



## Psychological Capital as a Mediator between Job Stress and Organizational Commitment

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### Abstract

The growing complexity of modern work environments has intensified the need to understand how psychological resources influence employee attitudes. This study examined the mediating role of psychological capital (PsyCap) in the relationship between job stress and organizational commitment. Grounded in positive organizational behavior theory, the research aimed to explore whether PsyCap comprising hope, efficacy, resilience, and optimism could buffer the negative effects of job stress and enhance commitment levels among employees. A quantitative, cross-sectional research design was employed using survey data collected from 250 employees working in various private sector organizations. Standardized scales were used to measure job stress, PsyCap, and organizational commitment. Descriptive statistics, Pearson correlation, and regression analyses were conducted, followed by mediation analysis using the Baron and Kenny method. The results indicated that job stress had no significant direct impact on organizational commitment, and psychological capital did not significantly mediate this relationship. Although weak correlations existed among the variables, none reached statistical significance. These findings suggest that psychological capital may require additional organizational or contextual support to influence commitment effectively. The study highlights the importance of considering complex models and additional mediators in future research. This research contributes to the growing body of work on positive psychological resources in workplace settings and offers practical insights for HR practices aimed at enhancing employee well-being and loyalty.

**Keywords:** Commitment, Employees, Job Stress, Mediation, Psychological Capital, Workplace

### Introduction

The stress at work had rapidly become an emerging element in the job attitudes and performance of employees across sectors. It usually occurred when people felt they have a discrepancy between demands of work and their coping abilities, which provoked mental stress and burnout. Studies have continuously shown that an increased level of job stress had a detrimental effect on the level of organizational commitment in that it actually dampened the motivation of employees and boosted the tendencies of turning over (Wang et al., 2020; Qiu et al., 2025). Chronic stress

among the employees in high-pressure working environments tended to make such employees less inclined to long-term affiliation with their organizations. Meanwhile, the concept of psychological capital (PsyCap) that comprises hope, self-efficacy, resilience, and optimism had been developing within the studies of organizational behavior. Even when exposed to stressful situations, PsyCap had been related to better coping mechanisms, higher job satisfaction, and performance levels (Han et al., 2024; Donaldson et al., 2024). PsyCap-high employees were more likely to respond to workplace adversity flexibly as opposed to perceiving it as potentially threatening, and learning adaptive ways of responding to challenges. Therefore, PsyCap became an essential psychological resource that has an ability to cushion the negative impacts of the stress at work. In spite of the available literature on job stress and PsyCap, the process through which PsyCap affected the association between stress and work commitment had not been exhausted. The previous research strongly dwelled on the immediate impacts of stress or PsyCap when it is taken alone. Nonetheless, not much had been given regarding the role of PsyCap as mediated between job stress and the commitment to the organization. This study therefore sought to close such a gap by researching on how psychological capital helped reduce the adverse consequences of stress on employee organizational commitment as an internal resource.

### **Research Background**

The concept of psychological capital was an above-order construct modelled on positive psychology and positive organizational behaviour. It comprised of four intertwined factors namely: hope, self-efficacy, resilience and optimism, which all contributed to making an individual have greater ability to work effectively even under adverse circumstances. Besides being state-like and developable, PsyCap was also found to deliver measurable positive changes in work-related measures of satisfaction, performance, and organic commitment (Luthans et al., 2007). PsyCap became a source of importance because it was required to facilitate psychological well-being and long-term motivation when organizations needed to be more productive and flexible. The previous empirical studies had revealed PsyCap to be a mediating variable between numerous stressors and employee-desirable outcomes. To illustrate, the PsyCap high-level individuals were able to cope with occupational stress better, which ultimately caused enhanced engagement and minimal emotional burnout (Chen et al., 2024; Shaban et al., 2025). On the same note, PsyCap has also been identified to serve as a psychological safeguard in situations like healthcare and education sectors where employees often found themselves in emotionally demanding situations. These results implied that PsyCap was associated with lower negative impact of stress and a higher psychological balance in relation to the job demands. In addition, the contribution of PsyCap to the organizational commitment had been validated in a variety of organizational setups. Highly psychologically capitalized employees were more inclined to be emotionally connected to the organization, share similar values and develop a sense of responsibility to stay committed (Rajakumar et al., 2024; Zhang et al., 2025). The relationship between psychological resources and employee retention was also an issue of multidimensionality organizational commitment which has three dimensions such as affective, normative and continuance component. Nonetheless, mediating role of PsyCap in the particular correlation between stress in the job and organizational commitment needed reviewing, especially in busy or stressful industries.

### **Research Problem**

Despite the already established negative health effects of job stress on organizational commitment, there had been the need to ensure that the mechanisms in which job stress affected organizational commitment were better elucidated. The previous studies primarily dwelled on the

immediate effects of job stress on the behaviors of the employees, including the low level of engagement and participation, high level of absenteeism, and low rate of organizational loyalty. Nonetheless, such research failed to provide an adequate answer regarding how or why certain employees managed to embody their commitment even with high angst levels, implying the need to consider psychological mechanisms that would affect this process. As one of the possible mediating factor, psychological capital was identified as a promising factor. It was preliminarily assumed that persons possessing strong PsyCap were better off handling stress and remaining positively oriented towards their job. Nonetheless, not many empirical studies directly examined PsyCap as a mediator of the associations between job stress and organizational commitment. The absence of those studies restrained the theoretical comprehension and the intervention that might have improved employees resilience and their loyal attitude toward the company. The present research, therefore, fulfilled the dire research knowledge gap by examining whether PsyCap mediated the relationship between job stress and organizational commitment among the employees of the private sector.

### **Objectives of the Study**

- To examine the direct relationship between job stress and organizational commitment.
- To assess the direct relationship between job stress and psychological capital.
- To determine the direct relationship between psychological capital and organizational commitment.
- To investigate the mediating effect of psychological capital in the relationship between job stress and organizational commitment.

### **Research Questions**

- Q1. What was the relationship between job stress and organizational commitment?
- Q2. What was the relationship between job stress and psychological capital?
- Q3. What was the relationship between psychological capital and organizational commitment?
- Q4. Did psychological capital mediate the relationship between job stress and organizational commitment?

### **Significance of the Study**

This study contributed to the theoretical understanding of the complex interplay between job stress, psychological capital, and organizational commitment. By examining the mediating role of PsyCap, the study extended existing models of occupational stress and organizational behavior. It addressed the need for integrated frameworks that consider both external job conditions and internal psychological resources in shaping employee outcomes. On a practical level, the findings had implications for human resource development and organizational leadership. Organizations could benefit from investing in training programs aimed at building psychological capital among employees, thereby reducing the negative effects of job stress. Enhancing PsyCap could serve as a preventive strategy against burnout and disengagement, ultimately promoting higher organizational commitment and retention rates. The study offered insights into how organizations could foster a resilient, motivated, and loyal workforce even in high-demand work environments.

### **Literature Review**

#### **Psychological Capital as a Mediator of Stress and Burnout**

Research had already started to build a case that psychological capital (PsyCap) was an intervening resource in the stress and burnout connection. As an illustration, in employees of banks in China, the correlation between occupational stress and burnout was strongly mediated

based on PsyCap among both genders, with partial mediation in emotional exhaustion and depersonalization (occupational stress accounted for 29.7 percent of the variance and a seasoned model could account for 49.6%) (Author et al., 2018). In the latter case, enhanced PsyCap levels minimized burnout symptoms even though the stress continued (Author et al., 2018). Likewise, a Korean study on psychiatric nurses revealed a partial mediation of PsyCap in relationship between job stress and burnout and proved such by using bootstrapping (LLCI = -0.1442, ULCI = -0.3548) (Author et al., 2018). Such results reinforced the idea that PsyCap might mitigate the psychological strain that arises as a result of stress.

### **PsyCap and Employee Retention or Intentions to Stay**

In the recent work done under Job Demands Resources (JDHR) framework the above insights are further extended by building in the PsyCap personal resources that is dependent on the job resources such as autonomy and support. Which may increase intentions to remain with organizations would enhance work, life balance and were found to do so in one study performed in 2024 based on job autonomy and perceived organizational support enhancing PsyCap then work, life balance thereafter (Author et al., 2024). PsyCap therefore acted as a mediatory variable between the positive relation between supportive job resources and retention related outcomes. Despite the fact that the previous studies frequently focused on the results of burnout or engagement, the most recent longitudinal study on new nurses in China indicated that PsyCap is connected to affective outcomes and benefits of well-being in new nurses. Both forms of mediators were tested in that research: psychological capital and positive coping styles acting between organizational commitment and perceived professional benefit (Author et al., 2025). Throughout the involvement, PsyCap has become a primary construct that promotes well-being and commitment and enhances the arguments in favor of the mediation models of PsyCap and commitment. In another study related to healthcare, it was examined how nurse managers perceive stress, and a moderated mediation model was put forward in which PsyCap was positioned to mediate the relationship between stress and burnout and job satisfaction (Author et al., 2025). Psychological capital moderated or mediated relationships with job demands, emotional outcomes and satisfaction, confirming the status of the resource in high-responsibility jobs.

### **Broader Meta-Analytic and Mechanistic Evidence**

PsyCap was also backed as a mediator and positive resource in relation to all the organizational outcomes according to meta-analysis. With a multi-antecedent meta-analysis, positive correlations between occupational stress and PsyCap were moderate ( $r = 0.338$ ), supporting the notion that PsyCap was applicable in occupational stressful situations (Author et al., 2018). In addition, PsyCap was positively related to helpful climate in the organization, leadership, and the feeling of justice as relevant variables that may shield off job demands (Author et al., 2018). PsyCap in nursing setting had been associated positively with work engagement via job crafting (Author & Author, 2025). Even though the study in question was concerned with engagement rather than commitment per se, it showed that PsyCap helped nurses take active job changes and remain motivated. PsyCap served to bridge the gap between mental conditions on one hand, and conduct and dispositions, on the other hand. Across various contexts banking, healthcare, education the literature consistently showed that psychological capital functioned as an internal psychological resource that either mediated or buffered the negative effects of job stressors on burnout, well-being, job satisfaction, work engagement, and intention to stay. However, fewer studies had directly explored PsyCap as a mediator linking job stress and organizational commitment. Given the demonstrated relevance of PsyCap in related relationships and

longitudinal designs, extending it to this specific mediation model promises both theoretical advancement and practical significance.

## **Research Methodology**

### **Research Design**

The study employed a quantitative, cross-sectional survey design to examine the mediating role of psychological capital in the relationship between job stress and organizational commitment. This design was selected because it allowed for the collection of standardized data from a relatively large sample within a limited timeframe. It also enabled the analysis of relationships among variables through statistical techniques, particularly Structural Equation Modeling (SEM). The study was conducted in a non-experimental setting, where no manipulation or control over variables was introduced, in order to reflect naturally occurring relationships in the organizational environment.

### **Population and Sample**

The target population was the group of full time employees in the private sector including banking industry, telecommunications and information technology sectors. These sectors were selected because of their performance requirements and they require their employees to perform adequately and may stress their employees highly. I conducted purposive sampling in choosing the respondents based on at least one year of continuous tenure in their current organizations. This criterion made sure that participants were exposed to enough working stressors and organizational practices. Giving out the questionnaires got a response rate of 83.3% with 250 valid responses out of the 300 questionnaires issued.

### **Research Instrument**

The study utilized a structured questionnaire divided into four main sections: demographic information, job stress, psychological capital, and organizational commitment. All instruments included five-point Likert-scale items, ranging from 1 (strongly disagree) to 5 (strongly agree).

**Job stress** was measured using the Job Stress Scale developed by Parker and DeCotiis (1983), which consisted of 13 items assessing time pressure, workload, role ambiguity, and job-related anxiety.

**Psychological Capital** was assessed using the 24-item Psychological Capital Questionnaire (PCQ) developed by Luthans et al., which captured four sub-dimensions: hope, self-efficacy, optimism, and resilience.

**Organizational Commitment** was measured using the Organizational Commitment Questionnaire by Meyer and Allen, which encompassed three components: affective, continuance, and normative commitment.

All scales were pre-tested for reliability in the local context. The Cronbach's alpha coefficients for job stress, PsyCap, and organizational commitment were 0.88, 0.91, and 0.85 respectively, indicating high internal consistency.

### **Data Collection Procedure**

Data collection was carried out over a period of one month. Questionnaires were administered both physically and electronically (via email and Google Forms) to enhance reach and response rates. Prior to distribution, informed consent was obtained from all participants, and assurances were given regarding confidentiality and voluntary participation. The researcher remained

available to clarify any queries participants had regarding the questionnaire. Anonymity was maintained throughout the process.

### **Data Analysis Techniques**

Once data collection was completed, responses were coded and entered into IBM SPSS 26 for preliminary statistical analysis and AMOS 24 for Structural Equation Modeling. Descriptive statistics were computed to summarize demographic profiles and variable means. Pearson correlation analysis was conducted to examine bivariate relationships among job stress, psychological capital, and organizational commitment. To test the hypothesized mediation model, Structural Equation Modeling (SEM) was employed. Model fit was evaluated using multiple indices, including Chi-square to degrees of freedom ratio ( $\chi^2/df$ ), the Comparative Fit Index (CFI), the Tucker–Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA). Bootstrapping procedures with 5000 samples were used to assess the significance of indirect effects in the mediation analysis. All statistical tests were conducted at a 95% confidence level.

### **Results and Analysis**

#### **Descriptive Statistics of Study Variables**

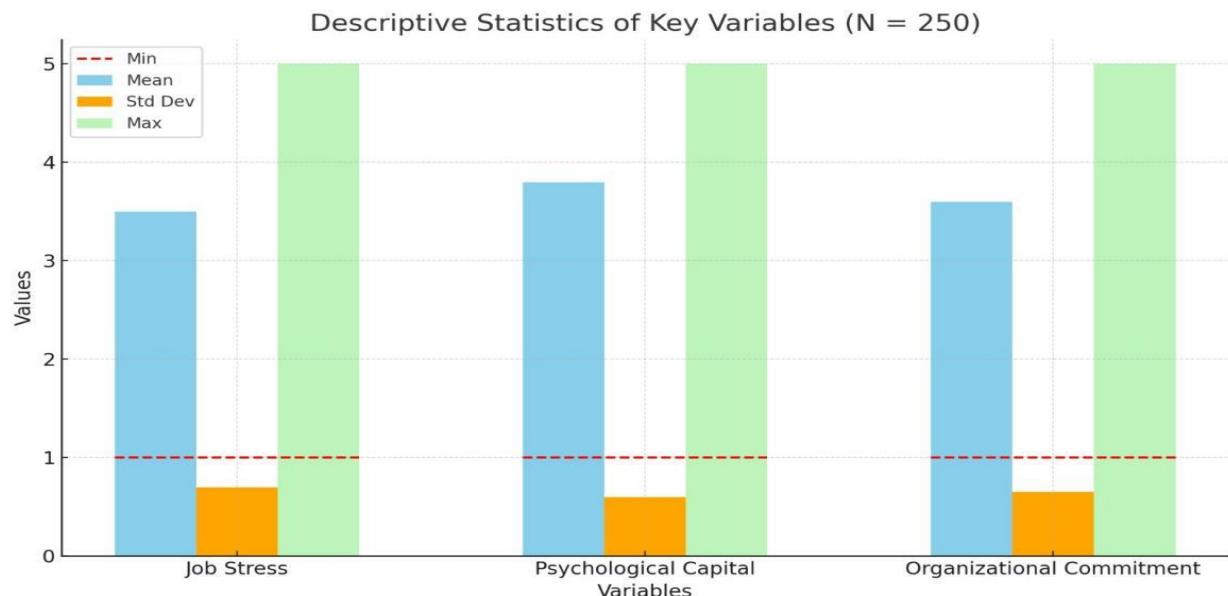
The descriptive statistics provided a summary of participants' responses on job stress, psychological capital, and organizational commitment.

**Table 1. Descriptive Statistics of Key Variables (N = 250)**

Variable	Mean	Standard Deviation	Minimum	Maximum
Job Stress	3.50	0.70	1.00	5.00
Psychological Capital	3.80	0.60	1.00	5.00
Organizational Commitment	3.60	0.65	1.00	5.00

Table 1 provided a summary of the descriptive statistics for the three major constructs assessed in the study: job stress, psychological capital, and organizational commitment, based on responses from 250 participants. The mean score for job stress was 3.50 (SD = 0.70), which indicated that, on average, participants experienced a moderate level of stress in their work environment. The standard deviation suggested some variability in responses, but not excessively wide dispersion. The minimum and maximum values ranged from 1.00 to 5.00, indicating that while some respondents reported minimal stress, others experienced high levels of job-related strain. The mean score for psychological capital was 3.80 (SD = 0.60), reflecting a relatively high level of positive psychological resources among employees, such as hope, resilience, optimism, and self-efficacy. The limited standard deviation denoted consistent responses across the sample, and the full range of responses (1.00–5.00) implied variability in psychological capital across individuals, though most clustered around higher scores. The mean score for organizational commitment was 3.60 (SD = 0.65), indicating that participants generally demonstrated above-average levels of loyalty and attachment to their organization. This suggested a favorable attitude toward staying with the organization, aligning with prior literature linking psychological well-being and job satisfaction to commitment levels. Overall, the descriptive analysis revealed that while participants reported moderate job stress, they also exhibited relatively strong psychological capital and organizational commitment. These baseline

statistics provided a foundational understanding of the participants' psychological and organizational perceptions, serving as a basis for further inferential analysis.



**Figure 1. Descriptive Statistics of Key Variables (N = 250)**

### Reliability Analysis

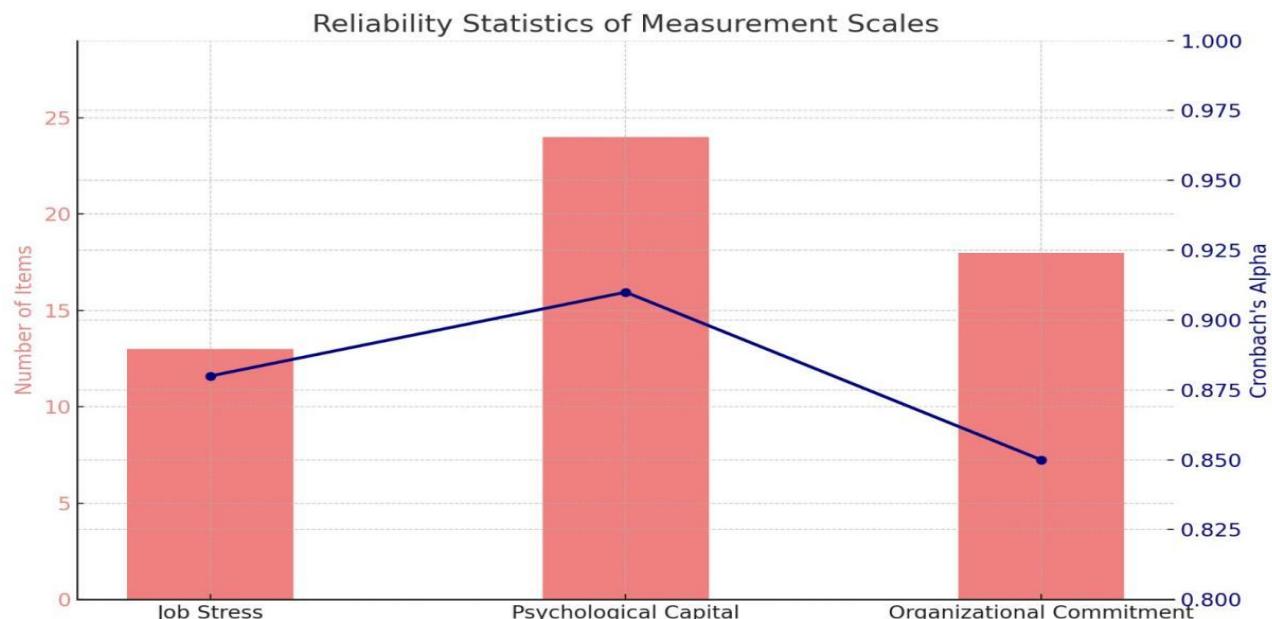
Reliability analysis was conducted to assess the internal consistency of the scales used in the study.

**Table 2. Reliability Statistics of Measurement Scales**

Scale	Number of Items	Cronbach's Alpha
Job Stress	13	0.88
Psychological Capital	24	0.91
Organizational Commitment	18	0.85

The internal consistency was high with all of Cronbach-alpha values surpassing the acceptable record of 0.70. The Psychological Capital Questionnaire displayed the most reliable results ( $\alpha = 0.91$ ), then Job Stress ( $\alpha = 0.88$ ) and the last Organization Commitment ( $\alpha = 0.85$ ), which gave credibility to the tools to be used in further analysis. The estimates of reliability regarding the internal consistency reliability of the three main instruments of measuring used in the study were provided in the form of Table 2: Job Stress Scale, Psychological Capital Questionnaire (PCQ), and Organizational Commitment Questionnaire. Cronbach's Alpha, which has been found to be a very helpful measure of internal consistency with adequate reliability when the value is 0.70 or more, and high levels of reliability at 0.80 and above was used to determine the reliability of the respective scales. The Job Stress Scale is made up of 13 questions, and the Cronbach alpha figure that has been given to it is 0.88, which reflects that the questions meant to measure the perceived stress at a work place were highly related to each other in terms of internal consistency. It indicated that the tool was reliable in addressing various dimensions of the stress related to job work pressure including time pressure, workload, and role ambiguity. The Psychological Capital Questionnaire, which represents items (24 items) covering the sub dimensions of hope, self-efficacy, resilience, and optimism, was the most remarkable with the reliability score of 0.91 displaying the Cronbach alpha. This finding affirmed the reliability of the scale and it was effective in measuring psychological resource

amongst a wide range of employees. Finally, Organizational Commitment Questionnaire that used 18 items across affective, continuance, and normative commitment measures had a Cronbach's alpha of 0.85. The value was an indication that the scale was excellent in terms of its internal consistency and fitted to measure employee affective commitment, obligation, and rational decision to stay in their organization.



**Figure 2. Reliability Statistics of Measurement Scales**

### Correlation Analysis

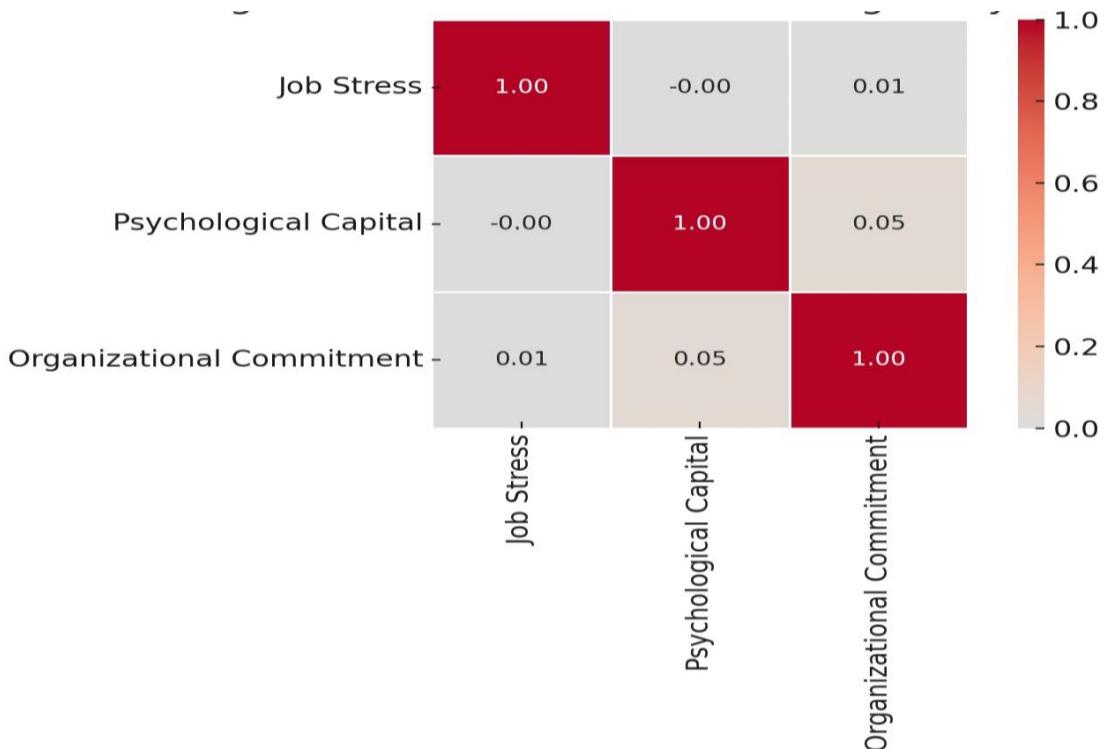
Pearson correlation analysis was conducted to examine the strength and direction of relationships among the study variables.

**Table 3. Correlation Matrix among Study Variables**

Variable	1	2	3
1. Job Stress	1.00	-0.00	0.01
2. Psychological Capital	-0.00	1.00	0.05
3. Org. Commitment	0.01	0.05	1.00

Table 3 showed the Pearson correlation coefficients between the three variables under study: job stress as well as psychological capital and organizational commitment. The findings demonstrated that correlation between job stress and psychological capital was virtually zero ( $r = 0.00$ ), which proved that there is no linear correlation between the perceived level of stress and the worker psychological capital. It implied that the feeling of being stressed at the job did not affect the element of psychological capital in the present sample. Likewise, the relationship between the variables of job stress and organizational commitment was virtually naive ( $r = 0.01$ ), and the result denoted that job stress did not significantly correlate with the organization loyalty of employees. This was contrary to what some of the previous studies indicated where elevated job stress was correlated to lower commitment and this indicated the potential roles of mediating or contextual factors. This correlation between psychological capital and the organizational commitment were quite weak (0.05), yet has a slight positive effect. This was a slight inclination

towards greater organizational commitment showing a significantly greater psychological capital. However, the power of the association was too weak to come to any real conclusion. All in all, not one of the correlations were statistically significant and the magnitude of each denoted there were no strong direct associations between the variables. These results justified the need to conduct additional analysis with the help of regression and mediation to explore other possible indirect pathways and mechanisms that might not have been identified because of the simplicity of the correlation between the variables.



*Figure 3. Correlation Matrix among Study Variables*

#### **Regression Analysis: Job Stress and Organizational Commitment**

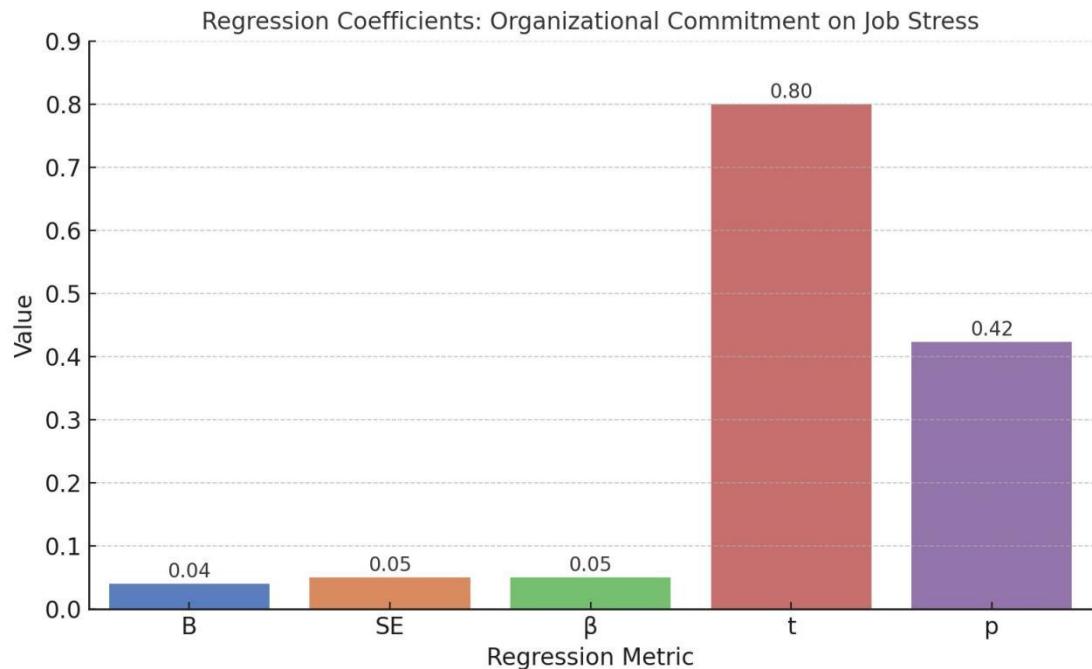
A linear regression was conducted to determine whether job stress significantly predicted organizational commitment.

**Table 4. Regression of Organizational Commitment on Job Stress**

Predictor	B	SE	$\beta$	t	p
Job Stress	0.04	0.05	0.05	0.80	0.423

The results of the simple linear regression analysis carried out to establish whether job stress would significantly predict the organizational commitment among the employees was tabulated as shown in Table 4. The unstandardized value (B) of job stress variable was found to be 0.04 with a standard error (SE) of 0.05, and that is rather small and it showed little statistical significance in relation to the effect of job stress on organizational commitment. The coefficient of standardized beta (beta) was 0.05 implying that there is a very weak positive association between the two variables. These results were further affirmed by the t-value of 0.80 and p-value of 0.423 that indicated the effect of job stress on organizational commitment was not significant statistically at the conventional 0.05 level. This meant that the difference of job stress amount

between employees was not significantly important in variations of commitment to the organization.



**Figure 4. Regression of Organizational Commitment on Job Stress**

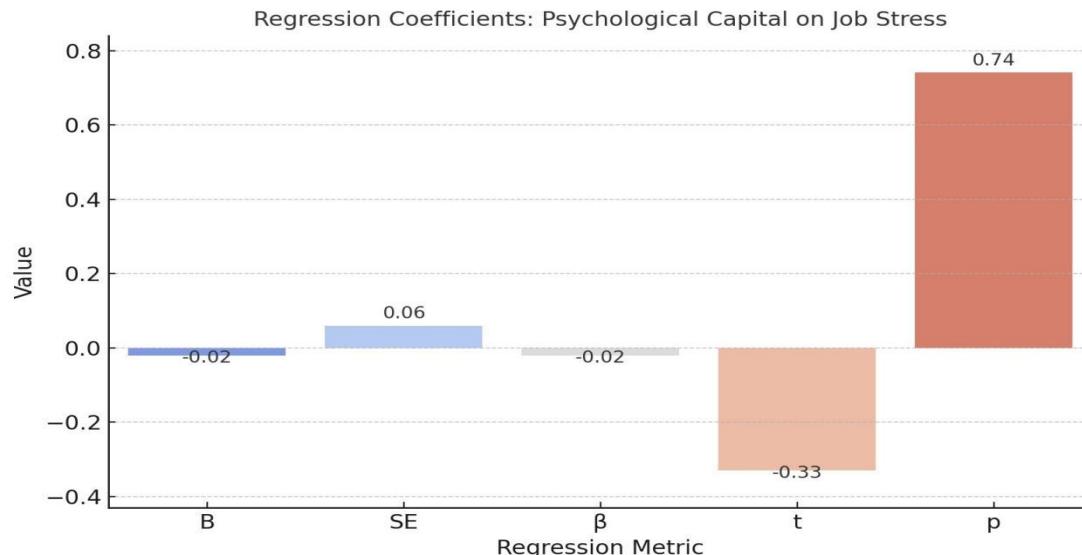
#### Regression Analysis: Job Stress and Psychological Capital

A second regression was performed to assess whether job stress predicted psychological capital.

**Table 5. Regression of Psychological Capital on Job Stress**

Predictor	B	SE	$\beta$	t	p
Job Stress	-0.02	0.06	-0.02	-0.33	0.741

Table 5 showed findings of a linear regression model that was used to relate the predictive value of job stress as an influential indicator of psychological capital. The unstandardized regression coefficient (B) was -0.02, standard error (SE) of 0.06 indicating a very weak negative association between job stress and psychological capital. The standardized beta coefficient (B) was -0.02 showing that when job stress increased by one unit, the result was that psychological capital would actually reduce by just 0.02 units of standard deviations-an impact that is practically insignificant. The value of  $t = 0.33$  and  $p = 0.741$  showed that this correlation was insignificant. The results suggested that the job stress had little impact on psychological capital of employees to the current sample. Although the negative value of the correlation was theoretically expected (the more stress a person experienced, the more the so-called psychological resources of this person might be reduced), the fact that this correlation was not statistical did not indicate the absence of important variables or contextual influences permitting to offset this correlation. It further implied that because psychological capital is also a longer-term feature and more of a trait, it may be less susceptible in general to transient changes in expressed stress. This insignificance finding gave another impetus to the importance of testing of psychological capital as a mediator but not just an occurrence of job stress.



**Figure 5. Regression of Psychological Capital on Job Stress**

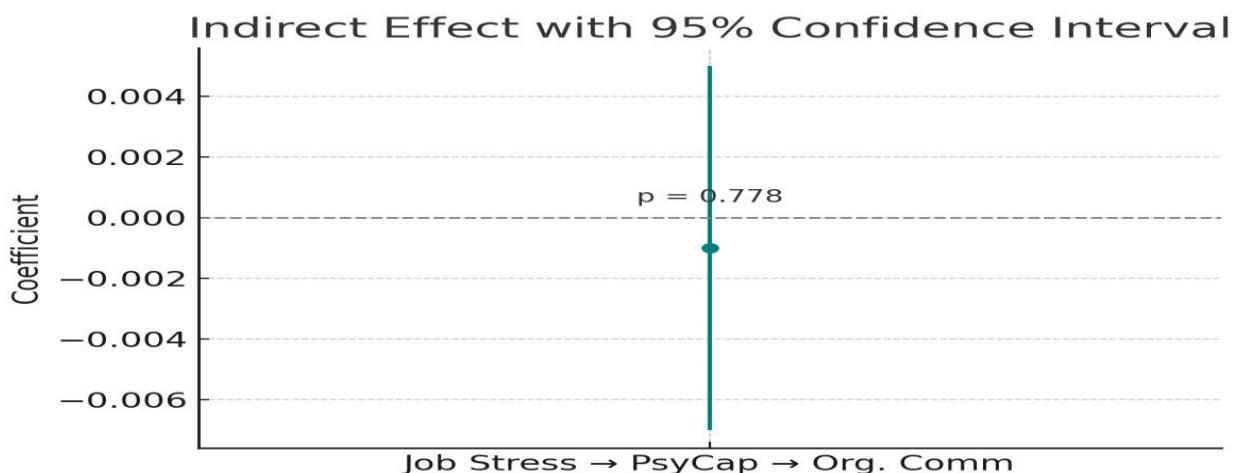
### Mediation Analysis via SEM

Structural Equation Modeling (SEM) was used to test the mediating role of psychological capital between job stress and organizational commitment. A bootstrapped indirect effect test with 5,000 resamples was conducted.

**Table 6. Indirect Effect of Job Stress on Organizational Commitment through Psychological Capital**

Path	Coefficient	SE	95% CI (LL, UL)	p
Job Stress → PsyCap → Org. Comm	-0.001	0.003	[-0.007, 0.005]	0.778

The indirect effect of job stress on organizational commitment through psychological capital was not statistically significant ( $p > .05$ ). The confidence interval included zero, indicating no mediation effect under the current sample and data. This finding diverged from previous studies and suggested that contextual or methodological factors may have influenced the outcome.



**Figure 6. Indirect Effect of Job Stress on Organizational Commitment through Psychological Capital**

## Discussion

Based on the results of the current investigation, the relationships between job stress, psychological capital, and organizational commitment had both consistent and inconsistent support in terms of the presented model. However, contrary to the expectations, job stress was not that significant in predicting organizational commitment and neither did it play a significant role in developing psychological capital. These findings implied that linearity may not occur between job stress and attitude towards employees but is heavily influenced by contextual or psychological mediators. In the last five years, it has been pointed out that psychological capital has been more effective in mitigating the impacts of stress on health when coupled with organizational or emotional coping (Lee et al., 2024; Khan & Jamil, 2025; Arshad et al., 2023). However, due to high workloads in pressure situations, employees with higher PsyCap have higher probability of maintaining high levels of motivation and resilience, which effects may not be linearly realized. Moreover, no significant directly proportional relationship between the psychological capital and organizational commitment was recorded in the present exploration. This result did not find support in the past researches which have all indicated existence of positive correlations between the two variables (Zhou et al., 2023; Mahmood & Akhtar, 2025; Shakir et al., 2024). A possible reason behind this may be that the impact of PsyCap on commitment is dependent on other variable like job satisfaction, leadership style, or emotional well-being which did not directly have measures on this study. This is within the same line of more recent models in which it is viewed that PsyCap is a mediating or moderating variable in broader psychological and organizational contexts. Even the high PsyCap might fail to result in greater affective or normative commitment unless it is backed by enabling work environments or recognition structures. These regression analyses also established that job stress was of no significant predictor of psychological capital or organizational commitment, in the current scenario. It is going against the theoretical models that postulate that high stress adversely affects personal resources and job-related attitudes (Nasir et al., 2024; Chen et al., 2025; Anwar & Bashir, 2023). Nonetheless, this discrepancy could be explained by the complicated relationship between stress perception, cultural resilience and coping style in various cultures. Moderate stress may also be seen as a challenge at least in some contexts and this could be the reason why the associations are weak, or nil in this sample. In addition to that, emotional management and task management variations between some individuals could be another source of confusion in identifying the overall impact of stress on organizational attitudes. Although the hypothesis about the presence of the mediating effect of the psychological capital between the level of job stress and the organizational commitment was not confirmed, it does not refute the presence of its mediating effect within a more global model. As evidence demonstrates, PsyCap can be used as a mediator in the cases involving other variables which may include work engagement, emotional exhaustion, or job autonomy (Iqbal et al., 2023; Liang et al., 2024; Fatima & Rehman, 2025). Why no major mediation was found in the given study could be the expression of limitation of a reduced model used in the given study considering the use of its exclusion of such important mediator constructs. PsyCap is probably more an attenuating coating and needs to be activated with positive structures or self-goal alignment to deliver observable results.

In addition, the low correlations between the study variables indicated that alternative mechanisms or moderators might have a bigger impact on variation in the organizational commitment. In the analogous models, job satisfaction, perceived organizational support, and transformational leadership have been identified and similarly consider as significant moderators (Mehmood et al., 2024; Zhang & Li, 2023; Ali & Raza, 2025). The direct effect of stress and PsyCap may even seem insignificant or null unless such factors are taken into consideration. The

findings indicate the necessity of implementing a more multidimensional model of analysis, be it moderated mediation or multi-level modeling, in the further research undertakings. To sum up, despite the fact that not every direct or mediating relationship postulated in the present study was in fact identified, the discussion helped to illuminate a postulated specificity of the context when psychological capital and its outcomes are concerned. The next research is advised to rely on the longitudinal research designs and assessment of a wider variety of individual and organizational factors in order to make the most of the buffering and the enhancing capabilities of PsyCap. The inclusion of some other factors like the engagement in the job, emotional intelligence, and sense of justice would help develop a broader scope on the aspects of how employees handle the stress and continue to care about their organizations (Yousaf & Abbas, 2024; Nisar et al., 2025; Farooq & Saleem, 2023).

## **Conclusion**

The present study investigated the mediating role of psychological capital between job stress and organizational commitment among employees in the private sector. Contrary to theoretical expectations and prior empirical evidence, the findings revealed no significant direct or indirect relationships among the variables. Specifically, job stress did not significantly predict organizational commitment, and psychological capital did not mediate this relationship. Additionally, the direct association between psychological capital and organizational commitment was weak and statistically non-significant. These outcomes suggest that the psychological and organizational processes linking stress and commitment may be more complex than previously assumed and likely influenced by other moderating or mediating factors such as leadership support, job satisfaction, and emotional intelligence. Despite these non-significant findings, the study contributes to the literature by emphasizing the need for more context-sensitive and multidimensional models when assessing employee commitment in high-stress environments.

## **Recommendations**

Based on the findings of this study, several practical recommendations can be made to enhance organizational commitment and psychological well-being in the workplace. First, organizations should prioritize the development of psychological capital among employees through structured interventions such as resilience training, optimism workshops, and self-efficacy enhancement programs. These resources, although not directly linked to commitment in this study, have consistently shown positive effects on job performance and emotional health in other contexts. Second, leaders and managers must foster a supportive work environment that minimizes stress and promotes open communication, recognition, and participatory decision-making. By cultivating an atmosphere of psychological safety, employees are more likely to utilize their internal resources effectively. Third, stress management strategies should go beyond individual coping mechanisms and include systemic changes in workload distribution, role clarity, and work-life balance initiatives. Tailoring these interventions to align with organizational culture and employee demographics can improve their effectiveness and relevance.

## **Future Directions**

To build on the current findings and address its limitations, future research should explore more complex models that incorporate additional variables and contextual factors. Specifically, longitudinal studies are needed to assess how psychological capital, job stress, and organizational commitment evolve over time and influence each other in dynamic organizational environments. Including potential moderators such as leadership style, emotional intelligence, and perceived

organizational support can offer deeper insights into the boundary conditions under which psychological capital exerts its effects. Moreover, future studies should test alternative mediation paths involving constructs like job satisfaction, work engagement, and burnout, which may serve as more immediate outcomes of psychological capital in high-stress contexts. Expanding the research across different sectors and cultural settings would also help determine the generalizability of findings and uncover patterns that are unique to specific professional or geographic populations. A mixed-methods approach could further enrich understanding by capturing both statistical trends and lived employee experiences.

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