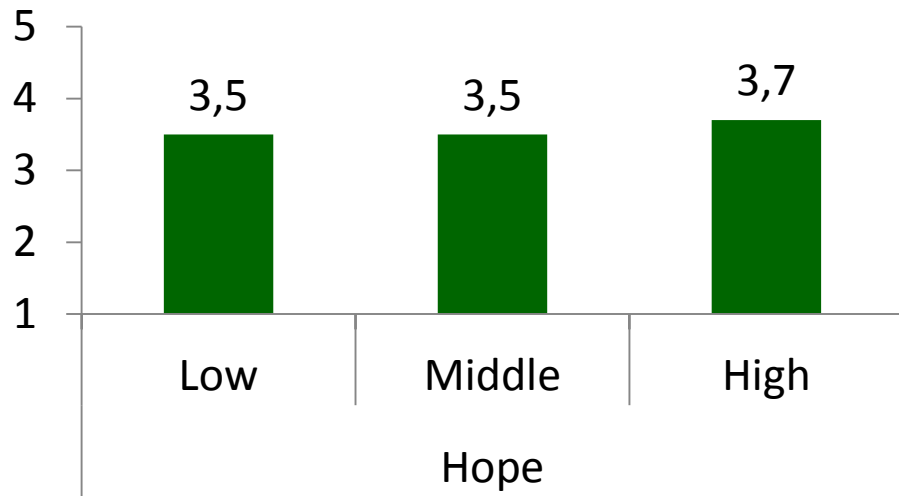


Study #5

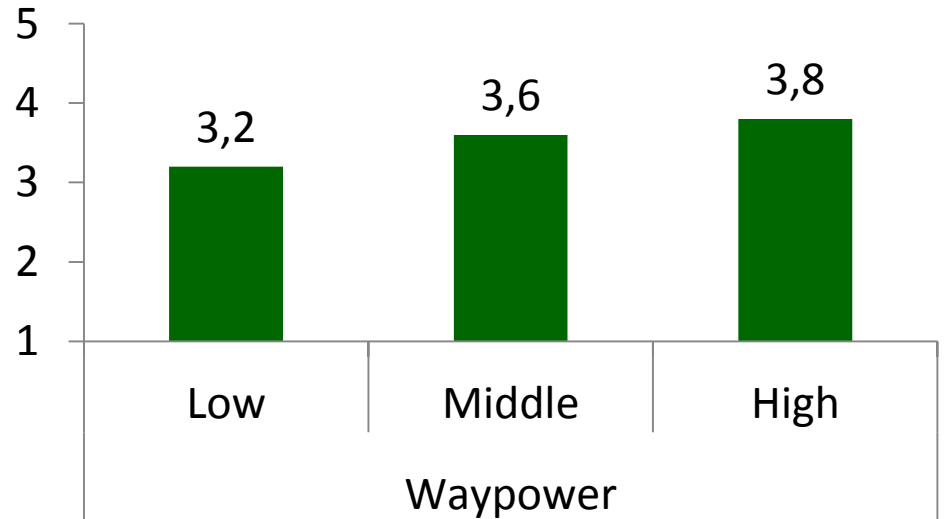


Study #5

Creativity



Creativity

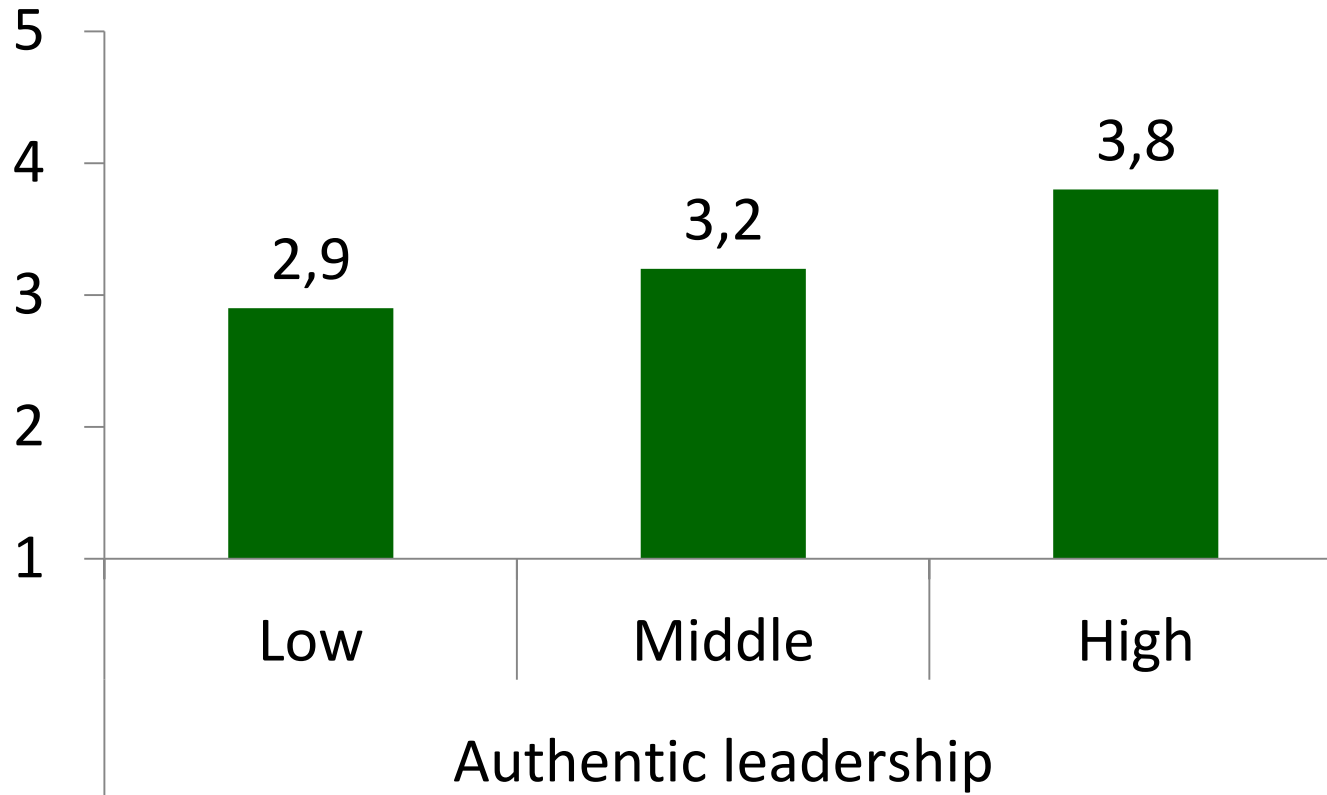


125 individuals (43 organizations)

2. Developing PsyCap

Study #1

PsyCap

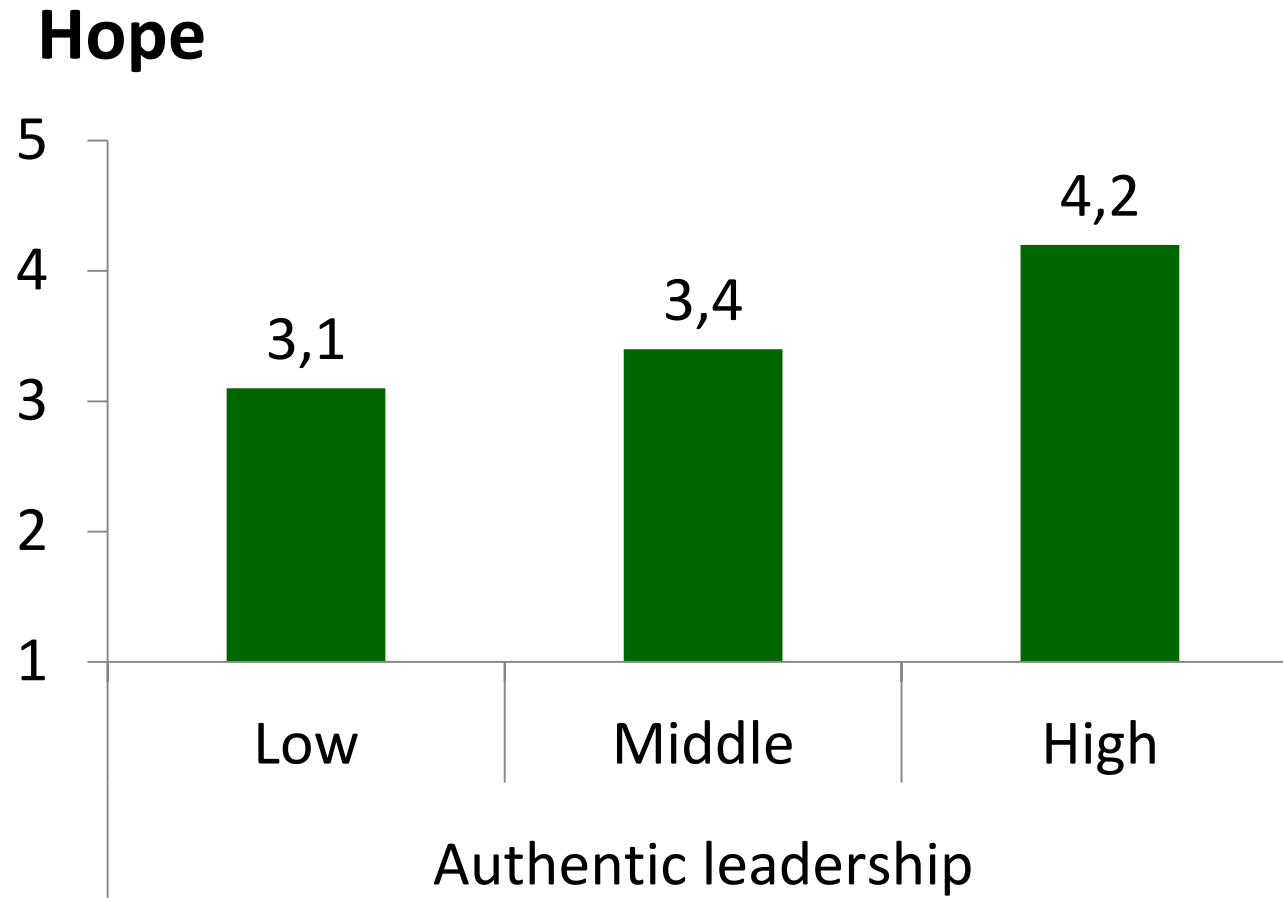


201 employees

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Rego, Sousa, Marques & Cunha (2012)

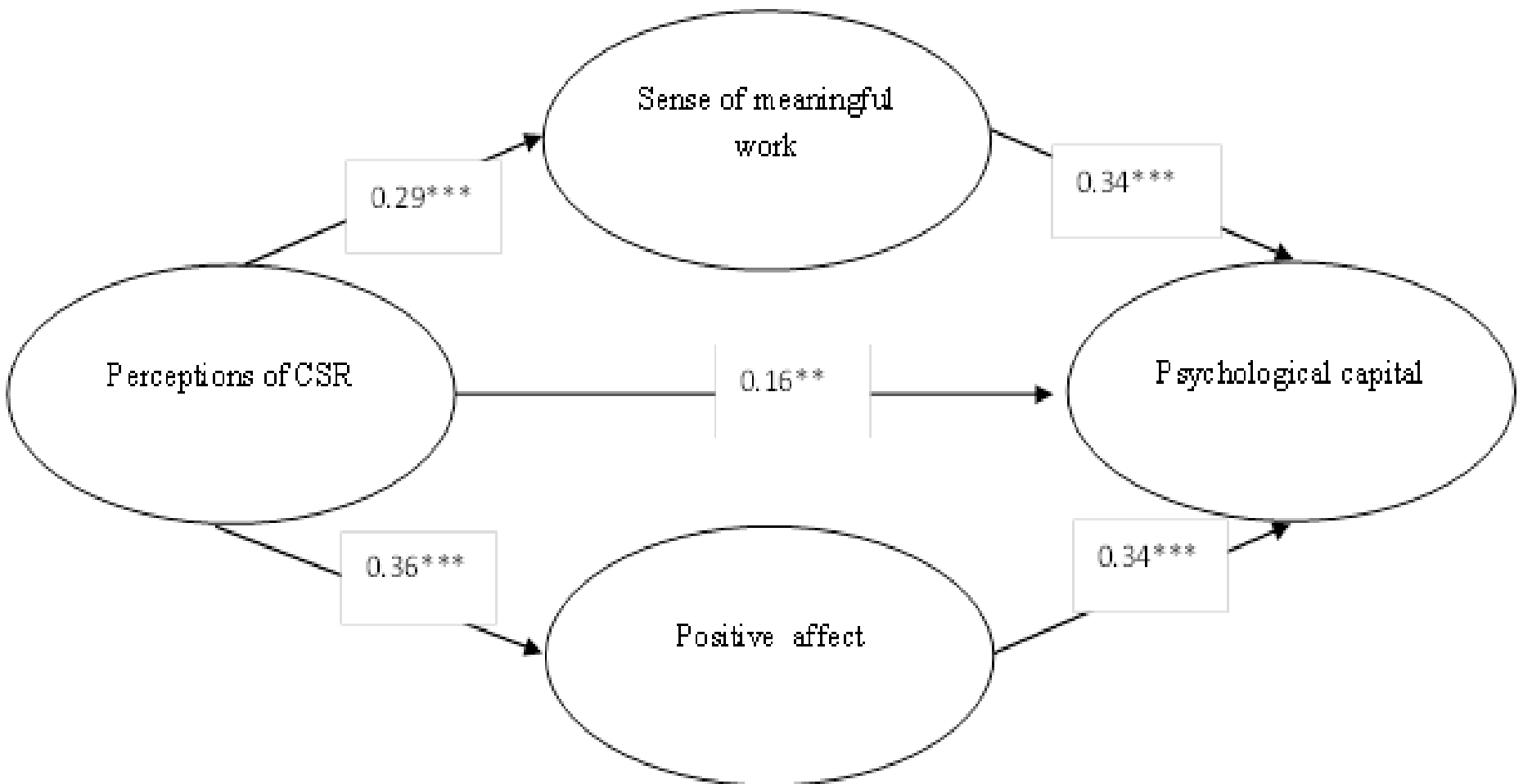
Study #2



219 employees; 37 retail organizations

Rego, Sousa, Marques & Cunha (2014)

Study #6



275 employees, 21 organizations

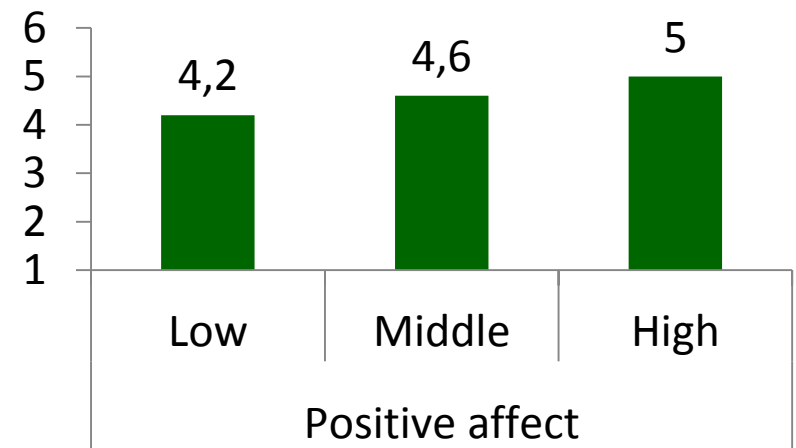
Rego, Leal & Cunha (unpublished)

Study #6

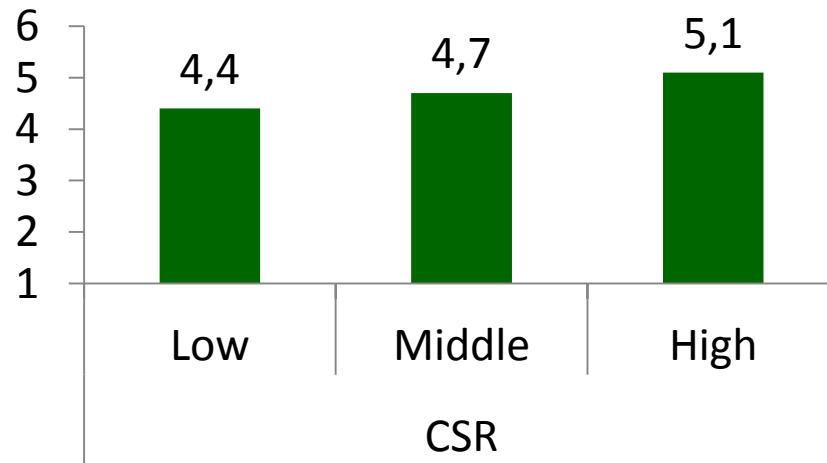
PsyCap



PsyCap



PsyCap



What to do?

1. Selecting/hiring employees (self-esteem; proactive personality)

2. Leadership

- **Adopting shared, participative leadership behaviors**
- **Empowering people**
- **Being honest/ethical**
- **Being trustful**
- **Respecting and supporting people**
- **Leading by example**
- **Developing the own PsyCap**
- **Adopting intellectual stimulation behaviors**
- **Promoting psychological safety**
- **Coaching**

What to do?

3. Job design

- Challenging tasks
- Meaningful tasks
- Opportunities for being successful
- ...

4. Organizational practices/policies

- Selecting ethical and authentic leaders; firing abusive/destructive leaders
- Work-family conciliation policies
- Socially responsible practices and policies (→ higher perceived external prestige)
- Promoting employees' (psychological and physical) health
- Distributive and procedural justice

3.

Concluding remarks

1.

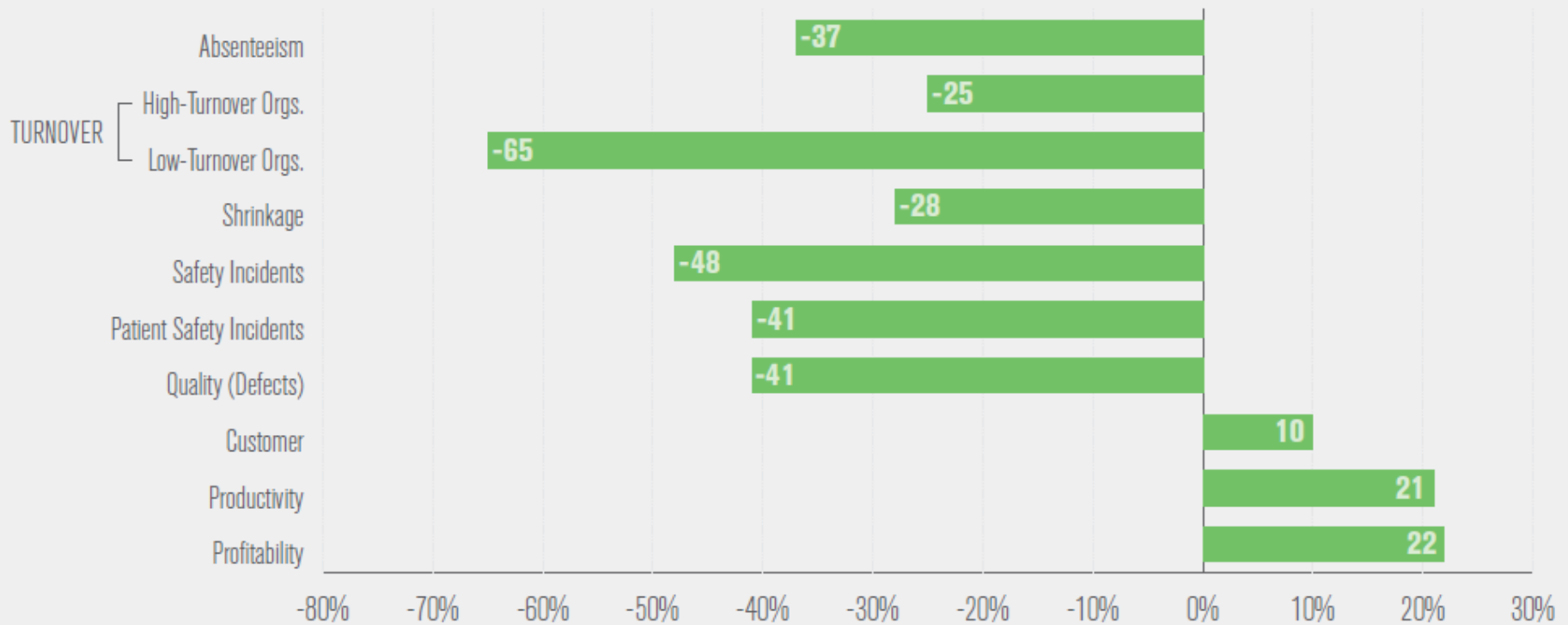
Individuals, teams and organizations are more effective and successful when provided, not only with “human capital”, but also with PsyCap (and social capital).

2.

Social and psychological capital may be achieved through creating workplaces characterized by **high engagement**.

ENGAGEMENT'S EFFECT ON KEY PERFORMANCE INDICATORS

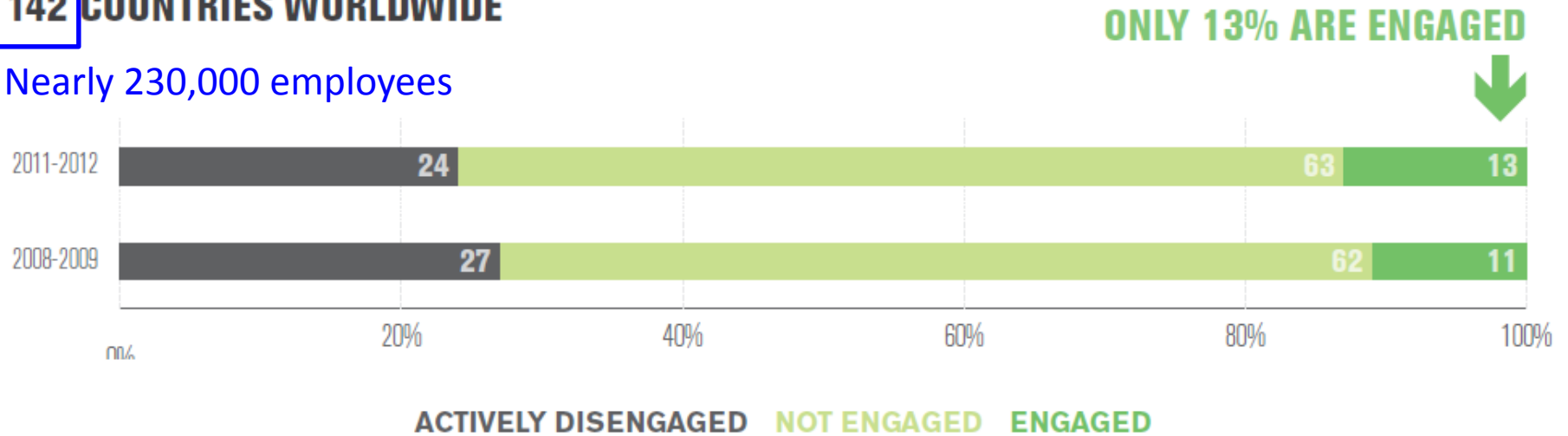
Median differences between top- and bottom-quartile teams



Source: Gallup (2013). *The state of the global workplace*.

OVERALL ENGAGEMENT AMONG THE EMPLOYED POPULATION IN 142 COUNTRIES WORLDWIDE

Nearly 230,000 employees



Source: Gallup (2013). The state of the global workplace.

3.

Therefore: There is a long road ahead!

A blue smiley face is positioned in the lower-left quadrant of the image. It has two white circular eyes and a white curved line for a smile. A thought bubble originates from the top-right of the smiley face, consisting of three small circles of increasing size leading to a large, cloud-like bubble. Inside this large bubble, the text "Thank you!" is written in a bold, blue, sans-serif font.

Thank you!