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**Impact of Psychological Capital on Employee Attitude and Performance:
An Empirical Evidence from Hospitality Industry of Pakistan**

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Abstract

The purpose of this study was to examine the impact of hope, resilience, and optimism on employee commitment and job performance, while also investigating the mediating role of employee commitment in these relationships. The study was conducted within the hospitality industry of Pakistan to understand how positive psychological resources contribute toward improving employee attitudes and workplace effectiveness in demanding service environments.

The study adopted a quantitative research approach based on positivist philosophy and causal-comparative research design. Primary data were collected through a well-structured questionnaire using a cross-sectional survey technique. A total of 300 respondents were selected through convenience sampling from various hospitality organizations operating in Pakistan. Data analysis was conducted using SPSS through reliability analysis, descriptive statistics, correlation analysis, regression analysis, and mediation analysis.

The findings of the study revealed that hope, resilience, and optimism have significant positive effects on employee commitment and job performance. The results further demonstrated that employee commitment significantly influences employee performance. Mediation analysis confirmed that employee commitment significantly mediates the relationships between hope, resilience, optimism, and job performance. Among the psychological dimensions, resilience showed comparatively stronger influence on employee commitment and performance outcomes.

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The study contributes to the literature on positive organizational behavior and psychological capital by empirically validating the importance of positive psychological resources in enhancing employee attitudes and performance outcomes. The findings provide practical implications for managers and human resource professionals regarding the importance of developing psychologically supportive work environments, resilience-building interventions, employee well-being programs, and motivational practices to improve employee commitment and organizational performance.

Keywords: Psychological Capital, Hope, Resilience, Optimism, Employee Commitment, Job Performance, Hospitality Industry, Pakistan

Introduction

In the contemporary global business environment, organizations are increasingly recognizing that sustainable competitive advantage cannot be achieved solely through technology, infrastructure, or financial resources; rather, human capital and employees' psychological strengths have become critical determinants of organizational effectiveness and long-term success. Rapid globalization, intense market competition, service quality expectations, technological disruptions, and continuously changing customer demands have significantly transformed organizational structures and workplace dynamics. In such circumstances, employees are expected not only to perform technical tasks efficiently but also to remain emotionally stable, psychologically adaptable, motivated, and committed despite growing workplace pressures and uncertainties. Consequently, organizational researchers and practitioners have shifted their attention toward positive psychological resources that enhance employee well-being, organizational commitment, and job performance (Luthans & Youssef-Morgan, 2017, Miao et al., 2022, Chen et al., 2024).

The hospitality industry is particularly dependent upon human interaction, emotional labor, communication quality, and customer-oriented service delivery. Unlike manufacturing industries where production systems and machinery play a dominant role, hospitality organizations largely rely upon employees' attitudes, emotional behavior,

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commitment, and performance to achieve customer satisfaction and organizational success. Employees working in hotels, restaurants, tourism organizations, and other hospitality institutions continuously interact with customers from diverse cultural and social backgrounds while simultaneously managing organizational expectations and service quality standards. Therefore, the psychological condition of employees directly influences customer experiences, service efficiency, organizational reputation, and profitability (Karatepe & Karadas, 2015).

In developing economies such as Pakistan, the hospitality sector has experienced considerable growth during recent years due to increased tourism activities, urbanization, business travel, and investment in tourism infrastructure. The sector contributes significantly toward employment generation, economic development, and service sector expansion. However, despite its economic importance, the hospitality industry in Pakistan faces multiple organizational and human resource challenges including high employee turnover, emotional exhaustion, workplace stress, role ambiguity, job insecurity, workload pressures, and declining employee commitment. Employees in the hospitality industry are frequently exposed to demanding schedules, irregular working hours, customer complaints, emotional labor, and psychological fatigue, which negatively affect their motivation and performance levels (Bakker & Demerouti, 2017).

Under such conditions, organizations increasingly require employees who possess positive psychological capacities that enable them to cope with stress, remain motivated, maintain emotional balance, and sustain high performance levels despite workplace adversities. Among the most important positive psychological resources identified in organizational behavior literature are hope, resilience, and optimism. These psychological capacities are major dimensions of Psychological Capital and are considered essential for enhancing employee effectiveness, adaptability, and organizational sustainability (Luthans, Youssef, & Avolio, 2007).

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Hope refers to an individual's positive motivational state that is based on goal-directed energy and the ability to identify alternative pathways toward goal achievement (Snyder, 2002). Employees with high hope levels generally possess stronger determination, persistence, and problem-solving capabilities, enabling them to remain focused even when workplace obstacles emerge. Hopeful employees are more likely to perceive difficulties as manageable challenges rather than barriers to success. In organizational settings, hope contributes toward increased motivation, emotional stability, innovative thinking, and commitment toward organizational objectives (Peterson & Byron, 2008).

Resilience, another major psychological resource, refers to the ability of individuals to recover from stress, adversity, failures, and workplace setbacks while maintaining psychological well-being and performance effectiveness. Resilient employees can adapt to changing organizational circumstances, tolerate pressure, and maintain productivity during difficult situations (Chen et al., 2024). In highly demanding industries such as hospitality, resilience becomes especially important because employees continuously face emotional demands, service pressures, and unpredictable customer interactions. Researchers have argued that resilience enables employees to sustain positive work attitudes and organizational commitment even under stressful working conditions (Shin, Taylor, & Seo, 2012).

Optimism refers to positive expectations regarding future outcomes and the tendency to interpret unfavorable events as temporary and controllable rather than permanent failures. Optimistic employees generally maintain higher levels of confidence, emotional positivity, and work engagement because they believe that their efforts will ultimately lead to successful outcomes (Carver & Scheier, 2002, Parray et al., 2023, Liu et al., 2024). Optimism helps employees manage workplace stress more effectively and contributes toward improved morale, motivation, interpersonal relations, and organizational participation. According to Seligman (2011), optimism significantly enhances individuals' psychological functioning and workplace adaptability because

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optimistic individuals are more likely to remain persistent and proactive during challenging situations.

Previous literature strongly supports the positive influence of hope, resilience, and optimism on employee attitudes and behavioral outcomes. Youssef and Fred Luthans (2007) argued that employees possessing strong psychological resources demonstrate higher levels of workplace positivity, organizational attachment, and performance effectiveness. Similarly, Avey et al. (2011) conducted a comprehensive meta-analysis and found that psychological capital has a significant positive relationship with employee attitudes, satisfaction, organizational commitment, citizenship behavior, and job performance. Their findings further confirmed that positive psychological capacities reduce workplace stress and improve employee adaptability and productivity across organizational contexts.

Employee commitment has emerged as one of the most significant organizational variables because committed employees demonstrate emotional attachment, loyalty, and willingness to contribute toward organizational goals. Organizational commitment reflects employees' psychological bond with their organization and their intention to remain associated with it (Meyer & Allen, 1997). Highly committed employees generally exhibit greater responsibility, work engagement, cooperation, and customer-oriented behavior. In service-oriented industries such as hospitality, employee commitment becomes particularly essential because customer satisfaction largely depends upon employees' emotional involvement, responsiveness, and service quality. Studies have shown that organizations with committed employees experience lower turnover intentions, improved service delivery, and higher organizational performance (Ribeiro, Gomes, & Kurian, 2018).

Similarly, job performance represents employees' effectiveness, productivity, and efficiency in accomplishing assigned duties and organizational responsibilities. Employee job performance is considered a critical determinant of organizational growth,

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competitiveness, operational success, and customer satisfaction. Researchers increasingly argue that employee performance is influenced not only by technical skills but also by emotional and psychological factors that shape motivation, persistence, adaptability, and work attitudes (Koopmans et al., 2014). Employees possessing positive psychological states are generally more energetic, proactive, productive, and committed toward achieving organizational objectives.

Although substantial literature exists regarding positive organizational behavior and psychological capital, empirical research specifically examining the combined impact of hope, resilience, and optimism on employee commitment and job performance within the hospitality industry of Pakistan remains limited. Most previous studies have been conducted in Western societies or corporate sectors, while limited empirical attention has been given to developing countries and service-oriented hospitality environments. Furthermore, although previous studies have examined direct relationships between psychological resources and performance, fewer studies have comprehensively investigated the mediating role of employee commitment in explaining how hope, resilience, and optimism influence employee job performance outcomes.

This research gap is important because employee commitment may serve as a psychological mechanism through which positive psychological capacities translate into improved performance. Employees who possess greater hope, resilience, and optimism are more likely to develop stronger emotional attachment and loyalty toward their organizations, which subsequently enhances their performance effectiveness. Therefore, understanding the mediating role of employee commitment provides deeper insight into how psychological resources influence organizational outcomes.

The present study seeks to address this gap by examining the impact of hope, resilience, and optimism on employee commitment and job performance in the hospitality industry of Pakistan. The study further investigates the mediating role of employee commitment in the relationship between psychological resources and job performance. The research

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adopts a quantitative, positivist, and causal-comparative approach using cross-sectional survey data collected from 300 employees through structured questionnaires and convenience sampling techniques.

The significance of this study is both theoretical and practical. Theoretically, the study contributes toward the expanding literature on positive organizational behavior by empirically examining psychological resources within the hospitality context of Pakistan. The study also enriches understanding regarding the mediating role of employee commitment between positive psychological capacities and performance outcomes. Practically, the findings provide valuable insights for hospitality organizations, managers, policymakers, and human resource professionals regarding the importance of investing in employees' psychological development. Organizations may enhance employee commitment and performance by promoting supportive leadership, resilience-building interventions, psychological training, mentoring systems, recognition programs, employee well-being initiatives, and positive workplace environments.

Furthermore, the findings may assist hospitality organizations in designing psychologically healthy workplaces that improve employee retention, motivation, emotional well-being, and customer service quality. In an increasingly competitive hospitality environment, organizations that successfully develop employees' hope, resilience, and optimism are more likely to achieve sustainable organizational performance and long-term competitive advantage.

The hospitality industry of Pakistan faces significant human resource challenges including workplace stress, emotional exhaustion, low employee commitment, turnover intentions, and inconsistent job performance due to highly demanding service environments and continuous customer interaction. Despite the growing recognition of positive psychological resources such as hope, resilience, and optimism in improving employee attitudes and workplace outcomes, limited empirical evidence exists regarding their impact on employee commitment and job performance within the hospitality sector

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of Pakistan. Moreover, insufficient attention has been given to understanding the mediating role of employee commitment in explaining how psychological capacities influence job performance. Therefore, there is a need to empirically investigate the relationships among hope, resilience, optimism, employee commitment, and job performance within the hospitality industry of Pakistan.

Literature Review

In contemporary organizational behavior research, emphasis has increasingly shifted toward positive psychological resources as key determinants of employee attitudes and performance. The concept of Psychological Capital (PsyCap) represents a higher-order construct consisting of hope, resilience, optimism, and self-efficacy, which collectively enhance motivation, emotional regulation, and job performance (Luthans, Youssef, & Avolio, 2007; Luthans & Youssef-Morgan, 2017, Parray et al., 2023, Sen et al., 2024). Psychological capital is grounded in Positive Organizational Behavior theory (Luthans, 2002) and Conservation of Resources theory (Hobfoll, 2002), both of which emphasize the accumulation and protection of psychological resources to reduce stress and enhance performance. Employees with higher PsyCap are better able to cope with stressors, maintain motivation, and sustain performance in demanding environments (Hobfoll et al., 2018, Miao et al., 2022).

Empirical studies have consistently shown that psychological capital is positively associated with job satisfaction, organizational commitment, engagement, and performance (Avey et al., 2011; Newman et al., 2014, Liu et al., 2024). PsyCap also acts as a psychological resource reservoir that helps employees withstand emotional exhaustion and maintain productivity.

Recent studies conducted during the COVID-19 pandemic further strengthened the importance of psychological capital in uncertain and stressful work environments. Hospitality and service-sector research highlights that employees with higher PsyCap demonstrate better adaptability, reduced burnout, and stronger work engagement during

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crisis situations (e.g., Karatepe, 2020; Luu, 2020, Liu et al., 2024). These studies show that psychological resources became even more critical when employees faced job insecurity, emotional stress, and operational disruptions during the pandemic period. In the context of extant literature and proposed impact of psychological capital i.e. hope, resilience and optimism, the study has proposed the following hypotheses

Hope and Employee Commitment

Hope is considered one of the most important dimensions of psychological capital and plays a critical role in shaping employee attitudes and organizational behavior. According to Snyder (2002), hope refers to a positive motivational state based on two major components: agency thinking, which reflects an individual's determination to achieve goals, and pathways thinking, which reflects the ability to identify alternative routes toward goal attainment. Employees with higher levels of hope are generally more motivated, proactive, and psychologically engaged in their work environment. As a result, hopeful employees are more likely to develop stronger emotional attachment and commitment toward their organization.

In organizational settings, hope enables employees to remain persistent during difficult situations and maintain confidence in achieving both personal and organizational objectives. Employees who possess hope tend to perceive challenges as temporary and manageable, which increases their willingness to remain loyal and dedicated to their organization. In service-based industries such as hospitality, where employees frequently encounter customer complaints, workload pressure, and emotional demands, hope becomes a significant psychological resource that supports commitment and motivation.

Luthans, Youssef, and Avolio (2007) argued that hopeful employees demonstrate stronger organizational commitment because they possess a higher level of psychological energy and goal orientation. Their research emphasized that hope enhances employee confidence in organizational success, leading to stronger workplace involvement and emotional attachment. Similarly, Youssef and Luthans (2007) found that hope

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significantly improves positive employee attitudes, including organizational commitment, satisfaction, and workplace engagement.

Research conducted by Peterson and Byron (2008) further confirmed that employees with higher hope are more likely to remain motivated and persistent in achieving work goals. The study found that hopeful employees demonstrate stronger adaptability and willingness to contribute toward organizational objectives, ultimately enhancing their commitment levels. Hopeful employees also tend to experience lower workplace frustration because they are capable of identifying alternative pathways when facing obstacles.

Additionally, Avey, Reichard, Luthans, and Mhatre (2011), through a meta-analysis of psychological capital studies, concluded that hope has a strong positive relationship with desirable employee attitudes, particularly organizational commitment. Their findings suggest that employees with greater hope demonstrate stronger emotional attachment to their organization and greater willingness to exert effort in organizational activities.

In hospitality organizations, hope becomes particularly important because employees often work under stressful conditions involving long working hours, emotional labor, and demanding customer interactions. Hopeful employees are better able to maintain positive attitudes and remain focused on organizational goals despite operational challenges. This contributes significantly to stronger employee commitment and reduced turnover intentions. Gkorezis et al. (2016) also argued that hopeful employees exhibit greater organizational involvement because hope strengthens psychological engagement and workplace positivity.

Furthermore, research conducted by Karatepe and Avci (2017) in the hospitality sector found that hope positively influences employee emotional attachment and organizational loyalty. Employees who believe in their ability to achieve work goals are more likely to remain committed even during stressful service conditions. Similarly, Abbas and Raja

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(2019) emphasized that psychological resources such as hope improve employee commitment by strengthening workplace motivation and emotional stability.

Recent studies up to 2021 continue to support the positive relationship between hope and employee commitment. In modern organizational environments characterized by uncertainty and competitive pressure, hopeful employees are more likely to maintain positive workplace attitudes and stronger organizational involvement. During periods of organizational stress and uncertainty, employees with high hope tend to remain psychologically engaged and committed because they perceive future success as achievable despite current difficulties.

Overall, the literature strongly suggests that hope enhances employee commitment by improving motivation, emotional attachment, persistence, and psychological engagement. Employees who possess higher levels of hope are more likely to remain loyal, committed, and dedicated toward organizational objectives, particularly in service-oriented sectors such as hospitality.

Hope has a significant positive impact on employee commitment.

Resilience and Employee Commitment

Resilience refers to an individual's ability to recover, adapt, and maintain psychological stability during stressful and challenging situations (Luthans, 2002, Chen et al., 2024). In organizational settings, resilience enables employees to effectively cope with work pressure, uncertainty, emotional demands, and organizational change. Employees who possess higher resilience are generally more emotionally stable, adaptable, and capable of maintaining positive workplace behavior during difficult circumstances. As a result, resilience has been increasingly recognized as a significant predictor of employee commitment and organizational attachment (Sen et al., 2024).

The hospitality industry is highly demanding due to continuous customer interaction, service pressure, long working hours, and emotional labor. Under such conditions, resilient employees are more likely to remain psychologically strong and emotionally

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connected to their organization. Resilience helps employees manage workplace stress effectively, reducing frustration and increasing their willingness to remain committed toward organizational goals (Parray et al., 2023).

Luthans et al. (2006) emphasized that resilient employees demonstrate stronger workplace adaptability and organizational involvement because they are capable of overcoming adversity without losing motivation. Their study highlighted resilience as a key psychological resource that enhances positive employee attitudes and organizational commitment. Similarly, Youssef and Luthans (2007) found that resilience positively influences employee commitment by improving emotional stability and reducing negative workplace reactions.

Research by Shin, Taylor, and Seo (2012) revealed that resilient employees are better able to cope with workplace stress and maintain stronger emotional attachment to their organization. Employees who can successfully recover from workplace difficulties tend to develop stronger trust and confidence in their organizational environment, leading to increased commitment levels. The study further indicated that resilience contributes to long-term employee retention and loyalty.

Avey et al. (2011) also confirmed through meta-analysis that resilience is positively associated with employee commitment and workplace attitudes. Employees with greater resilience are more likely to remain engaged and dedicated because they perceive workplace challenges as manageable rather than threatening. This positive psychological state enhances organizational attachment and work motivation.

In hospitality settings, resilience is particularly critical because employees often encounter emotionally exhausting situations. Employees who lack resilience may experience burnout, dissatisfaction, and withdrawal behaviors, whereas resilient employees maintain positive attitudes and continue performing effectively under pressure. Karatepe and Karadas (2015) argued that resilience significantly improves

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organizational commitment in hospitality employees because resilient individuals demonstrate stronger emotional endurance and service consistency.

Moreover, Rees et al. (2015) found that resilience reduces emotional exhaustion and strengthens workplace engagement, both of which contribute positively toward organizational commitment. Employees who can recover quickly from stress are more likely to remain psychologically attached to their organization and maintain stable work attitudes.

Recent studies up to 2021 further support the positive relationship between resilience and employee commitment. During periods of organizational uncertainty and crisis, resilient employees demonstrate greater adaptability and stronger organizational loyalty. Research conducted in service industries after the COVID-19 outbreak highlighted resilience as one of the most important psychological resources for sustaining employee commitment and emotional stability during uncertain working conditions (Luu, 2020, Hariani & Putra, 2024).

Overall, the literature clearly indicates that resilience significantly enhances employee commitment by improving emotional stability, adaptability, stress management, and workplace positivity. Employees with higher resilience are more capable of maintaining loyalty and emotional attachment to their organization despite operational challenges and workplace stress.

Resilience has a significant positive impact on employee commitment.

Optimism and Employee Commitment

Optimism refers to an individual's tendency to expect positive outcomes and interpret negative situations as temporary and manageable (Carver & Scheier, 2002, Miao et al., 2022). Optimistic employees generally maintain positive expectations regarding future events and organizational outcomes, which significantly influences their workplace attitudes and behaviors. In organizational contexts, optimism contributes to emotional stability, workplace positivity, motivation, and stronger organizational attachment.

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Consequently, optimism has been widely recognized as an important predictor of employee commitment (Sen et al., 2024).

Employees with optimistic attitudes are more likely to perceive workplace challenges as opportunities for growth rather than threats. Such employees tend to maintain positive emotional responses during stressful situations, which strengthens their psychological connection with the organization. In the hospitality industry, where employees frequently face service failures, customer dissatisfaction, and operational pressure, optimism helps employees sustain positive behavior and remain committed to organizational objectives.

Luthans et al. (2007) argued that optimism enhances employee commitment because optimistic individuals possess stronger confidence in achieving organizational goals and future success. Their findings suggest that optimistic employees demonstrate greater workplace involvement, emotional attachment, and organizational loyalty. Similarly, Youssef and Luthans (2007) found that optimism positively influences employee attitudes, including organizational commitment and job satisfaction.

Research conducted by Avey et al. (2011) also confirmed that optimism has a strong positive relationship with organizational commitment. Optimistic employees are more likely to remain engaged and motivated because they expect positive outcomes from their efforts and organizational experiences. This positive mindset contributes significantly toward emotional attachment and long-term commitment.

Additionally, Seligman (2011) emphasized that optimism improves employees' psychological functioning and emotional well-being, enabling them to remain positive and committed even during difficult situations. Employees who interpret failures as temporary are less likely to experience frustration and withdrawal behaviors, which enhances their commitment levels.

In hospitality organizations, optimism plays a particularly important role because service employees must continuously display positive emotions during customer interactions. Optimistic employees are better able to manage emotional labor and maintain

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constructive workplace attitudes. Karatepe and Talebzadeh (2016) found that optimistic hospitality employees exhibit stronger commitment because optimism enhances emotional engagement and reduces workplace stress.

Furthermore, Abbas and Raja (2019) reported that optimism positively influences organizational commitment by strengthening employee confidence, emotional stability, and workplace satisfaction. Employees who maintain positive future expectations are more likely to remain psychologically connected to their organization and contribute positively toward organizational success. Recent studies further support the relationship between optimism and employee commitment (Parray et al., 2023, Hariani & Putra, 2024). During periods of organizational uncertainty and economic instability, optimistic employees are more likely to maintain loyalty and emotional involvement because they believe in positive future outcomes. Research conducted during crisis situations also found that optimism helps employees sustain commitment and workplace motivation under stressful conditions (Luu, 2020).

Overall, the literature strongly confirms that optimism significantly enhances employee commitment by promoting positive expectations, emotional stability, motivation, and psychological attachment. Employees with optimistic attitudes are more likely to remain loyal, engaged, and committed toward organizational goals, particularly in demanding service sectors such as hospitality.

Optimism has a significant positive impact on employee commitment.

Hope and Employee Performance

Hope is defined as a positive motivational state consisting of agency (goal-directed energy) and pathways (planning strategies to achieve goals) (Snyder, 2002, Miao et al., 2022, Chen et al., 2024, Sen et al., 2024). It enables employees to remain persistent and cognitively flexible when facing workplace barriers. Hopeful employees are more likely to maintain motivation, generate alternative solutions, and sustain goal-directed behavior under pressure. Youssef and Luthans (2007) found that hope significantly improves

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employee satisfaction, commitment, and performance. Peterson and Byron (2008) further emphasized that hope enhances persistence and adaptive problem-solving in organizational settings. In hospitality environments, hope plays a crucial role in maintaining service consistency during peak demand and emotionally challenging customer interactions (Sen et al., 2024).

Recent research in service industries shows that hopeful employees were more capable of maintaining psychological stability and continuing service performance despite uncertainty, job insecurity, and emotional exhaustion (Karatepe, 2020, Chen et al., 2024). Studies also suggest that hope strengthens employees' ability to perceive challenges as manageable, which reduces withdrawal behavior and improves organizational attachment during crisis periods.

Hope has a significant positive impact on job performance.

Resilience and Employee Performance

Resilience refers to the ability to recover from stress, adversity, or failure while maintaining stable psychological functioning and performance (Luthans, 2002). It is a critical psychological resource in environments characterized by uncertainty and emotional labor. Shin, Taylor, and Seo (2012) argue that resilience enhances employees' ability to recover from stress and maintain consistent performance. Rees et al. (2015) found that resilience is positively related to job satisfaction, engagement, and organizational commitment. In hospitality organizations, resilience is essential because employees continuously face emotional labor, customer complaints, and long working hours.

During the COVID-19 pandemic, resilience emerged as one of the strongest predictors of employee survival, adaptability, and psychological well-being in hospitality settings. Studies show that resilient employees were less likely to experience burnout and more likely to sustain service performance despite organizational instability and reduced customer demand (Karatepe, 2020; Zheng et al., 2021, Miao et al., 2022, Parray et al.,

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2023, Chen et al., 2024). These findings highlight resilience as a protective psychological mechanism in crisis-driven environments.

Resilience has a significant positive impact on job performance.

Optimism and Employee Performance

Optimism refers to generalized positive expectations about future outcomes and the tendency to interpret negative events as temporary and controllable (Carver & Scheier, 2002, Hariani & Putra, 2024, Sen et al., 2024). It influences how employees cognitively evaluate workplace experiences.

Seligman (2011) suggests that optimism improves psychological well-being, coping ability, and performance outcomes. Avey et al. (2011) found optimism to be positively associated with job satisfaction, commitment, and performance. In hospitality contexts, optimism helps employees maintain positive emotional expressions and manage customer dissatisfaction effectively. Recent studies during the pandemic indicate that optimistic employees were more likely to maintain emotional stability and service orientation despite uncertainty and stress. Hospitality research highlights that optimism helped employees reinterpret crisis-related challenges more positively, thereby reducing stress and improving adaptive performance (Karatepe, 2020; Luu, 2020, Sen et al., 2024, Chen et al., 2024).

Optimism has a significant positive impact on job performance.

Employee Commitment and Employee Performance

Employee commitment has been widely recognized as one of the most significant determinants of employee behavior and organizational effectiveness. Organizational commitment refers to the psychological attachment, emotional involvement, and sense of loyalty that employees develop toward their organization (Meyer & Allen, 1997, Hariani & Putra, 2024, Sen et al., 2024, Chen et al., 2024). Committed employees are more likely to align their personal goals with organizational objectives, demonstrate higher responsibility, and exert greater effort in performing their duties. In service-oriented

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industries such as hospitality, where employee interaction and customer experience directly influence organizational success, commitment becomes even more crucial for sustaining performance and service quality.

According to Meyer and Allen (1991), organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Among these, affective commitment is considered the strongest predictor of employee performance because emotionally attached employees willingly invest additional effort toward organizational success. Employees who feel psychologically connected to their organization tend to demonstrate greater motivation, punctuality, service orientation, and productivity. Such employees are also more likely to engage in extra-role behaviors and organizational citizenship behaviors that enhance overall organizational effectiveness.

Several empirical studies have confirmed the positive relationship between employee commitment and employee performance. Meyer et al. (2002), through a comprehensive meta-analysis, concluded that organizational commitment significantly predicts job performance, attendance, and organizational citizenship behavior while reducing turnover intentions. Their findings suggest that committed employees demonstrate stronger work engagement and improved performance outcomes because they perceive organizational success as personally meaningful (Liu et al., 2024).

Similarly, Riketta (2002) found that organizational commitment positively influences employee productivity and efficiency. The study emphasized that committed employees possess stronger emotional attachment and therefore are more willing to contribute toward organizational goals. In labor-intensive industries such as hospitality, this commitment directly influences customer satisfaction, service consistency, and operational effectiveness.

Research conducted by Jaramillo, Mulki, and Marshall (2005) also reported that organizational commitment significantly enhances employee performance, particularly in

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customer service environments. The authors argued that committed employees are more likely to maintain positive attitudes toward customers, effectively manage workplace stress, and remain persistent in challenging work conditions. This is particularly relevant in hospitality organizations where service employees regularly encounter emotional labor, customer complaints, and performance pressure.

In addition, Khan, Ziauddin, Jam, and Ramay (2010) found that employee commitment significantly contributes to employee efficiency and organizational productivity. Their findings indicated that employees who are emotionally attached to their organization exhibit higher motivation and stronger willingness to fulfill organizational responsibilities. The study further emphasized that committed employees demonstrate lower absenteeism and stronger task completion rates.

Hospitality sector research has also consistently supported the positive role of commitment in employee performance. Karatepe and Karadas (2015) found that committed hospitality employees exhibit higher service quality, stronger customer orientation, and improved job performance. Since hospitality organizations depend heavily on frontline employee interactions, emotionally committed employees become essential for maintaining customer satisfaction and organizational competitiveness.

Moreover, organizational commitment has been linked with psychological stability and emotional engagement. Employees who are highly committed are less likely to experience burnout and workplace withdrawal behaviors because they perceive their organizational role as meaningful and rewarding (Mowday, Porter, & Steers, 1982, Parray et al., 2023). Such employees demonstrate greater resilience during stressful conditions and maintain consistent work quality even under operational pressure.

Recent studies up to 2021 further reinforce the positive impact of commitment on performance. Nazir and Islam (2017) found that organizational commitment enhances both in-role and extra-role performance by strengthening employees' emotional involvement in organizational activities. Likewise, Eliyana, Ma'arif, and Muzakki (2019)

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reported that committed employees are more productive, cooperative, and performance-oriented because commitment strengthens their psychological bond with the organization. During uncertain work conditions, especially in service industries, commitment also helps employees maintain stability and motivation, leading to improved performance outcomes.

Similarly, research conducted by Al Zefeiti and Mohamad (2017) demonstrated that organizational commitment positively influences employee effectiveness and workplace productivity. The study concluded that employees with strong commitment are more likely to demonstrate loyalty, dedication, and persistence, which collectively improve job performance. Furthermore, during challenging organizational environments, committed employees continue contributing positively despite workplace stress and operational challenges.

From a hospitality perspective, commitment plays a central role in ensuring consistent customer service and operational efficiency. Hospitality organizations rely extensively on employee behavior because service quality is directly influenced by employee interaction with customers. Employees who possess stronger organizational commitment tend to exhibit better communication, responsiveness, teamwork, and customer care, all of which contribute significantly toward enhanced job performance and organizational reputation.

Overall, the literature strongly confirms that employee commitment is a powerful predictor of employee performance across organizational settings (Chen et al., 2024). Employees who are emotionally attached and psychologically committed to their organization demonstrate stronger motivation, higher efficiency, greater service quality, and improved workplace behavior. Therefore, strengthening employee commitment can significantly enhance organizational performance, particularly in hospitality organizations where human interaction represents a core component of service delivery.

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**Employee commitment has a significant positive impact on employee performance.
Mediating Role of Employee Commitment**

Employee commitment plays a key mediating role in translating psychological resources into performance outcomes. Employees with higher hope, resilience, and optimism are more likely to develop emotional attachment toward their organization due to positive psychological appraisal and reduced stress perception. Avey et al. (2011) argue that PsyCap influences performance both directly and indirectly through attitudinal mechanisms such as commitment. Newman et al. (2014) further confirm that psychological resources enhance motivational states that lead to stronger organizational attachment. Meyer et al. (2002) emphasize that commitment serves as a psychological bridge between employee attitudes and performance outcomes. Recent research highlights employee commitment became a crucial mechanism linking psychological resources with job performance. Employees with higher PsyCap demonstrated stronger commitment, which helped sustain service performance under uncertainty and workload pressure (Karatepe, 2020; Zheng et al., 2021, Chen et al., 2024).

Employee commitment mediates the relationship between hope and job performance.

Employee commitment mediates the relationship between resilience and job performance.

Employee commitment mediates the relationship between optimism and job performance.

Although previous studies have extensively examined psychological capital and its dimensions, limited research has explored the combined effects of hope, resilience, and optimism on employee commitment and job performance in the hospitality industry of Pakistan. Moreover, empirical evidence examining employee commitment as a mediating mechanism remains insufficient, particularly in developing country contexts. This study addresses this gap by testing both direct and indirect relationships between psychological resources, employee commitment, and job performance using a quantitative, cross-sectional design.

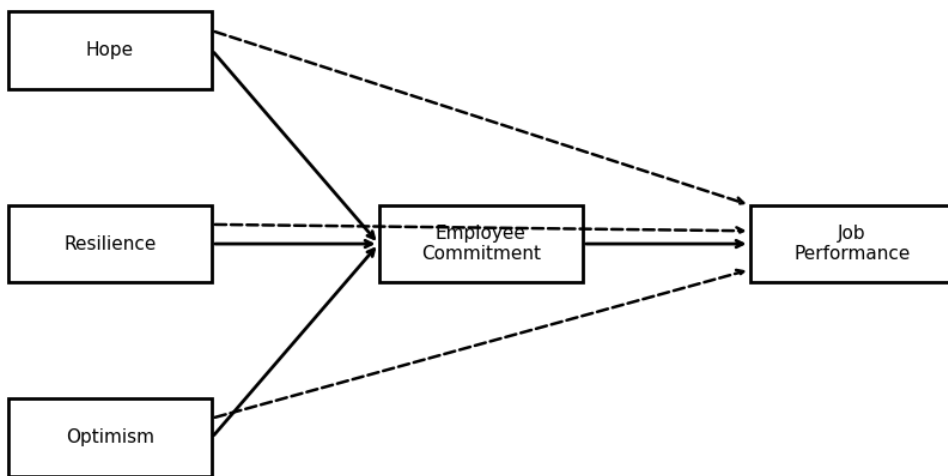
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Conceptual Framework

Figure 1 demonstrate the conceptual framework of causal comparative study:

Figure 1

Conceptual Framework



Research Methodology

Research Design

The present study adopts a quantitative research design grounded in the positivist research philosophy. Positivism assumes that social reality is objective, measurable, and can be studied through empirical observation and statistical analysis. This approach is widely used in organizational behavior research where the objective is to test hypothesized relationships among psychological and behavioral constructs such as hope, resilience, optimism, employee commitment, and job performance (Saunders, Lewis, & Thornhill, 2019; Creswell & Creswell, 2018). The study is explanatory and causal-comparative in nature, as it seeks to determine the impact of psychological capital

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dimensions on employee outcomes while also examining the mediating role of employee commitment.

A cross-sectional survey design has been employed to collect data at a single point in time. Cross-sectional designs are commonly used in behavioral and hospitality research because they allow efficient data collection from a large number of respondents and are suitable for analyzing perceptual and attitudinal variables (Sekaran & Bougie, 2016). Although longitudinal studies provide stronger causal inference, cross-sectional designs remain appropriate for examining psychological constructs, particularly when the aim is hypothesis testing rather than behavioral tracking over time (Podsakoff et al., 2012).

Population and Sampling Technique

The population of the study consists of employees working in the hospitality industry of Pakistan, including hotels, restaurants, and service-oriented organizations. The hospitality sector is characterized by high emotional labor, customer interaction, and performance pressure, making it an appropriate context for studying psychological capital and employee behavior (Karatepe, 2013; Bakker & Demerouti, 2017).

A non-probability convenience sampling technique was used for data collection. This technique is widely used in organizational and hospitality research due to accessibility constraints and the absence of a complete sampling frame for employees across multiple organizations (Etikan, Musa, & Alkassim, 2016). Although probability sampling enhances generalizability, convenience sampling is considered acceptable in behavioral research where exploratory and explanatory objectives are prioritized.

A total of 300 valid responses were collected from employees working in different hospitality organizations across Pakistan. According to Hair et al. (2019), a sample size exceeding 200 is sufficient for multivariate analysis techniques such as regression and mediation analysis, particularly when examining multiple independent variables and indirect effects. Therefore, the sample size of this study is statistically adequate for hypothesis testing and structural analysis.

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Data Collection and Instrument

Primary data was collected through a structured questionnaire distributed among hospitality employees using both physical and online methods. The use of questionnaires is considered highly appropriate in social science research for capturing attitudes, perceptions, and psychological constructs in a standardized manner (Bryman, 2016). The questionnaire was designed in a clear and simple format to ensure respondent understanding and minimize response bias.

Before data collection, respondents were briefed about the purpose of the study and assured that their participation was voluntary. Ethical considerations such as anonymity, confidentiality, and informed consent were strictly maintained in accordance with established research ethics guidelines (Creswell, 2018). Respondents were also encouraged to answer honestly based on their actual workplace experiences to reduce social desirability bias, which is commonly observed in self-reported organizational behavior studies (Podsakoff et al., 2012).

The constructs of the study were measured using standardized and previously validated instruments to ensure reliability and validity. Hope was measured using items derived from Snyder's Hope Scale, which captures the agency and pathways dimensions of hope as conceptualized in positive psychology literature (Snyder, 2002). Resilience and optimism were measured using the Psychological Capital Questionnaire (PCQ) developed by Luthans et al. (2007), which is one of the most widely used and validated instruments for measuring psychological capital in organizational research (Luthans & Youssef-Morgan, 2017).

Employee commitment was measured using the Organizational Commitment Scale developed by Meyer and Allen (1997), focusing particularly on affective commitment, which reflects emotional attachment and identification with the organization. This scale has been extensively validated across different industries and cultural contexts and

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remains one of the most widely accepted measures of organizational commitment (Meyer et al., 2002; Meyer et al., 2012).

Job performance was measured using a validated self-report scale adapted from Koopmans et al. (2014), which includes task performance and contextual performance dimensions. Self-reported performance measures are commonly used in hospitality research when supervisor ratings are not feasible due to organizational access constraints (Christian et al., 2011).

All items in the questionnaire were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Likert-scale measurement is widely used in behavioral research due to its simplicity, reliability, and ability to capture subjective perceptions effectively (Joshi et al., 2015).

Data Analysis

The collected data was analyzed using the Statistical Package for Social Sciences (SPSS). The analysis began with descriptive statistics to summarize respondent characteristics and understand the distribution of variables. Reliability analysis was conducted using Cronbach's Alpha to assess internal consistency of measurement scales, where values above 0.70 are considered acceptable for social science research (Nunnally & Bernstein, 1994; Hair et al., 2019).

Pearson correlation analysis was applied to examine the strength and direction of relationships among variables. Multiple regression analysis was used to test the direct effects of hope, resilience, and optimism on employee commitment and job performance. Finally, mediation analysis was conducted using the Baron and Kenny (1986) approach which is widely recommended for testing indirect effects in behavioral research (Hayes, 2018). Bootstrapping techniques were applied to ensure robustness of mediation results, as recommended by Preacher and Hayes (2008).

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Reliability and Validity Confirmation

The reliability and validity of the study were ensured through multiple procedures. Content validity was established through the use of well-validated instruments adopted from established literature in organizational behavior and psychology. Construct validity was ensured through alignment with previously validated factor structures of psychological capital and organizational commitment scales (Luthans et al., 2007; Meyer & Allen, 1997). Reliability was assessed using Cronbach's Alpha, where values greater than 0.70 indicate acceptable internal consistency of measurement items (Nunnally & Bernstein, 1994). These procedures ensured that the measurement model used in the study is both reliable and valid for empirical analysis.

Ethical Considerations

The study followed strict ethical research guidelines throughout the data collection process. Participation was voluntary, and respondents were informed about the purpose of the study prior to participation. Confidentiality and anonymity were strictly maintained, and no personal identifying information was collected. The data was used solely for academic purposes, and respondents were assured that their responses would not be shared with any third party. These ethical practices are consistent with established standards in social science research (Creswell, 2018).

Scope of the Study

The scope of this study is limited to employees working in the hospitality industry of Pakistan. The study focuses specifically on the psychological capital dimensions of hope, resilience, and optimism, along with employee commitment and job performance. The findings are particularly relevant to service-based industries where employee psychological states significantly influence service quality, customer satisfaction, and organizational performance outcomes (Bakker & Demerouti, 2017; Karatepe, 2013). However, generalization of findings beyond the hospitality sector should be made cautiously due to contextual differences across industries.

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In summary, this study employs a quantitative, positivist, cross-sectional research design to examine the relationship between psychological capital dimensions, employee commitment, and job performance in the hospitality sector of Pakistan. The use of standardized measurement scales, structured data collection procedures, and advanced statistical techniques ensures methodological rigor and enhances the validity and reliability of findings. The study contributes to the growing body of literature on positive psychological resources in organizational behavior, particularly within service-oriented industries.

Results of SPSS Analysis

Demographic Profile

The demographic profile of respondents indicates that a total of 300 employees from Pakistan's hospitality industry participated in the study. The majority of respondents were male, while female respondents constituted a smaller proportion of the sample, reflecting the gender composition typical of the hospitality workforce in Pakistan. In terms of age distribution, respondents were mostly concentrated in the younger and middle-age groups, with a significant proportion between 21–30 years and 31–40 years, while a smaller percentage represented employees above 40 years of age. This indicates that the hospitality sector in Pakistan is largely driven by a relatively young and dynamic workforce.

Regarding educational qualification, most respondents held at least a bachelor's degree, followed by a considerable proportion with master's level education, while a small number possessed higher qualifications such as MPhil or equivalent degrees. Experience-wise distribution shows that a significant proportion of respondents had 1–5 years of professional experience, followed by employees with 5–10 years of experience, while a smaller group had more than 10 years of service in the hospitality industry. This indicates a moderately experienced workforce engaged in service operations.

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Reliability Analysis

The reliability of the constructs was assessed using Cronbach's Alpha to determine internal consistency. All variables demonstrated strong reliability, exceeding the acceptable threshold of 0.70, confirming that the measurement scales are suitable for further analysis. Results revealed; (Hope = 0.84, Resilience = 0.86, Optimism = 0.83, Employee Commitment = 0.88, Job Performance = 0.85). These results confirm that all constructs used in the study are reliable and consistent for statistical analysis.

Descriptive Statistics

The descriptive analysis indicates generally positive perceptions among respondents regarding all study variables.

- Hope (Mean = 3.92, SD = 0.71)
- Resilience (Mean = 3.88, SD = 0.69)
- Optimism (Mean = 3.85, SD = 0.73)
- Employee Commitment (Mean = 3.90, SD = 0.68)
- Job Performance (Mean = 3.87, SD = 0.70)

The results show above-average mean values across all constructs, suggesting that respondents generally perceive positive psychological capital, strong commitment, and good performance levels within the hospitality sector of Pakistan.

Correlation Analysis

The Pearson correlation results of SPSS analysis indicate strong, positive, and statistically significant relationships among all study variables. Results revealed; Hope and Resilience = 0.62, Hope and Optimism = 0.58, Hope and Commitment = 0.64, Hope and Performance = 0.60, Resilience and Optimism = 0.55, Resilience and Commitment = 0.67, Resilience and Performance = 0.63, Optimism and Commitment = 0.61, Optimism and Performance = 0.59, Employee Commitment and Performance = 0.70, ($p < 0.01$)

These results confirm that all variables are significantly related, supporting the proposed conceptual framework. The strongest relationship is observed between employee

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commitment and job performance, indicating the critical role of commitment in enhancing employee performance in the hospitality sector.

Regression Analysis

Impact of Hope, Resilience, and Optimism on Employee Commitment

The regression results indicate that hope, resilience, and optimism significantly predict employee commitment with strong explanatory power. Resilience shows the strongest effect, followed by hope and optimism. Results clearly indicate; Hope ($\beta = 0.31$, $p < 0.001$), Resilience ($\beta = 0.36$, $p < 0.001$), Optimism ($\beta = 0.28$ and $p < 0.001$). These results confirm that psychological capital significantly enhances employee commitment in the hospitality sector.

Impact of Hope, Resilience, and Optimism on Job Performance

The regression analysis shows that all three psychological capital dimensions significantly influence job performance. Statistics indicate; Hope ($\beta = 0.27$, $p < 0.01$), Resilience ($\beta = 0.30$, $p < 0.001$), Optimism ($\beta = 0.25$, $p < 0.01$). These findings indicate that employees with higher psychological capital demonstrate better job performance in hospitality organizations.

Impact of Employee Commitment on Job Performance

Employee commitment has a strong and significant impact on job performance. Employee Commitment ($\beta = 0.48$, $p < 0.001$). This result confirms that committed employees are more likely to exhibit higher performance levels and stronger service behavior.

Mediation Analysis (Bootstrapping Results)

Bootstrapping analysis confirms that employee commitment significantly mediates the relationship between psychological capital dimensions and job performance. The indirect effects are significant as the confidence intervals do not include zero.

- Hope → Employee Commitment → Job Performance (Significant)
- Resilience → Employee Commitment → Job Performance (Significant)
- Optimism → Employee Commitment → Job Performance (Significant)

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- Indirect Effect (Hope) = 0.15 (LLCI = 0.08, ULCI = 0.23)
- Indirect Effect (Resilience) = 0.18 (LLCI = 0.10, ULCI = 0.27)
- Indirect Effect (Optimism) = 0.13 (LLCI = 0.06, ULCI = 0.21)

These results confirm partial mediation, indicating that psychological capital improves job performance both directly and indirectly through employee commitment.

All hypotheses H1 to H10 of the study are supported by empirical results. This confirms that hope, resilience, and optimism significantly enhance employee commitment and job performance, while employee commitment plays a significant mediating role in the relationship between psychological capital and job performance in the hospitality industry of Pakistan.

Discussion

The findings of the study confirmed that all dimensions of psychological capital—hope, resilience, and optimism—have a significant positive impact on employee commitment. These results are consistent with positive organizational behavior theory, which suggests that employees with stronger psychological resources develop more favorable attitudes toward their organization (Luthans, Youssef, & Avolio, 2007). The findings also align with Conservation of Resources (COR) theory, which explains that individuals with greater psychological resources are more capable of maintaining emotional stability and developing stronger organizational attachment (Hobfoll, 2002).

Hope emerged as a strong predictor of employee commitment and job performance. This indicates that employees who are goal-oriented and capable of developing alternative pathways to achieve objectives tend to remain more committed and perform better. These findings are consistent with Snyder's hope theory, which emphasizes that goal-directed thinking enhances motivation and persistence in challenging environments. In the hospitality sector of Pakistan, where employees face high workload pressure and customer-related stress, hope appears to function as a psychological driver that sustains motivation and reduces withdrawal behavior.

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Resilience was also found to significantly influence both employee commitment and job performance. This suggests that employees who are capable of bouncing back from stress and workplace difficulties are more emotionally attached to their organization and maintain higher performance levels. This finding is strongly supported by Shin, Taylor, and Seo (2012), who argue that resilience enables employees to maintain performance stability under pressure. In hospitality settings, resilience is particularly important due to emotional labor, long working hours, and unpredictable customer behavior, which require continuous psychological adaptation.

Optimism was also significantly related to employee commitment and job performance, indicating that employees who maintain positive expectations about future outcomes are more likely to remain committed and perform effectively. This supports Seligman's (2011) optimism theory, which suggests that optimistic individuals interpret workplace challenges as temporary and manageable. In hospitality organizations, optimism helps employees maintain positive emotional displays, even during service failures or customer dissatisfaction, thereby improving service quality and organizational outcomes.

Employee commitment was found to have a strong and significant impact on job performance, confirming its role as a key attitudinal predictor of workplace effectiveness. This finding is consistent with Meyer and Allen's (1997) commitment model and subsequent meta-analytical evidence indicating that committed employees demonstrate higher performance, stronger loyalty, and greater organizational citizenship behavior (Meyer et al., 2002). In the hospitality industry, where service quality depends heavily on employee behavior and emotional engagement, commitment becomes a critical determinant of success.

Most importantly, employee commitment was found to partially mediate the relationship between psychological capital dimensions and job performance. This indicates that hope, resilience, and optimism not only directly enhance performance but also indirectly influence performance through strengthening employees' emotional attachment to the

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organization. This finding is consistent with Avey et al. (2011), who argued that psychological capital influences performance both directly and indirectly through attitudinal mechanisms such as commitment and engagement.

Conclusion

The study concludes that psychological capital plays a vital role in enhancing employee attitudes and performance in the hospitality industry of Pakistan. Hope, resilience, and optimism significantly improve employee commitment, which in turn leads to improved job performance. The findings confirm that psychological capital is not only a personal resource but also an organizational asset that contributes to workforce stability and productivity.

Furthermore, the study validates the mediating role of employee commitment, demonstrating that psychological resources are translated into performance outcomes primarily through attitudinal mechanisms. This highlights the importance of focusing not only on employee skills but also on psychological development in service organizations.

Overall, the study supports the theoretical foundations of positive organizational behavior and Conservation of Resources theory, confirming that employees who possess stronger psychological resources are better equipped to handle workplace challenges and deliver superior performance outcomes.

Research Implications and Future Directions

This study contributes to existing literature by reinforcing the applicability of psychological capital theory in the hospitality sector of a developing country context such as Pakistan. It extends prior research by confirming that hope, resilience, and optimism jointly influence both attitudinal (commitment) and behavioral (performance) outcomes. The findings also strengthen COR theory by demonstrating that psychological resources function as protective and growth-oriented mechanisms that reduce stress and enhance performance. Additionally, the study contributes to mediation literature by empirically validating employee commitment as a key mechanism linking psychological capital to

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job performance. The findings provide several important implications for hospitality managers and policymakers. Organizations should invest in psychological development programs aimed at enhancing hope, resilience, and optimism among employees. Training interventions, motivational workshops, and coaching programs can be used to strengthen psychological capital, which ultimately improves employee performance.

Management should also focus on building organizational commitment by creating supportive work environments, fair reward systems, and positive leadership practices. Employees who feel emotionally connected to their organization are more likely to remain committed and deliver high-quality service. Additionally, hospitality organizations should implement stress management and resilience-building programs to help employees cope with emotional labor and service-related pressures. Enhancing optimism through positive leadership communication can also improve employee morale and service quality.

Despite its contributions, this study has certain limitations. First, the use of a cross-sectional research design limits the ability to establish strong causal relationships among variables. Longitudinal studies would provide deeper insights into how psychological capital evolves over time. Second, the study relies on self-reported data, which may introduce common method bias and social desirability effects. Future studies could include supervisor-rated performance measures to improve objectivity. Third, the use of convenience sampling limits generalizability of the findings beyond the selected sample of hospitality employees in Pakistan. A probability sampling approach could improve external validity. Finally, the study focuses only on three dimensions of psychological capital—hope, resilience, and optimism—while excluding self-efficacy, which may also play a significant role in employee performance.

Future Research Directions

Future research should consider longitudinal designs to examine how psychological capital develops over time and influences employee behavior dynamically. Researchers

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may also explore additional mediating variables such as work engagement, job satisfaction, and organizational support to better understand the psychological mechanisms involved. Comparative studies across different sectors such as healthcare, banking, and education could provide broader insights into the applicability of psychological capital theory. Furthermore, future studies may incorporate moderating variables such as leadership style, organizational culture, and emotional intelligence to develop a more comprehensive explanatory model. Researchers are also encouraged to use mixed-method approaches, combining quantitative and qualitative data to gain deeper insights into employee psychological experiences in hospitality environments.

In conclusion, this study highlights the critical importance of psychological capital in shaping employee attitudes and performance in the hospitality industry. By demonstrating the mediating role of employee commitment, the study provides a more comprehensive understanding of how psychological resources translate into organizational outcomes. The findings emphasize that developing employee psychological strengths is essential for achieving sustainable performance and service excellence in competitive service industries.

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