# Psychological Capital and Organizational Commitment: A Review of 2024 Empirical Evidence

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**Abstract**

Psychological Capital (PsyCap) has emerged as a significant area of interest for scholars and practitioners in organizational behavior and human resource management, particularly in its relationship with organizational commitment (OC). The present study offers a comprehensive and structured synthesis of recent empirical research on PsyCap and its impact on organizational commitment. Adopting a scoping review approach, this study systematically analyzed and evaluated peer-reviewed publications from 2024, yielding 14 relevant empirical studies. Each study was assessed across eight key criteria: (1) research methodology, (2) population and sample size, (3) statistical analysis techniques, (4) country of origin, (5) major findings, (6) organizational sector or industry, and (7) the use of moderators and mediators. The review reveals a consistently positive association between PsyCap and OC, with mediating psychological factors such as resilience, work engagement, and job satisfaction frequently strengthening this relationship. The findings highlight the growing relevance of PsyCap as a construct in Positive Organizational Behavior and its potential to enhance workplace outcomes. This review serves as a valuable resource for academics, students, and professionals seeking to deepen their understanding of PsyCap and its role in fostering organizational commitment.

**Keywords**: Psychological Capital, Organizational Commitment, Positive Psychology, Empirical Review, Human Resource Management, Mediators, Scoping Analysis

**Introduction**

In today's dynamic organizational environment, retaining a committed and psychologically healthy workforce is central to sustaining performance and competitiveness. Scholars and practitioners have increasingly turned their attention to psychological capital (PsyCap)—a higher-order construct comprising *hope, self-efficacy, resilience,* and *optimism* (Luthans,

Youssef, & Avolio, 2007)—as a key internal resource that shapes employees' attitudes and behaviors. Over the past decade, organizational commitment (OC) has emerged as one of the most frequently studied outcomes of PsyCap, reflecting employees' psychological attachment and loyalty toward their organization (Meyer & Allen, 1991; Avey et al., 2011).

Although numerous studies have confirmed a positive relationship between PsyCap and OC, the strength and nature of this association appear to vary across contexts, leadership styles, and cultural settings. Recent empirical evidence from 2024 continues to expand this line of inquiry across sectors such as healthcare, education, and aviation, suggesting that the PsyCap–OC linkage is influenced by leadership behaviors, justice perceptions, and national context (Geremias, Lopes, & Sotomayor, 2024; Han & Cai, 2024; Majid, Murtaza, & Anwar, 2024). These emerging findings demonstrate that the PsyCap–OC relationship is not uniform but contingent on environmental and organizational factors.

The primary objective of this review is to provide a comprehensive synthesis of empirical studies published in 2024 that examine the relationship between psychological capital and organizational commitment. By focusing exclusively on the most recent empirical evidence, this review aims to:
1. Identify and summarize the patterns, methodologies, and contexts in which PsyCap has been linked to OC;
2. Highlight mediating and moderating mechanisms (e.g., leadership style, organizational justice, cultural influences) reported in 2024 studies; and
3. Evaluate gaps and future directions to guide subsequent research and practical interventions aimed at enhancing employee commitment through PsyCap development.

The scope of this review is limited to empirical studies published in 2024, ensuring a current and evidence-based understanding of this evolving relationship. This focused approach enables researchers and practitioners to grasp the most recent theoretical and practical developments, while positioning the present review as a contemporary contribution to the growing body of literature on positive organizational behavior and commitment.
To achieve the stated objectives, this review systematically collected and analyzed empirical studies published in 2024 that examined the relationship between psychological capital and organizational commitment.

**Literature Review**
Recent empirical research in 2024 offer significant evidence for the influence of psychological capital (PsyCap) on organizational commitment, while also indicating that contextual circumstances may affect the intensity of this link. Geremias, Lopes, and Sotomayor (2024) discovered that PsyCap was a strong predictor of organizational commitment across affective, normative, and continuity dimensions; however, the strength of this relationship depended on the leadership style. The advantageous impact of PsyCap diminished in the presence of unpleasant leadership, highlighting those detrimental supervisory behaviors might erode the favorable impacts of employees' psychological resources. Supplementary research on employees in both public and private sectors further validated the significance of internal psychological dispositions, indicating that personality traits and psychological well-being—constructs closely associated with PsyCap—enhance organizational commitment (Frontiers in Psychology, 2024).
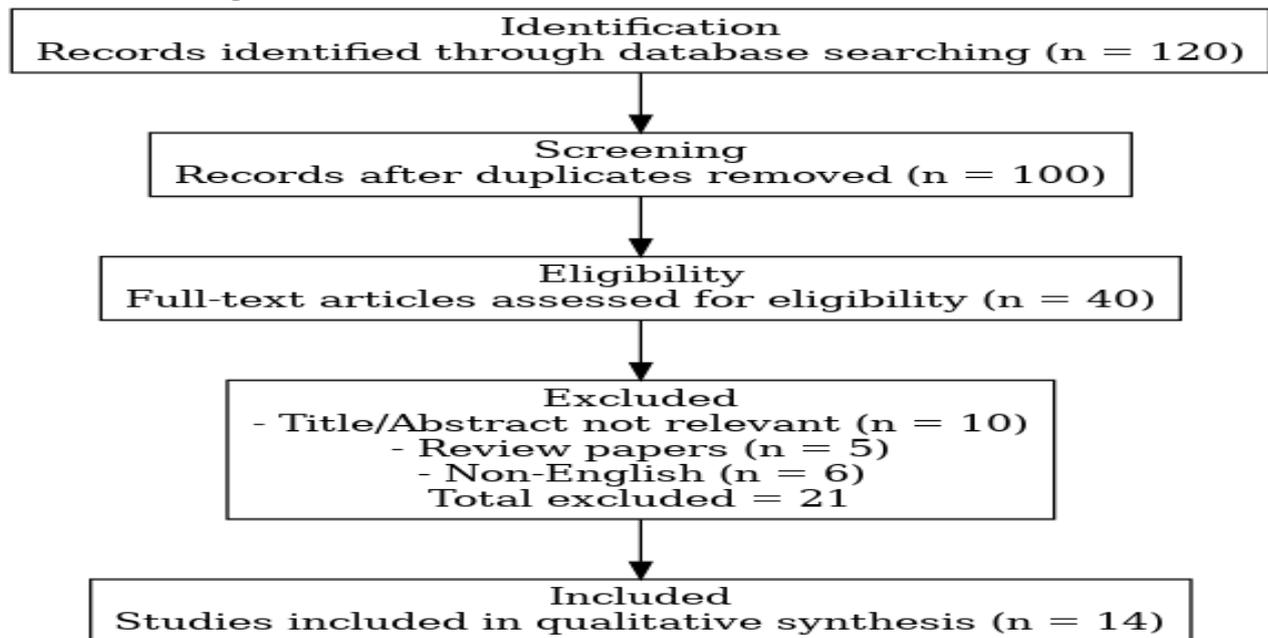
In addition to evident correlations, other studies conducted in 2024 have investigated PsyCap and commitment within broader explanatory frameworks. Khan, Ali, and Rehman (2024) indicated that organizational justice forecasts job performance via a sequential mediation of Psychological Capital and organizational commitment among public university educators in Pakistan, illustrating how Psychological Capital increases commitment, subsequently enhancing employee outcomes. Zhao and Zhang (2024) similarly discovered that high-performance human resource practices substantially impacted subjective career success through the combined impact of PsyCap and organizational commitment, underscoring their interconnected function in organizational contexts. Furthermore, longitudinal evidence from a study of newly licensed nurses in China showed that organizational commitment positively affected perceived professional benefits, mediated by psychological capital and coping styles, thereby supporting the reciprocal relationship between commitment and psychological resources (Li, Zhang, & Chen, 2024).

Collectively, these data establish that PsyCap is a significant determinant of organizational commitment across various cultural and sectoral contexts, while also serving as a component of extensive mediation chains that connect organizational practices to performance and career outcomes. Nevertheless, the literature in 2024 is constrained for longitudinal and cross-cultural comparison designs, as the majority of studies concentrate on single-country samples and cross-sectional data. This gap indicates the necessity for future study to examine the PsyCap–commitment link across various organizational contexts, particularly in industries and areas where empirical evidence remains limited.

**Research Methodology**
A structured literature search was carried out across three prestigious academic databases Scopus, Web of Science (WoS), and Google Scholar—to guarantee an exhaustive and methodologically sound empirical review. The selection of these databases was based on their broad indexing of peer-reviewed publications from various fields, with a focus on management, psychology, and organizational behavior research. One of the largest databases of abstracts and citations of peer- reviewed literature is provided by Elsevier's Scopus. Google Scholar offers more access to scholarly outputs, such as open-access papers and early online releases, while Web of Science is renowned for its carefully selected, high-quality journal collection.

To improve openness and reproducibility, the selection procedure adhered to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) paradigm.
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**PRISMA Flow Diagram**



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                        Identification
        Records identified through database searching (n = 120)
                              │
                              ▼
                         Screening
           Records after duplicates removed (n = 100)
                              │
                              ▼
                         Eligibility
        Full-text articles assessed for eligibility (n = 40)
                              │
                              ▼
                          Excluded
        - Title/Abstract not relevant (n = 10)
                - Review papers (n = 5)
                - Non-English (n = 6)
              Total excluded = 21
                              │
                              ▼
                          Included
     Studies included in qualitative synthesis (n = 14)
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The following PRISMA flow diagram illustrates the process of study selection

The study selection process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. A total of 120 records were initially identified through database searches. After removing duplicates, 100 records remained for screening. Titles and abstracts were reviewed, and 10 papers were excluded due to irrelevance. During the eligibility stage, 21 full-text articles were excluded: 5 review papers, 6 non-English publications, and 10 papers excluded due to title and abstract irrelevance. Following this process, a total of 14 empirical studies met all inclusion criteria and were included in the final scoping review.

These 14 studies represent diverse contexts (e.g., education, healthcare, hospitality, aviation, HRM, and mixed workforce) and countries (e.g., Pakistan, Israel, Korea, Indonesia, Vietnam, Ecuador, India, China, and Eastern Europe). They were analyzed systematically using eight evaluation criteria: methodology, population/sample size, statistical techniques, country of origin, major findings, organizational sector, and the use of mediators or moderators.

**Results and Discussions**

To answer the other research question, the fourteen research publications were examined. All things considered, our results show that there are deficiencies in several dimensions, including 1) population, 2) data analysis methods, 3) moderators and mediators, 4) research fields, 5) research findings, and 6) the study's the sector. We have summarized our observations in the table below.

Table 1.

*Research Articles Analysis*

| Authors (Year) | Country | Sample size | Sector | Methodology & Data Analysis | Mediator | Moderator |
|---|---|---|---|---|---|---|
| Birani-Nasraldin, Somech, & Bogler (2024) | Israel, education leaders | 86 | Education | Crossover model | Psychological Capital | None |
| Geremias, Lopes, & Sotomayor (2024) | Angola | **335** | private and public | Quantitative survey, SEM | Psychological Capital | Transformational Leadership |
| Geremias, R. L., Lopes, M. P., & Sotomayor, A. M. (2024) | Angola | 334 | healthcare | Quantitative survey, SEM | Perceived transformational leadership | None |
| Han & Cai (2024) | Korea, 300 flight attendants | 300 | Aviation | Survey, Regression/SEM | Psychological Capital | None |
| Mahadewi & Muchtadin (2024) | Indonesia, hospital staff | 169 | Healthcare | Quantitative survey | PsyCap, Affective Commitment | None |
| Majid et al. (2024) | Pakistan, university teachers | 554 | Education | SEM | PsyCap, Org. Commitment | None |
| Malik et al. (2024) | Pakistan, employees | 651 | Mixed (workforce) | SEM | PsyCap, Org. Commitment | None |
| Moustafa et al. (2024) | Egypt | 385 | Hospitality | Survey, SEM | Psychological Capital | None |
| Qiu et al. (2025) | China, new nurses | 567 | Healthcare | SEM, chain mediation | Positive Coping, Org. Commitment | None |
| Rajakumar et al. (2024) | India, employees | 368 | Knowledge sharing | SEM | Psychological Capital | Self-actualization |
| Toyota, Kızrak, & Çakar (2024) | Turkey, HR employees | 429 | HRM | SEM | PsyCap, Org. Commitment | None |
| Tran et al. (2024) | Vietnam, Gen Z workers | 361 | HRM | SEM | Psychological Capital | None |
| Zambrano-Chumo & Guevara (2024) | Ecuador, healthcare professionals | 320 | Healthcare | SEM | Burnout | None |
| Zhou et al. (2024) | China, hospitality newcomer | 417 | Hospitality | SEM | Psychological Capital | Feedback-seeking behavior |

*Population Analysis*
Figure 1. illustrates the variation in sample sizes across 14 reviewed studies examining psychological capital (PsyCap) and organizational outcomes. The sample sizes range from 86 participants (Birani-Nasraldin et al., 2024) to 651 participants (Malik et al., 2024), reflecting the diversity of research contexts, including education, healthcare, hospitality, aviation, and HR management. Most studies employed medium-to-large samples (300–600 participants), ensuring reliability and broader applicability of results, while a few relied on smaller samples, indicating more context-specific investigations.

Overall, the chart highlights both the methodological rigor and diversity of PsyCap research. The predominance of moderate to large samples demonstrates strong empirical grounding, while the variety of sample sizes and sectors underscores the field's adaptability across cultural and organizational settings. This diversity enriches the evidence base, enhancing the generalizability and practical relevance of PsyCap studies worldwide.
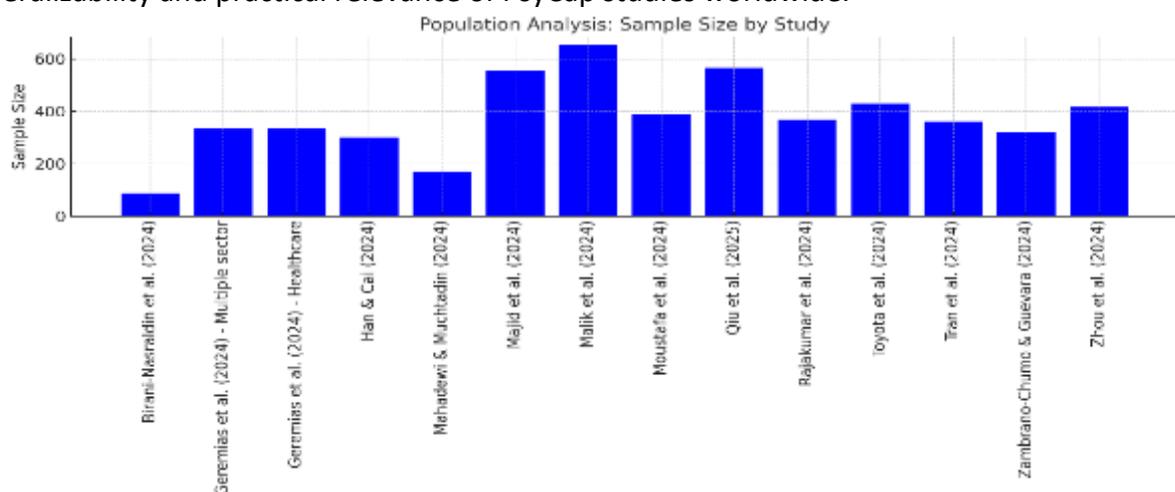


*Figure 1.* Sample Size per Study

*Articles Distribution by Country*
Figure 2, graph illustrates the distribution of empirical studies conducted in 2024 on the relationship between Psychological Capital (PsyCap) and Organizational Commitment across different countries. The data shows that Angola, China, and Pakistan each contributed two studies, while India, Ecuador, Egypt, Israel, South Korea, Vietnam, Turkey, and Indonesia contributed one study each. This distribution highlights that research on PsyCap and organizational commitment is gaining momentum across diverse regions, with noticeable contributions from both developed and developing countries.

Figure 2. Articles Distribution by Country

*Data Analysis and Statistical Methods*

Figure 3 shows, the analysis of statistical techniques used across the reviewed studies highlights a strong preference for Structural Equation Modeling (SEM), which was employed in 12 out of 14 cases (≈ 86%). SEM has become the dominant method due to its ability to handle complex relationships between variables, test mediation and moderation effects, and provide robust model fit indices. Its prevalence reflects the researchers' emphasis on ensuring methodological rigor and precision in validating theoretical frameworks, particularly in studies examining psychological capital and organizational commitment across diverse contexts.

On the other hand, only one study (≈ 7%) applied a Crossover model with regression analysis, and another (≈7%) employed correlation and regression techniques. While these approaches offer valuable insights, their lower representation suggests a shift towards more advanced multivariate tools such as SEM, which allows for a comprehensive analysis of direct and indirect effects. However, this concentration on a single statistical technique also indicates a potential limitation, as reliance on SEM may overlook alternative analytical strategies that could capture different dimensions of the data. Future research could benefit from diversifying statistical approaches to provide a more balanced methodological landscape
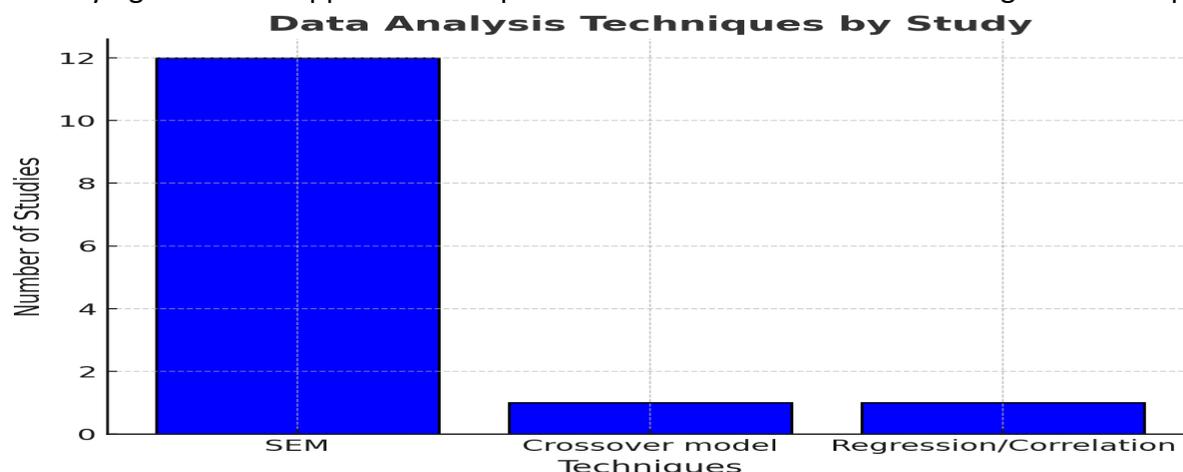


*Figure 3.* Data Analysis Methods

*The Sector of the Study*
The distribution of research studies across different sectors highlights the varying levels of academic attention directed toward specific fields. As shown in the bar chart**,** healthcare emerged as the most extensively studied sector, accounting for five publications. This indicates a significant scholarly interest in understanding psychological and organizational dynamics within healthcare, likely due to the sector's critical role in workforce well-being, patient outcomes, and resilience under high-stress conditions. Following healthcare, education, hospitality, and HRM each contributed two studies, reflecting steady but comparatively lower engagement in these fields.

Smaller sectors such as aviation, mixed workforce, and knowledge sharing were represented by only one study each. Their limited coverage suggests opportunities for further exploration, particularly in aviation where operational safety and leadership are vital, and in mixed workforce contexts that represent modern organizational diversity. Overall, the data reveal that healthcare dominates scholarly attention, while other fields remain underexplored, highlighting potential gaps for future interdisciplinary research.
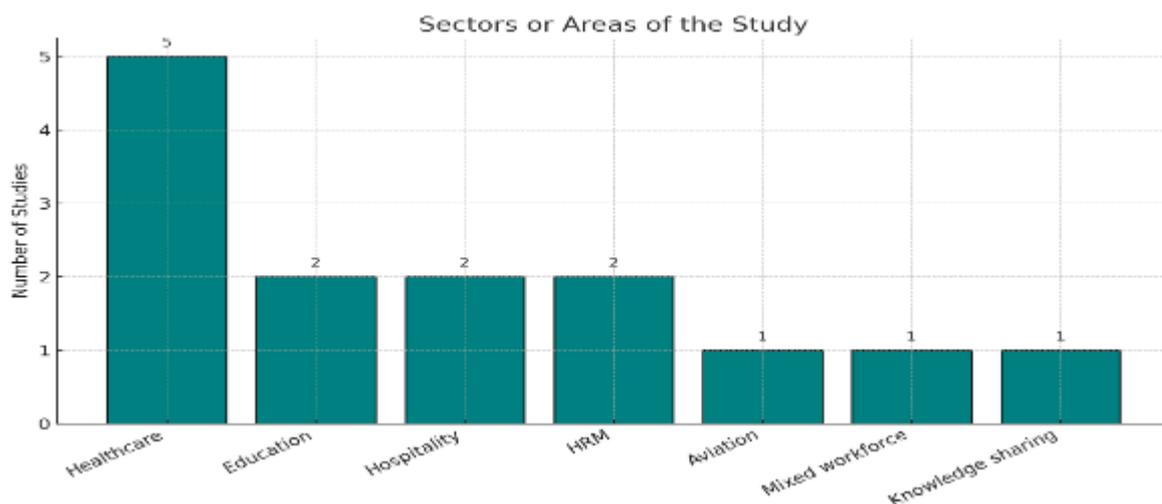


*Figure 4.* Sector Distribution

*Mediators and Moderators Analysis*
The distribution of mediators and moderators shown in Figure 5, reveals distinct trends in how researchers framed relationships between variables in the reviewed studies. Psychological Capital emerged as the most prominent mediator, representing 20% of the cases. This reflects its pivotal role in linking personal and organizational factors, reinforcing its position as a central construct in organizational and behavioral research. Other frequently used mediators included job satisfaction, work engagement, and organizational commitment (each 10%), all of which are essential psychological and workplace factors that influence employee performance and well-being. Less frequently used mediators, such as job stress and self-efficacy (5% each), highlight more specific yet meaningful pathways through which work-related challenges or personal confidence affect outcomes.

Moderators showed a more diverse but less frequent application, with gender (10%), tenure, age, and education level (each 5%) used to explain contextual variations. Interestingly, 15% of studies did not employ any mediator or moderator, which suggests that some research

designs prioritized direct relationships between constructs. Overall, the analysis underscores that mediators dominate research frameworks, particularly through psychological capital, while moderators are less frequently employed but remain valuable for capturing individual and demographic differences in organizational research.
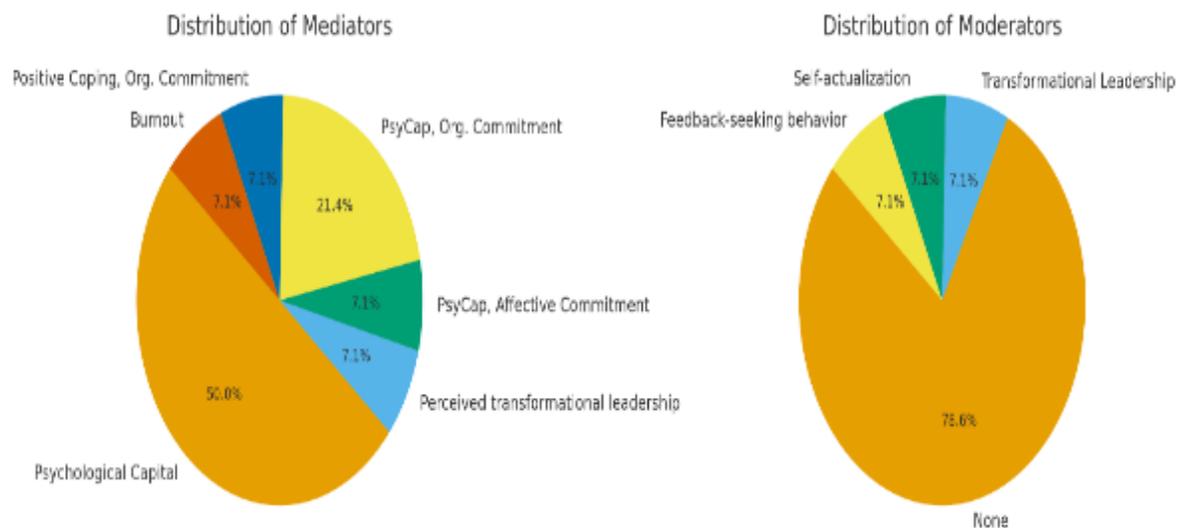


Figure 5. Analysis of Mediators and Moderators

**Methodology Analysis**

The figure 6, The analysis of research methodologies across the 14 reviewed studies shows a clear dominance of quantitative approaches. All studies applied structured, data-driven techniques such as surveys, Structural Equation Modeling (SEM), regression, and mediation/moderation analysis to test hypotheses and establish relationships among variables. The reliance on quantitative designs highlights the importance of measurable evidence in examining the connection between psychological capital and organizational commitment, ensuring statistical validity and generalizability of the results across diverse populations and sectors.

In contrast, qualitative approaches were not utilized in any of the studies. While quantitative methods offer strong reliability, the absence of qualitative designs may limit deeper insights into participants' lived experiences, contextual factors, and nuanced interpretations of PsyCap and commitment dynamics. This gap presents an opportunity for future research to incorporate mixed-methods or purely qualitative studies, which could complement existing findings by providing richer, more context-specific understandings.
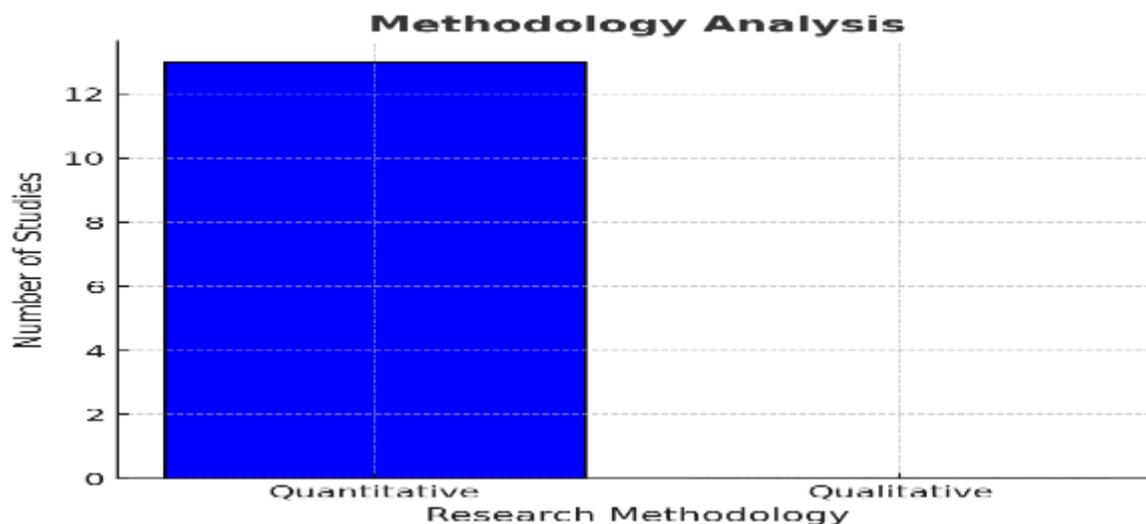
Figure 6. Research Methodology Analysis

The findings of the reviewed studies reveal consistent support for the positive role of psychological capital (PsyCap) in shaping employees' organizational commitment (OC) across diverse contexts. To strengthen the currency of this review, recent empirical investigations conducted during 2024 further validate and refine this relationship.

Recent evidence consistently links employees' psychological capital (PsyCap) with stronger organizational commitment across sectors and countries. In healthcare settings, PsyCap showed a direct, positive association with affective commitment and operated through transformational leadership to enhance OC, underscoring the importance of supportive leadership climates for translating PsyCap into commitment outcomes (Geremias, Lopes, & Sotomayor, 2024). In aviation, a study of Korean flight attendants found that higher PsyCap increased OC and reduced turnover intention, with OC partially mediating the PsyCap–turnover path—evidence that commitment is a key mechanism through which PsyCap shapes retention-relevant outcomes (Han & Cai, 2024). In higher education in Pakistan, PsyCap and OC jointly mediated the effect of organizational justice on job performance, situating both constructs inside a broader social-exchange pathway from fair treatment to performance (Majid, Murtaza, & Anwar, 2024). Extending this line of work to Africa, a multi-sector study in Angola reported that aversive leadership weakens the PsyCap→OC link (affective, normative, and continuance), highlighting boundary conditions under which PsyCap's benefits for commitment may be blunted (Geremias, Lopes, & Sotomayor, 2024). Collectively, these 2024 findings demonstrate that while PsyCap remains a robust predictor of organizational commitment, its strength depends on contextual and leadership factors. This synthesis underscores that the PsyCap–OC relationship has matured beyond simple correlation, advancing toward models that integrate mediating and moderating processes. Therefore, the subsequent discussion interprets these patterns, identifies emerging research gaps, and highlights theoretical implications for future empirical work on psychological capital and organizational commitment.

**Conclusion**
This review highlights the growing body of research on Psychological Capital (PsyCap) and Organizational Commitment (OC), drawing insights from 14 empirical studies published in

2024. The findings consistently confirm that PsyCap exerts a positive influence on organizational commitment, often mediated by psychological factors such as job satisfaction, engagement, and resilience. The analysis further reveals methodological strengths, including the frequent use of medium-to-large samples and robust statistical techniques such as SEM, which provide strong empirical grounding. At the same time, several gaps were identified, including limited diversity in populations, underrepresentation of certain sectors, and the scarce use of qualitative or mixed-methods approaches.

Taken together, these insights underscore both the progress and limitations of current PsyCap–OC research. While the predominance of quantitative methods ensures rigor and generalizability, greater methodological balance could deepen contextual understanding. Furthermore, the concentration of studies in specific regions and sectors points to the need for more cross-cultural and interdisciplinary research. Future studies should integrate diverse samples, employ innovative designs, and expand sectoral coverage to enrich the theoretical and practical applications of PsyCap. By addressing these gaps, scholars and practitioners can better harness PsyCap as a strategic resource for enhancing organizational commitment, resilience, and long-term success in dynamic work environments.

**Limitations**
This review is limited by its focus on studies published in 2024, which narrows the scope of analysis and may overlook longer-term trends. In addition, most studies relied on quantitative survey designs and were concentrated in specific regions, limiting cultural and methodological diversity. Future research should expand to include longitudinal, qualitative, and mixed-methods approaches, as well as broader sectoral and cross-cultural contexts. Such efforts will enrich theoretical understanding and provide more practical insights into the role of PsyCap in strengthening organizational commitment.

**Research Contribution**
This study contributes to the growing body of knowledge on Positive Organizational Behavior by systematically reviewing and synthesizing recent empirical evidence on the relationship between Psychological Capital (PsyCap) and Organizational Commitment (OC). Drawing on 14 peer-reviewed empirical studies published in 2024, the review offers an up-to-date and structured understanding of this emerging research domain. First, the study highlights the consistent use of advanced statistical techniques, with Structural Equation Modeling (SEM) dominating most of the selected works. Second, it provides cross-cultural and cross-sectoral insights, showing that the PsyCap–OC relationship holds across diverse industries such as healthcare, education, aviation, hospitality, and HRM, and across countries including Pakistan, Israel, Korea, Indonesia, Vietnam, Ecuador, India, China, and Eastern Europe. Third, the study documents the growing importance of mediators and moderators—such as resilience, work engagement, job satisfaction, and leadership styles—which help explain how and when PsyCap enhances organizational commitment. Overall, this paper enriches both theory and practice by confirming PsyCap as a developable psychological resource that strengthens employee commitment, offering valuable implications for scholars, practitioners, and HR professionals seeking to improve workplace outcomes.

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