

Impact of Psychological Capital on Work Activities: The Mediating Role of Innovation, Subjective Well-being and Emotional Intelligence

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Abstract

In today's competitive world, Psychological capital and Work activities are considered as a key factor to success and survival for organizations. So far, the literature has recognized various items that affect Work activities in organizations. The study analyzes how Psychological capital predicts work activities both directly and through the mediating role of Innovation, Subjective Well-being and Emotional intelligence. Structural Equation Modeling (SEM) was used for data analysis. The population includes 410 managers and professional employees working in the all hospitals and medical centers of northern province of Iran, Mazandaran. This paper expands upon a developing field in positive organizational psychology by focusing on development within work activities. The Results of study showed a significant effect of psychological capital on work activities, innovation, and subjective well-being and emotional intelligence in hospitals and medical centers. The findings show that Psychological capital has the greatest impact on innovation. however, this study proposes insights for managers how to enhance their employees' capabilities and psychological capital through constant measurement as well as using improvement plans in order to provide higher work activities both directly and through the mediating role of Innovation, subjective well-being and emotional intelligence in hospitals and medical centers. The current research also provides more suggestion for future studies that could consider consequences of work activities in their career.

Keywords: Positive psychology, Innovation, Subjective Well-being, Emotional intelligence, Work activities.

Background and Objectives

Much has been written regarding the tumultuous work environment of the past several decades. Current economic conditions have given way to greater employment instability. Organizations are eliminating non-productive functions and are often reshuffling, retraining or laying off staff and as a result many careers have become fractured (J. Goertzen and L. Whitaker, 2015). Psychologists have studied emotions for over a century but, until recently, they had concentrated mainly on negative emotions, particularly depression, anger, and anxiety. In so doing, psychologists have inadvertently marginalized the study of positive emotions. There is a consensus among researchers about the role that nega-

tive emotions have played in our evolution as a species (Vázquez & Chaves, 2016). Fear, anger, and anxiety are like alarms that prepare us to respond in the face of danger. They are a central part of the well-known "fight or flight reaction." Interestingly, these negative emotions have very clear concomitant physical signs, such as changes in autonomic response (e.g., blood pressure, sweating, and body temperature) (Fredrickson, 2003). One of the most important contributions of Positive psychology is the emphasis and focus on the measurement of positive functioning. Although evaluating positive functioning is not new in psychology, it is possible that introducing positive measures allows not only to test the effectiveness of different treatments on various aspects of negative and positive functioning, but also allows one to identify whether some psychological therapies which favor selective improvements in specific areas (Joseph and Wood, 2010). Positive psychology has paid attention to different fields of research and applications. The most important ones can be summarized as follows:

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Table 1 Validity Coefficients of Independent, mediator and dependent variables

Various dimension	Psychological capital	Emotional intelligence	Innovation	Subjective Well-being	Work activities
Validity coefficient	0.88	0.76	0.87	0.87	0.92

1. Positive subjective experiences (e.g., happiness, calm, vitality, savoring, or flow). In this regard, it should be noted that 'subjective happiness' is just one of the many topics of interest to Positive psychology but it is only a fraction of emotional well-being.

2. Positive individual characteristics (e.g., character strengths, virtues, talents, or interests). This is, as we shall see, probably one of the most innovative areas opened in positive psychology.

3. Positive interpersonal relationships (e.g., love, trust, or friendship).

4. Positive institutions (families, schools, or organizations). An interesting feature of the PP movement is that it incorporates not only an appreciation for individual aspects of optimal functioning but also seeks to explore what conditions (at work, in education, or in any organization) promote the well-being of people. This broader concern has attracted the interest of no psychologists (e.g. economists, educators, etc.) (Peterson, 2006). Psychological capital (PsyCap) is not psychological "states" (e.g. emotions) that neither change in momentary situations, nor are they "traits" (e.g. personality traits, intelligence) that are fixed and unchangeable, rather, they are state-like capacities and therefore are relatively malleable. Initial research supports the malleability of the PsyCap and its component parts (self-efficacy, hope, optimism and resiliency) can be enhanced through human resource interventions (Demerouti *et al.*, 2011; Peterson *et al.*, 2011).

The aim of this paper is to investigate the effect of psychological capital and work activities in hospitals and medical centers located in the northern province of Iran with respect to the mediating variables meaning innovation, subjective well-being and emotional intelligence. This study has a dual value: first, it contributes to the research knowledge of organizational behavior in the Industrial/Organizational Psychology (I/O) field; and second, it identifies the relationship between Psychological capital and Work activities both directly and through the mediating role of Innovation, Subjective Well-being and emotional intelligence. Identifying the relationship between these variables values contributes to the field knowledge in order to solve the research problem of this study and fills this gap. The paper describes implications for managers who are

attempting to develop psychological capital and work activities in their staff. The importance of psychological capital can be addressed from two perspectives. In individual aspect, since psychological capital affects all aspects of life, all people should have a general awareness of its basic facts. On the other hand, focusing on this capital in medical centers enables the personnel to learn the ways of adapting with life hardships.

Positive psychology and psychological capital

Positive psychology (PP), as "a science of positive subjective experience, positive individual traits and positive institutions, promises to improve quality of life and prevents the pathologies that arises when life is barren and meaningless" (Ziyae, Mobaraki & Saeediyoun, 2015). Positive Psychology Interventions have been suggested as self-help tools to increase subjective happiness and decrease depressive symptoms are becoming increasingly popular (Woodworth *et al.*, 2015). Positive psychology is not psychological "states" (e.g. emotions) that neither change in momentary situations, nor are they "traits" (e.g. personality traits, intelligence) that are fixed and unchangeable, rather, they are state-like capacities and therefore are relatively malleable (J.Goertzen & L.Whitaker, 2015). As a result of the researches in the area of positive psychology and positive organization school, the reflection of positive psychology in the area of organization, and especially in positive organizational behavior researches; the term psychological capital came into being (Luthans *et al.*, 2006). "Psychological capital" is a term having come into being as a combination of skills such as self-efficacy, hope, optimism, endurance that are open to improve and it means more than the combination of the skills mentioned here in above (Aliyev and Tunc, 2015). Positive psychology is not a branch of psychology, or a new paradigm or a new discipline. It is even less a new science. It is simply psychology that focuses its interest on the analysis of what is good in life from birth to death (Seligman and Csikszentmihalyi, 2000). To cover that aim, Positive psychology uses, or should use, the same methodological tools and conceptual frameworks as standard psychological research (Sheldon *et al.*, 2011). The

Table 2 Scale items, reliabilities and confirmatory factor analysis results

Dimensions	Scale Items	Standardized loadings	t-values	
Psychological capital	I feel confident analyzing a long-term problem to find a solution.	0.72	7.32	
	I feel confident in representing my work area in meetings with management.	0.80	8.02	
	I feel confident presenting information to a group of colleagues.	0.67	7.08	
	At the present time, I am energetically pursuing my work goals.	0.71	7.01	
	I can think of many ways to reach my current work goals.	0.86	8.70	
	At this time, I am meeting the work goals that I have set for myself.	0.76	7.84	
	When things are uncertain for me at work, I usually expect the best.	0.72	8.16	
	If something can go wrong for me work-wise, it will.	0.73	8.30	
	I'm optimistic about what will happen to me in the future as it pertains to work.	0.86	9.78	
	In this job, things never work out the way I want them to.	0.71	8.05	
	I approach this job as if "every cloud has a silver lining."	0.83	9.04	
	When I have a setback at work, I have trouble recovering from it, moving in.	0.78	10.70	
	I usually manage difficulties one way or another at work.	0.71	9.12	
	I can be "on my own," so to speak, at work if I have to.	0.75	10.14	
	I usually take stressful things at work in stride.	0.80	11.32	
	I can get through difficult times at work because I've experienced difficulty before.	0.70	8.77	
	Emotional intelligence	I have a good sense of why I have certain feelings most of the time.	0.53	5.23
		I have good understanding of my own emotions.	0.78	6.91
I really understand how I feel.		0.86	8.93	
I always know my friends' emotions from their behaviors.		0.61	6.75	
I am a good observer of others' emotions.		0.70	7.28	
I am sensitive to the feelings and emotions of others.		0.59	6.21	
I always set goals for myself and then try my best to achieve them		0.61	6.45	
I always tell myself I am competent person		0.63	7.28	
I am a self-motivating person.		0.86	8.21	
I am able to control my temper so that I can handle difficulties rationally.		0.66	7.44	
I am quite capable of controlling my own emotions.		0.88	11.10	
I can always calm down quickly when I am very angry.		0.73	8.40	
I have good control of my own emotions.		0.62	6.89	
Innovation	Staff here receives support and encouragement when presenting new ideas.	0.77	13.63	
	Staffs here are usually accepting of new ideas.	0.89	19.34	
	Staffs here have enough time to think about their ideas.	0.83	14.87	
	The pace of work here allows for the testing of new ideas.	0.70	11.68	
	Subjective Well-being	I am well satisfied about everything in my life.	0.77	13.63
Life is good.		0.84	9.80	
I find beauty in some things.		0.78	8.32	
I always have a cheerful effect on others.		0.88	9.93	
I feel I have a great deal of energy.		0.77	8.10	
I have very warm feelings toward almost everyone.		0.68	7.30	
Work activities	Evaluating an employee's job performance.	0.80	13.63	
	Giving positive performance feedback.	0.96	19.34	
	Allowing employees to determine how to do their own work.	0.85	14.87	
	Resolving conflicts among employees.	0.75	11.68	
	Developing employee's skills and abilities.	0.71	10.57	

notions of Positive Psychology, faithfully reflects the dominant ethos of American culture, namely, the need to "think positive", to be happy, healthy, and wise which is succinctly called by Held (2001) as "tyranny of the positive attitude in America". Building on the work of Seligman & Csikszentmihalyi (2000) on positive psy-

chology, Luthans proposes POB as focusing on positive feelings, in general, and on the sub-concepts of confidence/self-efficacy, hope, optimism, subjective well-being/happiness, and emotional intelligence, in particular (J. Yammarino *et al.*, 2008). Positive psychology interventions have been defined as interventions

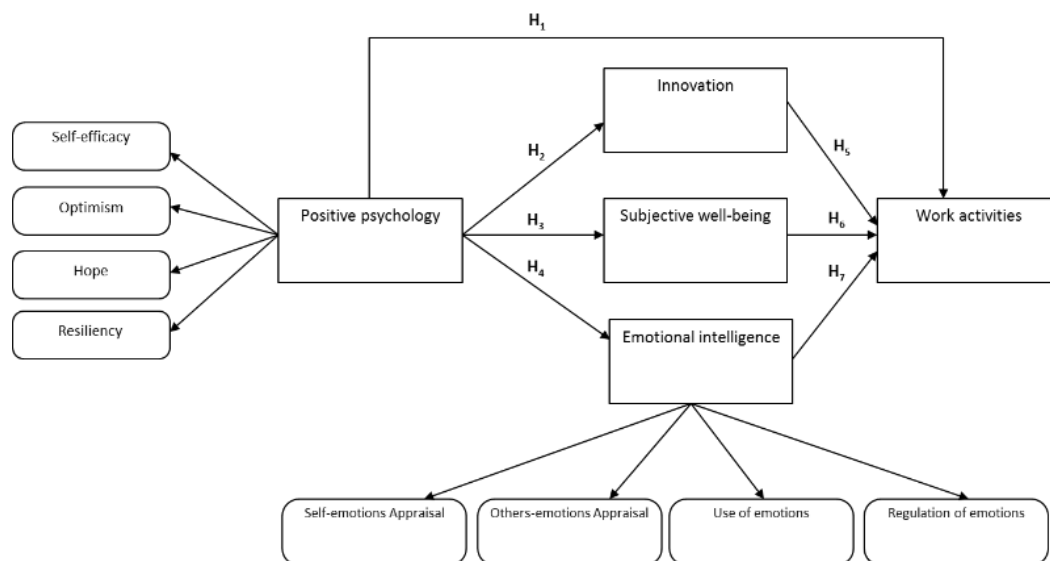


Figure 1 Research conceptual framework.

that: (1) focus on positive topics, (2) operate by a positive mechanism or target a positive outcome variable, and (3) are designed to promote wellness rather than to fix weakness (Vázquez & Chaves, 2016).

Psychological capital (PsyCap) is defined by Luthans et al., (2007, p.3) as: « An individual’s positive psychological state of development 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, re-directing paths goals (hope) in order to succeed; and
- (4) When beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success».

PsyCap has emerged as a salient organizational behavior construct and has been related to positive attitudes such as satisfaction (Avey et al., 2011), subjective performance (Choi and Lee, 2014), feelings of empowerment (Avey et al., 2008), self-perceptions of competence and growth (Combs et al., 2012), psychological well-being (Avey et al., 2011), as well as

positive behaviors such as objective performance (Avey et al., 2009) and citizenship behaviors (Avey et al., 2011). PsyCap was negatively related to work attitudes such as cynicism, stress and anxiety (Avey et al., 2011) and intentions to quit (Choi and Lee, 2014). Additionally, PsyCap was inversely related to negative workplace behaviors such as counterproductive work behaviors (Avey et al., 2010) and deviance behaviors (Avey, et al., 2011). The application of positive psychology to the workplace seems especially fitting in light of today’s turbulent environment, where organizations and their employees must continually adapt in order to survive (McGee, 2011). The implications of positive psychology for workplace, however, remained a neglected issue in the “mainstream positive psychology”; the Handbook of Positive Psychology by Lopez and Snyder (2003) has just one chapter out of fifty five on the work domain. However, parallel developments notably by Luthans (2002a, 2002b) in the name of Positive Organizational behavior (POB) and Cameron et al., (2003) in the name of Positive Organizational Scholarship (POS) have tried to fill this gap. Positive psychology is a movement or a cur-

Table 3 Reliability and average variance extracted for principal construct

Research variables	CR	AVE
Psychological capital	0.87	0.64
Emotional intelligence	0.72	0.58
Innovation	0.87	0.64
Subjective Well-being	0.90	0.60
Work activities	0.92	0.67

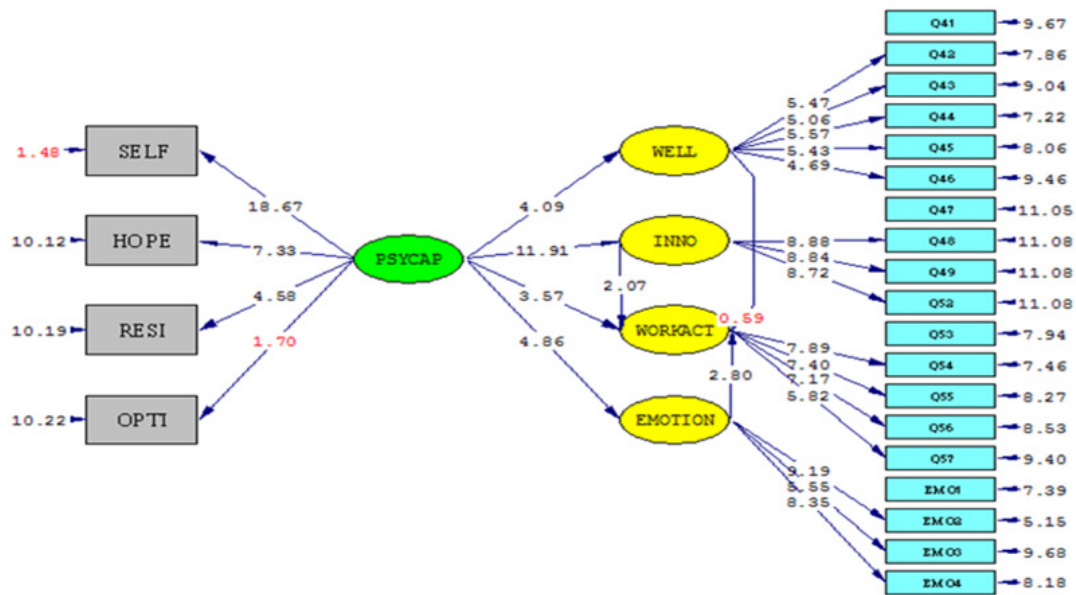


Figure 2 Structural model (T-value) of the research; Chi-Square= 769.97, df= 283, P-value= 0.16029, RMSEA= 0.047.

rent of thought within psychology, the aim of which is to study what is good in life and why it is worth living. Psychology has always studied potentially positive aspects (i.e., intelligence, talent, love, altruism, etc.) but, in many instances, these issues have been targeted only indirectly as a way to analyze the other side of the coin (i.e., mental retardation, disability, submission, emotional vulnerability, etc.) rather than as a true interest on the healthy or adaptive features of those positive aspects (Vázquez & Chaves, 2016).

Emotional intelligence

Intelligence is a harmonious problem solving behavior toward facilitating realization of applied goals and harmonious growth. Compatible behavior attenuates the goals that may lead to internal controversy. This concept of intelligence is based on the statements that necessitate the process of stepping toward the goals, adopting strategies to overcome obstacles, and solv-

ing the problem (Hakkak et al., 2015). Emotions play a significant role in humans’ everyday activities including decision-making, behaviors, attention, and perception (Hoey et al., 2016). This important role is fuelling the interest in computationally modeling humans’ emotions in fields like affective computing (Scherer et al., 2010), social computing (Wang et al., 2007), social signal processing (Vinciarelli et al., 2012), and computational social science (Cioffi-Revilla, 2014). In behavioral science, emotion is an essential construct for comprehending consumer preference in the consumption of products or services. The Affect Infusion Model (AIM) provides a suitable theoretical aspect to understand how a person’s information process and judgment ability can be predisposed by his affective state (Dai et al., 2015). Positive and negative emotions operate differently. “Fredrickson (2003) concludes that positive emotions and negative emotions are not dichotomous or opposite ends of the same continuum...; they are better conceptualized as two dimensions of experience [that are]...

Table 4 Model fitting indicators

Indicator	Value	Acceptable limit	Result
χ^2/df	2.72	Between 1 to 3	Acceptable
Non-Normed fit index (NNFI)	0.968	<0. 90	Acceptable
Goodness of fit index(GFI)	0.924	<0. 90	Acceptable
Adjusted goodness of fit index (AGFI)	0.907	Close to one	Acceptable
Incremental fit index (IFI)	0.97	<0. 90	Acceptable
Comparative fit index (CFI)	0.901	<0.90	Acceptable
Square root mean square error of assessment (RMSEA)	0.047	>0.08	Acceptable

Table 5 Correlation matrix of research variables

	Mean	SD	Psychological capital	Emotional intelligence	Innovation	Subjective Well-being	Work activities
Psychological capital	4.01	0.81	1.00				
Emotional intelligence	3.26	0.71	0.59	1.00			
Innovation	3.85	0.77	0.83	0.77	1.00		
Subjective Well-being	3.48	0.73	0.75	0.67	0.72	1.00	
Work activities	3.61	0.75	0.60	0.54	0.85	0.74	1.00

qualitatively different...” (MacIntyre & Mercer, 2014; L. Oxford *et al.*, 2015). Defined as “the experience of feeling or emotion” (Huitt, 2003), consumers’ affect status plays an important role in their evaluation and responses to complicated situations. Pleasant experience and satisfying outcomes such as fantasies, feelings, and fun are emotion-related factors determining consumption experiences (Stock, 2011). By introducing the concept of “emotional intelligence” psychologists have tried to make it clear that emotion and intelligent are not two ends of one spectrum (Hakkak *et al.*, 2015). Emotional intelligence consists of adaptive emotional functioning, perceiving, understanding, and managing emotions effectively in the self and others are core competencies comprising emotional intelligence (Mayer *et al.*, 2008; García-Sancho *et al.*, 2016). Emotional intelligence can be conceptualized as typical, or trait, functioning (Petrides & Furnham, 2003) and as an underlying ability (Mayer *et al.*, 2008). Emotional intelligence, according to Hakkak *et al.*, 2015, skill-based model, is the ability to have correct perception of emotions, employ the emotions to facilitate wisdom, understand emotions, and manage emotions in oneself and others. Trait emotional intelligence is a relatively stable characteristic (Keefer, *et al.*, 2013; Hui-Hua & S. Schutte, 2015). Trait emotional intelligence reflects how individuals describe their own emotional capacities and is a composite of personality variables such as trait empathy, self-esteem, and adaptability (Balakrishnan & H. Saklofske, 2015). In the existing empirical studies, the domain of emotion is divided into positive and negative emotions which are independent to each other. The positive effects include contentment, happiness, love, and pride whereas the negative effects consist of anger, fear, sadness, and shame (Dai *et al.*, 2015). People with lower emotional intelligence tend to be characterized by conflict and aggressive behavior (García-Sancho, *et al.*, 2014; 2016). Bar on recommended five fields of merits that can represent emotional intelligence capacities:

➤ **Intra-personal skills:** including emotional self-awareness, self-expression, self-management, self-development, and independence.

➤ **Inter-personal skills:** that includes relationships among

people, responsibility, social commitment, and unity.

➤ **Adaptability:** ability to solve problem, to be realistic, and to test reality and flexibility.

➤ **Stress management:** ability to stand stress and impulses.

➤ **General mood:** including optimism and happiness (Hakkak *et al.*, 2015).

Khaef *et al.*, 2003, defined emotional intelligence as the intelligence to employ emotion and feeling toward guiding behavior, thoughts, and relationship with others, colleagues, supervisors, and clients and also to spend time to improve the outcomes. According to the cascading model of emotional intelligence (Joseph & Newman, 2010; P. Martin-Raugh *et al.*, 2016), emotion understanding is causally related to emotion management, and is considered a more distal predictor of job performance than emotion management, which is thought to be more proximally related to performance.

Innovation

Innovation is considered a source of competitive advantage and economic growth, and worthy of study under the conditions of increased global competition, technological change, fast-changing market situations and continuous customer/client demand for quality services (Damanpour and Wischnevsky, 2006; Tajeddini and Trueman, 2014). Innovation is not only part of business activity but also crucial in the capability to discover, evaluate, and exploit market opportunities available to entrepreneurs (Huang and Mas-Tur, 2015). According to innovation diffusion theory innovative people react differently in their adoption behavior towards a creative idea or new practice (Seiders *et al.*, 2007). Due to the dynamic nature of most markets, it is nearly impossible to find an industry that is not engaged in continuous or periodic innovation (Beinert, 2006). Innovative individuals are more likely to act jointly to meet the expectations of the service provider instead of worrying about its vulnerabilities (Dai *et al.*, 2015). The ability to innovate in technology helps to create new products, improve existing

products, develop knowledge, and achieve business objectives more efficiently. In the long term, innovation reduces costs, risks, and time (Mas-Tur and Soriano, 2014). Fierce competition in the global market has made innovation and differentiation a necessity for every company (Tajeddini and Trueman, 2008a). Tacit knowledge from the constant and continual interaction of family and firm (Koenig et al., 2013) makes firms “better able to extend capabilities and produce more novel innovations” (Carnes and Ireland, 2013). In turn, relying on strategic behavioral controls is positively related to the use of long-term strategic criteria in the course of deciding how to allocate a family firm’s resources, with the use of long-term criteria leading to flexible decisions supporting innovation (Hatak et al., 2015; Carnes and Ireland, 2013). Innovation has a strong link to entrepreneurship since firms need to have an innovative culture to engage in innovative behavior (Hult et al., 2004; Menor and Roth, 2007). The firm’s innovative culture – in other words, its innovativeness – reflects whether the organization is in favor of developing and/or adopting innovations or alternatively resists this process (Santos-Vijande et al., 2013). The ‘greening of the organization’ and ‘green innovation’ can be thought of as two separate strategies geared toward the same goal (B. Gabler et al, 2015, Cronin et al., 2011). Despite the importance of innovation, Smith (2006) points out, “there are not many texts on innovation.” Marketing studies at the organizational level of analysis are similar to innovation studies conducted by organizational sociologists (Tajeddini and Trueman, 2014).

Subjective Well-being or Happiness

Well-being relates to both mental and physical health. Mental health “refers to the extent to which a person’s emotions, thoughts and behaviors enable them to function effectively as a member of society” (Singh & Garg, 2014). Hedonic dimension of psychological well-being has been called ‘subjective well-being’ and includes both affective and cognitive ingredients (Vázquez & Chaves, 2016). Growing evidence from the new science of well-being suggests that people derive enjoyment and fulfillment from a number of different factors (Field, 2009). Mental health underlies a person’s ability to interact with others and their environment. It represents an individual’s sense of wellbeing and competence, and their ability to realize their full potential” (Singh & Garg, 2014). Measures of subjective wellbeing are important because they provide relevant information that other, more traditional, measures cannot.

In particular, measures of subjective well-being can:

- Complement existing well-being measures at an aggregate national level;
- Enable us to understand better the drivers of subjective well-being at the level of the individual, and quantify the importance of different outcomes; and
- Assist in understanding human behavior and decision making, particularly where non-market outcomes are involved, for input for other analyses, particularly cost-benefit analysis (O’Donnell et al., 2014).

A significant conceptual contribution of Positive psychology is related to its efforts to define more precisely the core features of what can be called psychological well-being. There is growing consensus that well-being is a complex construct that concerns optimal experience and functioning. Although there are several models and approaches, most current theories of psychological well-being incorporate ingredients derived from two old philosophical orientations: the hedonic and the eudemonic component (Vázquez & Chaves, 2016). Of subjective well-being include positive affect (experiencing pleasant emotions and moods), low negative affect (experiencing unpleasant, distressing emotions and moods), and ‘hedonic balance,’ defined as the overall equilibrium between positive and negative affect. High levels of hedonic well-being do not imply the absence of negative emotions, but it means that negative emotions are still the real though they are less frequent and prominent than positive ones (Fredrickson, 2013).

Work activities

Huckvale and Ould (1995) define a role as “a set of activities that are generally carried out by an individual or group with some organizationally relevant responsibility.” This set of activities is related to a corresponding set of desired qualities such as experience, qualifications and personality traits possessed by the individual needed to fill the role. Individuals who are well placed within work organizations typically have privileged access to social capital resources that in turn facilitate the exchange of information and resources as well as personal advancement (A. Benton, 2013). These resources may also facilitate work activities within organizations as they enhance performance, productivity, and commitment. For example, in a meta-analysis of studies on work teams, Balkundi and Harrison (2006) show that densely configured ties promote goal attainment and task performance and these benefits hold whether the interpersonal ties are instrumental or affective. Instrumental ties are conduits for advice, infor-

mation, and resources, and are typically more formal work relationships. Alternatively, affective ties reflect friendship and social support (A. Benton, 2013). Activity Theory, however, is not a monolithic “theory”, but more a frame to be filled out and a set of insights to be utilized - a set of basic principles evolved from a dialectic materialistic approach to an understanding of human life. This allows us to specify a number of factors which must be specified in defining a vacant position or a new work role:

- The role’s place within the organizational hierarchy (authority / responsibilities - Division of labor),
- the resources (Tool) required to achieve the desired outcomes,
- external requirements and internal policies (Rules) which impact on the role,
- General organizational work environment (Community) (Larkin and Gould, 2001).

All the principles that have been delimited in Activity Theory are no more than premises that determine the general direction of development of contemporary psychology (Asmolov, 1987).

Employees, particularly at higher levels of management are often very goal oriented in their work on a specific task and rely on sets of intuitive procedures which are known to have worked previously (Larkin and Gould, 2001).

Conceptual framework and research hypotheses

As was described in this research has been prepared and implemented in order to investigate the impact of Psychological capital on Work activities according to the mediator variables, Innovation, Subjective Well-being and Emotional intelligence. According to Luthans *et al.* (2007), Psychological capital includes four dimensions of self-efficacy, hope, optimism, and resiliency. Also, emotional intelligence include four dimensions (Self-Emotions Appraisal (SEA), Others-Emotions Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE)), suggestions from Crowne’ (2007). Therefore, based on these five dimensions (Psychological capital, Work activities, Innovation, Subjective Well-being and Emotional intelligence) the present research hypotheses and Conceptual framework (see Figure 1), are discussed below:

Hypotheses:

- H₁. Psychological capital has a significant relationship with Work activities in medical centers.
- H₂. Psychological capital has a significant relationship with innovation in medical centers.

H₃. Psychological capital has a significant relationship with Subjective Well-being in medical centers.

H₄. Psychological capital has a significant relationship with Emotional intelligence in medical centers.

H₅. Innovation has a significant relationship with Work activities in medical centers.

H₆. Subjective Well-being has a significant relationship with Work activities in medical centers.

H₇. Emotional intelligence has a significant relationship with Work activities in medical centers.

Methods

Setting and sample

Since this study seeks to investigate the causal relationships between Psychological capital and Work activities in hospitals and medical centers in the northern province of Iran, Mazandaran according to the mediating variables, Innovation, Subjective Well-being and Emotional intelligence. The purpose of this study is considered as survey one in terms of objective and structural equation modeling (SEM-Lisrel) is used for data analysis. The Sample includes 410 managers and professional employees working in hospitals and medical centers of Iranian province of Mazandaran through random cluster sampling.

Measurement

The instrument includes questions about the five proposed dimensions from Psychological capital, Innovation, Subjective Well-being, Emotional intelligence, Work activities. Responses to the items; Psychological capital, Innovation, Subjective Well-being, Emotional intelligence, Work activities were elicited on five-point scales ranging from “5 strongly agree” to “1 strongly disagree”. To operationalize the dimensions of Psychological capital include four dimensions (Self-efficacy, Optimism, Hope and Resiliency), suggestions from Luthans *et al.* (2007), study with twenty four items were employed. For the measurement of Well-being, six items were developed by (B.Kashdan, 2004; Hills &Argyle, 2002). Emotional intelligence include four dimensions (Self-Emotions Appraisal (SEA), Others-Emotions Appraisal (OEA), Use of Emotion (UOE) and Regulation of Emotion (ROE)), suggestions from Crowne’ (2007) study with sixteen items were employed. For the measurement of the innovation component six items developed by (Dorabjee, 1998) were employed. Finally to measure the Work activities component ten items developed by (Waryszak and King, 2001) were employed. The final scale consists of 62 questions to capture the five dimensions.

The survey instrument was originally developed in English and back-translated to be employed in Iranian culture. Its wording and the face validity of the questions were examined by three management experts. To evaluate the validity and internal consistency of the measurement scales: Cronbach's alpha was applied for inter-term consistency of independent and dependent variables and confirmatory factor analysis was performed to test the one-dimensional qualities of the scales and construct validity of each of them. The reliability coefficients computations resulted in Table 1, 2. In these findings each coefficient is shown to exceed the cut-off value of 0.70 as recommended by Nunnally (1978). Table 3 presents the measurement model results, including information about reliability and average variance extracted for principal construct. Values greater than 0.50 for the average amount of variance (AVE) and more than 0.70 for the composite reliability are used (Azar *et al.*, 2012; Bontis *et al.*, 2002; Fornell & Larcker, 1981). All constructs in the revised instrument showed high reliabilities (composite reliability > 0.70) and the average variance extracted was more than 0.50 in all cases.

Results and Discussion

Psychometric properties of the measures

The Structural Equation Modeling (SEM) approach by LISREL 8/80 software were used. LISREL was selected to assess the relationships between the endogenous and exogenous variables and to determine the predictive power of the research model. Structural equation modeling is a very general, chiefly linear, chiefly cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM (Hair *et al.*, 1999). Items having standardized loadings below 0.50 and/or items having no significant inter item correlations were deleted. According to the initial results of the confirmatory factor analysis items from Psychological capital; q₂: "I feel confident contributing to discussions about the company's strategy", q₄: "I feel confident helping to set targets/goals in my work area", q₅: "I feel confident contacting people outside the company (e.g., customers) to discuss problems"; q₇: "If I should find myself in a jam at work, I could think of many ways to get out of it", q₉: "There are lots of ways around any problem", q₁₀: "Right now I see myself as being pretty successful at work"; q₁₈: "I feel I can handle many things at a time at this job"; items from Optimism; q₂₂: "I always look on the bright side of things regarding my job"; items from

Emotional intelligence; q₂₈: "I always know whether or not I am happy", q₃₂: "I have good understanding of the emotions of people around me", q₃₃: "I would always encourage myself to try my best"; items from Innovation; q₅₀: "staff usually feel welcome when presenting new ideas here", q₅₁: "Time is available to explore new ideas here"; and items from Work activities; q₅₈: "Informing employees when performance doesn't meet established goals or standards", q₅₉: "Supporting your grope before superiors and others, backing and employees", q₆₀: "Allocating formal organizational rewards among employees", q₆₁: "Following up on employees to ensure that they complete", q₆₂: "Coaching employees on their career development", were eliminated. The final results (see table 4) of the confirmatory factor analysis demonstrated a reasonable fit of the five-factor model to the data on the basis of a number of fit statistics (Chi-Square (χ^2)= 769.97, df= 283, χ^2/df = 2.72, P-value=0.16029, RMSEA=0.047, NNFI= 0.968, CFI= 0.901, GFI= 0.924, IFI=0.97, AGFI= 0.907). Chi-square ratio to the degree of freedom should be less than 3, the amount of which is calculated is 2.72.

As indicated in Table 2, the magnitudes of the standardized loadings ranged from 0.53 to 0.96, and all t-values were significant (greater than 2.00). In addition, Table 1 demonstrates that all reliability coefficients were deemed acceptable, since they exceeded the bench mark of 0.70 as recommended by Nunnally (1978). The results show that seven dimensions are loaded significantly in medical centers. Therefore, assessment tool has the proper validity and reliability and the model can be stored based on the proposed amendments with the LISREL.

Correlation analysis results

Composite scores for each study variable were calculated by averaging scores across items representing that construct. Table 5 demonstrates the correlation coefficients among study variables. The correlation coefficients ranged from 0.54 to 0.85. None of the correlation coefficients were equal to and/or above 0.90, providing empirical support for discriminant validity. Means and standard deviations of study variables are also presented in the following table.

Test of hypotheses

The significance coefficient in LISREL output is equal or more than 1.96, which shows that the hypotheses are significant. Research hypotheses would be supported if the score becomes above 1.96. The path analysis shown

in (Fig 2; Table 6) indicates that all of Hypotheses, six Hypotheses ($H_1, H_2, H_3, H_4, H_5, H_7$) of present research confirmed and one Hypothesis (H_6) rejected.

Suggestions for future research

Thus this study provides opportunities for future research. First, researchers should replicate this study with different samples, in different industries and considering other potential antecedents of the Psychological capital. Conceptually, positivity and its underlying assumptions have been criticized as cultural base and thus not necessarily as relevant to non-western societies. However, recent empirical findings show that these cultural differences may be smaller than anticipated. The current study also provides more valuable insights for the future studies which should examine the performance outcomes of work activities in company and the variables that can interfere the relationship between the Psychological capital and work activities and the use of other variables as mediator. It is also recommended that future research may need to make efforts on the comparative studies to identify and test systematically variables that could effect on Work activities in different industries. Based on the above point of view, we advise managers who work in organizations lacking Psychological capital and Work activities to keep the following points in mind:

- Training or encouraging employees to participate in decision making may help them cultivate a positive feeling of Psychological capital and Work activities.
- Enhancing or encouraging employees to take part in new ideas and to run the company with employers, this will be in favor of enhancing their sense of responsibility toward the company and activating their positive attitude toward work.
- The organizations should give a fair evaluation and a fair treatment to their employees, so that employees will feel their work achievements are valuable and recognized.
- For organizations interested in responding to changing and uncertain environments, overcoming innovative competitors, and improving performance, promoting creativity is a need, rather than an option. Organizations need to facilitate the creativity of their employees and promote their work activities. The study may help organizations/managers to identify ways in which these needs can be addressed. First: selecting managers with authentic features, and implementing training and development actions seeking to increase psychological capital may have a positive impact on employees' positive affective states, Work activities Innovation, and Subjective Well-being and

Emotional intelligence. The creation of positive organizational cultures, rich in transparency and supportiveness, may promote the leaders' psychological capital, decrease organizational ambiguity, and facilitate attribution retraining for making leaders more aware of their biases. Second: developing employees' Innovation and Subjective Well-being and Emotional intelligence through processes other than psychological capital may also pay off in terms of Work activities. suggests that Innovation and Subjective Well-being and Emotional intelligence may develop through techniques such as: (a) implementing appropriate goal setting; (b) breaking down complex, difficult, or long-term goals into manageable sub-goals; (c) adopting delegation and empowerment initiatives; (d) showing confidence in employees; (e) preparing employees to deal with contingencies and making them ready for multiple possibilities; and (f) helping employees to re-goal, readjusting goals when blockages are encountered. Psychological capital may also develop through neuroscience. With these hope raising tools, managers and organizations may also stimulate other positive consequences of this psychological strength, including workplace performance, job satisfaction, work happiness, and organizational commitment.

Implications for research

This study can have several implications for research and practice. Beyond addressing the limitations of the present study, there are several implications for future research that examines the potential impact of Psychological capital and Work activities with respect to the mediating variables Innovation, Subjective Well-being and Emotional intelligence. There is a growing body of research investigating antecedents of Psychological capital. For instance, research indicated that workplace support facilitates Psychological capital development among employees, however comparatively little is known about the actual process by which perceptions of workplace support translate into increased Psychological capital. The combination of all Psychological capital dimensions suggests this fact to the policy-makers to pay attention to all elements as a whole and not one by one. Therefore, a systematic approach is preferred to enhance the employees' Psychological capital in industry. Additionally, there are potential implications for practice among organizations. Today's job environment is characterized by constant change. Change is often a source of anxiety. Developing an individual's Psychological capital capacities can provide them with meaningful confidence and other psychological tools to effectively navigate organizational change. Many organizations adopt training and

development programs often focus on enhancing employees' knowledge and skills necessary for current or future job needs. Given the rapidly growing body of research on Psychological capital and its relationship with positive organizational outcomes, organization ought to seriously consider incorporating strategies aimed at enhancing employing Positive Organizational Behavior capacities. Furthermore, with respect to intra-correlations between the dimensions of Psychological capital, managers can increase each of the dimensions through creating and reinforcing a productive environment in order to enhance the Psychological capital and then Work activities in their organizations. Finally, we believe that Psychological capital has a bright future in entrepreneurship research. Positive organizational behavior could be investigated in the creation process and opportunities identification or as a factor promoting the leadership of the entrepreneur and business performance.

In spite of these limitations, the study here helps to understand three mechanisms (i.e., Innovation, Subjective Well-being and Emotional intelligence) through which Psychological capital may promote a crucial source of employees' performance and organizational competitiveness: Work activities. Selecting and developing Psychological capital are a way to foster not only more virtuous organizations but also happier, psychologically stronger, and more creative and productive workers. The study suggests that managers have at their disposal a wide array of tools to encourage employees' creative behavior.

Conclusions

The present study extends the concept of Psychological capital and Work activities in hospitals and medical centers. The study analyzes how Psychological capital predicts Work activities both directly and through the mediating role of Innovation, Subjective Well-being and Emotional intelligence. Our scale comprises 62 variables representing the five dimensions of Psychological capital, Innovation, Subjective Well-being, Emotional intelligence, and Work activities. The Results of study showed a significant effect of psychological capital on Work activities, innovation, and Subjective Well-being and Emotional intelligence in hospitals and medical centers of Mazandaran province. In addition, The Results of study showed a significant effect of Innovation and Emotional intelligence on Work activities, while this study did not show a significant relationship between Subjective Well-being and Work activities in hospitals and medical centers. The Results of the study showed that Psychological capital has the greatest impact on innovation. Due to the key role of Psy-

chological capital on Work activities with respect to the mediating variables Innovation, Subjective Well-being and Emotional intelligence, managers of hospitals and medical centers are proposed to support new ideas to obtain competitive advantage through applying and promoting Innovation culture. The state-like nature of Psychological capital makes it accessible for human resource development efforts in medical places. Its underlying agentic component makes it particularly relevant for promoting initiative, independent thinking and positive change in a transient political, economic and social environment. Thus managers of hospitals and medical centers are suggested to enhance their employees' capabilities and Psychological capital constant measurement as well as using improvement plans in order to provide higher productivity. This paper expands upon a developing field in positive organizational psychology by focusing on development within Work activities and also seeks to increase innovation, Subjective Well-being and emotional intelligence. Because of Psychological capital, Subjective Well-being and positive Emotional intelligence relate to both mental and physical health and Lead to a positive and productive work activities in medical centers.

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