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POSITIVE PSYCHOLOGICAL CAPITAL AS A MEDIATOR BETWEEN JOB CRAFTING AND CREATIVITY AT WORK

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Abstract**:** *Positive psychology has led to a focus on creativity in occupational psychology, aiming to enhance productivity and wellbeing. Creativity, the ability to generate original and adaptable ideas, helps employees address challenges and achieve goals. Key factors include Psychological Capital (PsyCap), a positive psychological state, and Job Crafting (JC), which involves adjusting job demands and resources. However, the relationship between PsyCap, JC, and creativity remains unclear. A total of 250 workers from 25 job categories (science, business, finance, technology, digital sectors) participated, recruited in the UK between October 2022 and January 2023. SPSS 25.0 and PROCESS macro were used for data analysis. Job Crafting was positively related to PsyCap (β = 0.4740, p = 0.0000), and PsyCap was positively related to Creativity (β = 0.2372, p = 0.0003). Job Crafting had a significant positive effect (p = 0.0000) on Creativity (β = 0.4740). When PsyCap was included, the effect of Job Crafting on Creativity remained significant but decreased to 0.3463 (p = 0.0000). Job Crafting has both a direct and an indirect positive effect on Creativity, mediated by PsyCap. These findings highlight the role of PsyCap and Job Crafting in fostering Creativity at work. Future research can build on these findings by adding new variables and methods for studying Creativity development.*

Keywords: *Positive Psychological Capital, Job Crafting, Creativity/at work, Occupational Psychology, Work Life*

JEL classiffication**:** M12, M54, J24, D91

INTRODUCTION

In today's rapidly evolving business environment, creativity is essential for an organization's survival and growth. The generation of fresh ideas and innovative solutions is crucial (Maimone & Sinclair, 2010). Creativity is not only important in various

aspects of life but also plays a vital role in the workplace (Kaufman & Beghetto, 2009). In fact, creativity is frequently generated within the workplace, as most jobs offer opportunities for employees to express creativity, even if only to a certain extent (Mercier & Lubart, 2023). Given its importance, fostering employee creativity has become crucial for organizational success. Consequently, businesses are adopting various strategies to inspire innovative and valuable ideas from their workforce (Ashkanasy et al., 2014). With the rapid pace of technological advancement and the constantly changing business landscape, individual creativity has emerged as a key factor in the success and sustainability of organizations (Binyamin & Carmeli, 2010). Briefly, creativity is essential for organizational success and sustainability, as it drives innovation and problem-solving in today's fast-paced and ever-changing business environment.

Creativity is considered a critical skill in today's society and is one of the 21st-century competencies demanded in the global workforce ((Xu, 2024) (Mercier & Lubart, 2023) However, it is not an easy concept to define (Levis, 2005) Generally, creative thinking is described as the ability to produce original and context-appropriate results (Lubart et al., 2015). Creativity can also be defined as the capacity to generate original and adaptable ideas (Simonton, 2000) Furthermore, creativity is seen as an innovative approach that allows individuals to cope with challenges and achieve work-related goals. A creative work environment helps in generating new ideas to change products, services, and processes in the workplace (Amabile et al., 2005). Therefore, creativity is understood to be an important component of the workforce (Agistiawati et al., 2020) (Slåtten et al., 2020)

Psychological Capital (PsyCap) is defined as a psychological state formed by the interaction of four resources: self-efficacy, optimism, hope, and resilience. Self-efficacy refers to the confidence in one's ability to handle challenges, while optimism is the confidence in the future success of projects, based on a positive style of attributing causes to events ((Martin-Krumm, 2012).

Research emphasizes the significance of employees not only completing their assigned tasks but also having the ability to reshape their jobs and enhance their work experience (Parker et al., 2021); (Lovejoy et al., 2021). In this context, allowing employees to play an active role in the job design process, and enabling them to reshape their tasks physically and cognitively, is called "job crafting," which has a creative impact (Mehboob et. al, 2021)Job crafting allows employees to adapt their work to their strengths and weaknesses, thereby changing their working conditions (Harju et al., 2021). Thus, by increasing participation in job design, it is possible to encourage creative thinking.

Creativity is not just about the outcomes; it also involves the motivational, emotional, and cognitive resources of individuals (Lebuda & Benedek, 2022). To support and develop creativity, it is important to strengthen psychological resources in the workplace (Aldabbas et al., 2023). In this regard, it is expected that PsyCap serves as a mediating factor between job design and creative processes (Peng & Chen, 2023). Job crafting can assist employees in managing their creative processes (Sutarmin et al., 2023). Therefore, it is expected that PsyCap strengthens the relationship between job design and creativity by playing a mediating role.

In our study, we tested whether PsyCap mediates the relationship between job design and creativity. The results indicate that job design has a meaningful and positive

effect on creativity under the influence of PsyCap. PsyCap enhances the strength of the relationship between job design and creativity, thereby supporting this process.

The data show that job design has a significant effect on PsyCap. Additionally, PsyCap also has a positive effect on creativity. These results indicate that PsyCap and job design play an essential role in fostering creativity. In our study, the mediating role of PsyCap was highlighted as a crucial finding, and this mechanism offers organizations opportunities to design more creative work processes.

In conclusion, this study shows that PsyCap plays a mediating role in the relationship between job design and creativity. These findings emphasize that organizations should focus on PsyCap and job design to foster creative processes. Organizations can develop various strategies to enhance their employees' PsyCap levels and make job design more creative.

LITERATURE REVIEW

Creatıvıty

Creativity is considered to be a key skill in today's society (Xu, 2024) and one such 21st century skill, which is in high demand by global business organisations, is creativity (Mercier & Lubart, 2023). Although it is not a concept that is easy to define ((Levis, 2005), creativity refers to the ability to generate results that are both original and contextually relevant to the situation in which it occurs (Lubart et al. 2. , 2015). Also, creativity has been described as an embodied capacity to generate ideas that are both original and adaptable (Simonton, 2000). Creativity at work reflects the resources or individual capacity to be creative (Agistiawati et al., 2020); (Slåtten et al., 2020) and is often described in terms of being innovative (Asbari et al., 2021) in overcoming challenges and achieving work-related goals or generating fresh ideas to change products, services and processes to better achieve corporate goals (Amabile et al., 2005).

Posıtıve Psychologıcal Capıtal

The concept of PsyCap refers to the positive psychological development of an individual, characterised by the confidence to take on challenging tasks and to exert the necessary effort to succeed ((Schaufeli et al., 2002); (Luthans et al., 2007); (Gayathri, 2022)(Alkahtani et al., 2021). It involves the ability to make positive attributions about current and future success, persevere towards goals, and adjust approach when necessary. In addition, it involves the maintenance of resilience and the ability to bounce back from adversity to ultimately achieve success (Gayathri, 2022); (Rajalakshmi & Gayathri, 2022); (Kümbül Güler, 2009). PsyCap has been proposed (Vilariño del Castillo & Lopez-Zafra, 2021) to consist of four psychological resources: self-efficacy, hope, optimism and resilience. Self-efficacy refers to an individual's belief in their motivation and cognitive abilities to perform a task successfully (Stajkovic & Luthans, 1988). Hope is a positive motivational state derived from a sense of being capable of success, fuelled by goal-directed energy and planning for goal attainment (Snyder et al., 1991). Optimism involves having a positive outlook on succeeding now and continuing to succeed (Luthans et al., 2007). Resilience is the ability to adapt in a positive way and to overcome adversity through the use of personal, social or psychological resources (Masten et al., 2009). As such, PsyCap is a multidimensional construct that is made up of interrelated dimensions (Youssef-Morgan, 2022).

Job Craftıng

(Tims & Bakker, 2010) highlight the importance of giving employees a greater influence over their job design, rather than having them passively perform assigned tasks (Tims et al., 2012). Furthermore, employees can actively redesign their job tasks and can improve their work experiences, leading to increased creativity (Scharp et al., 2019). In this context, the concept of job crafting refers to self-initiated behaviours by employees (Moghimi et al., 2017) and involves physical and cognitive modifications that employees make to define the boundaries of their job tasks or relationships. Job crafting has gained considerable attention since its introduction over two decades ago (Wrzesniewski & Dutton, 2001) and is seen as a type of bottom-up job design with great potential to increase work engagement and performance (Oprea et al., 2019). Employees can engage in task, cognitive and relational crafting to adapt their work conditions to their needs and capabilities, ultimately making the job more engaging (Rajalakshmi & Gayathri, 2022). Employees can modify their jobs physically, cognitively, and/or relationally, tailoring them to their strengths and limitations (Ingusci et al., 2016). The three dimensions of job crafting therefore include task crafting, cognitive crafting and relational crafting. Task crafting involves altering the amount, timing, or effort applied to job tasks. Cognitive crafting refers to reshaping how an employee perceives and interprets the purpose and meaning of their tasks and workplace relationships. Relational crafting involves changes in the quantity and quality of interactions with colleagues at work (Slemp & Vella-Brodrick, 2013).

Creatıvıty, Posıtıve Psycholoıical Capıtal, Job Craftıng

Creativity is not static; it can be fostered and grows dynamically as individuals mature across various fields (Levis, 2005) and is fundamentally composed of processes rather than just the end results (Green et al., 2023). Creativity provided they have the necessary energetic, emotional, and motivational resources (Bakker et al., 2020). In other words, creativity is a specific combination of cognition, emotion and motivation (Soroa et al., 2015). Understanding creativity in the workplace is important both from a conceptual and applied perspective, offering organizations a sustainable, dynamic advantage in competitive environments (House, 2003); (Do et al., 2018); (Bakker et al., 2020); (Liu et al., 2022). For instance, creativity is positively associated with positive emotions, as well as a sense of safety and job security (Turan, 2018); (Yu et al., 2019) (Turan, 2019); (Tan et al., 2021). Therefore, fostering creativity in the workplace has garnered substantial scholarly attention (Schutte & Malouff, 2020).

In this context, it is essential to investigate factors that influence workplace creativity in order to understand how it develops and how it can be nurtured (Barron, 1988); (Amabile, 1994); (Sternberg & Lubart, 1996); (Simonton, 2000); (Bilton & Leary, 2002); (Sawyer et al., 2003); (Fischer et al., 2016). Previous research, including our own, highlights a link between positive mood and creativity at work (Turan, 2018); (Tan et al., 2021), with positive emotions reflecting greater fearless, divergent thinking and openness to change (Fredrickson, 2001); (Vulpe & Dafinoiu, 2011).

Creative and positive employees are more likely to go beyond their job descriptions to promote transformation, which in turn provides a competitive edge (Schaufeli et al., 2002); (Schaufeli & Bakker, 2004); (Demerouti, 2014). Two crucial factors to consider in this regard are Job Crafting (JC) and Psychological Capital (PsychCap) (Yu

et al., 2019); (Li et al., 2019); (al. U. e., 2021); (Manzoor et al., 2022).

Although strong links have been reported between PsyCap and creativity (Rego et al., 2012) between Job Crafting and creativity (Berg et al., 2008); (Tian et al., 2021) and between PsyCap and Job Crafting (Vogt et al., 2016); (Karabey & Kerse, 2017); (Caymaz et al., 2021) there has been limited attention paid to the dynamics between these variables and the need for multilevel analysis. Therefore, the current study aims to build a model to better understand the relationships between PsyCap, Job Crafting, and creativity. Specifically, PsyCap is tested as a mediator in the relationship between Job Crafting and creativity.

Hypothesıs Development

It is known that PsyCap fosters creativity as a personal resource (Hobfoll, 2001) and creativity is positively affected by PsyCap (Kumar et al., 2022). This effect occurs through changes in positive affect and cognition (Cai et al., 2019); (Uen et al., 2021). Therefore, individuals with strong PsyCap are expected to be more creative.

Another key point is that the transformation in the way jobs are performed, as well as the emergence of new jobs, has further increased organizational competitiveness. Creative employees are considered valuable resources for organizations, and there are specific actions employees can take to manage their own creative processes. One of these actions is job crafting (Tian et al., 2021). As a result, job design theories have been re-evaluated. In this context, the concept of Job Crafting was introduced to increase person-job fit (Moghimi et al., 2017), and it is evident that Job Crafting is directly related to creativity—meaning that Job Crafting helps develop creativity (Yoon et al., 2020); (Wang & Lau, 2022).

Given the current findings in the literature, the present study investigates whether PsyCap improves the relationship between Job Crafting and creativity as a mediating variable. In this study, PsyCap serves as the mediator, Job Crafting is the independent variable, and creativity is the dependent variable. The research hypothesis is: "PsyCap will mediate the relationship between Job Crafting and Creativity, such that this relationship will be stronger (and positive) when PsyCap is high and weaker when PsyCap is low."

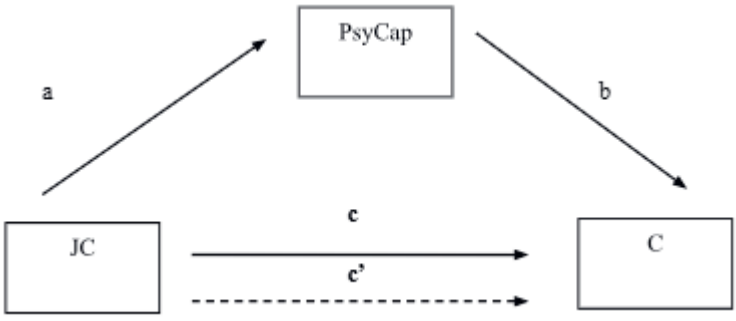


Figure 1. Illustrates the hypothesized theoretical model of the current study.

Source: Compiled by the authors.

In the creation of the model shown in Figure 1, following Hayes' suggestion, the path from the independent variable to the dependent variable is labeled "c", and the path from the independent variable to the dependent variable via the mediator variable is labeled "c'". The path from the independent variable to the mediator variable is labeled "a", and the path from the mediator variable to the dependent variable is labeled "b" (Montoya & Hayes, 2017).

METHODS

Research Desıgn And Sample

Data collection for this study began on October 5, 2022, and concluded on January 5, 2023. The study adhered to the principles set forth by the British Psychological Society and received a positive ethical review from the Business, Law, and Social Sciences non-invasive ethics committee at Nottingham Trent University.

Participants were recruited through posts on various social networking platforms (including LinkedIn, Twitter, and Facebook), as well as through personal and professional contacts. The surveys were randomly distributed to individuals working across 25 different job categories, such as science and research, business and finance, computing, technology, and digital sectors. Job categories were based on classifications from the National Careers Service in the UK (https://nationalcareers.service.gov.uk/explore-careers, 10.08.2022).

For the purpose of this research, we employed convenience sampling and snowball sampling techniques, both of which fall under non-probability sampling methods. Non-probability sampling involves selecting units from a population using a subjective, non-random approach. Convenience sampling allows for the selection of units that are readily accessible, while snowball sampling recruits additional units through referrals from existing participants. These two methods were chosen for their accessibility and practicality in reaching our target sample (Nikolopoulou, 2022a); (Nikolopoulou, 2022b)

Before any data was collected, participants were fully informed about the research procedures and provided their informed consent.

Table 1. Demographic information of the participants.

Participants'			
Average Age			38.83
Average working days for a week			4.99
Actually work hours per day			7.48
Actually work hours per week			37.4
Contracted work hours per week			35.82
In their current job for how average years			7.30
Participants		**Frequency N=250**	**Percentage**
Sex	Female	128	51.2%
	Male	119	47.6%
	Not prefer say	3	1.2%
Marital Status	Married	137	54.8%
	Single	68	27.2%
	Divorced	18	7.2%
	Common law partner	5	2.0%
	Civil partnered	6	2.4%
	Widowed	8	3.2%
	Other	8	3.2%
Educational level	PhD (or equivalent)	63	25.2%
	Post Graduate Training (or equivalent)	88	35.2%
	Under Graduate Training (or equivalent)	65	26.0%
	A Levels (or equivalent)	20	8.0%
	GCSE (or equivalent)	5	2.0%
	Not answer	9	3.6%
Work in	private sector	122	40.4%
	public sector	101	48.8%
	the non governmental/charity organization	11	4.4%
	other sectors	16	6.4%)
Job category	computing, technology and digital	31	12.4%
	science and research	28	11.2%
	sport and leisure	26	10.4%
	business and finance	19	7.7%
	retail and sales	20	8.0%
	travel and tourism	20	8.0%
	engineering and maintenance	13	5.2%
	Healthcare	12	4.8%
	construction and trade	13	5.2%
	administration	8	3.2%
	other	60	24%

Source: Compiled by the authors.

Measures

The PsyCap Scale was developed by Luthans and colleagues (Luthans et al., 2007) and consists of 12 items, such as "I usually take stressful things at work in stride." Responses were provided on a 6-point Likert scale, ranging from 1 (Strongly Disagree) to 6 (Strongly Agree) for PsyCap items. To measure Job Crafting, we used the scale adapted by (Vella-Brodrick, 2013) which contains 15 items, such as "Think about how your job gives your life purpose." Participants responded to Job Crafting items using a 6-point Likert scale ranging from 1 (Hardly Ever) to 6 (Very Often). The Creativity Scale, developed by Zhou and George (2001), consists of 13 items, including "I suggest new ways to increase quality." Responses for Creativity items were given on a 5-point Likert scale, ranging from 1 (Not at all characteristic of me) to 5 (Extremely characteristic of me). Reliability estimates for all scales were tested and found to be acceptable, as shown in Table 2.

For this survey, we used the original items or similarly worded items (Heggestad et al., 2019). We only adapted the items from the Creativity scale to ensure that the manager evaluates themselves, rather than another person. In doing so, we adhered to Heggestad et al.'s recommendations to "avoid significantly shortening the original scale," "use the original response options (anchors)," and "adopt the same referent as the original items." For instance, a sample item from the original scale reads, "He/she is a good source of creative ideas." In the adapted version, we modified it to "I am a good source of creative ideas." The items for PsyCap and Job Crafting were not adapted.

Data Analysıs Technıques and Results

Hypotheses were tested using the Statistical Package for the Social Sciences (SPSS) version 25.0. Initially, we assessed the reliability estimates of the scales, performed a normality distribution analysis, and conducted an outlier analysis. Additionally, we examined the means and tested the interaction between the three variables, incorporating the results of the bivariate correlation analysis between PsyCap, Job Crafting, and Creativity. Table 2 presents the descriptive statistics, internal consistency, normality, and correlations. Reliability estimates were deemed acceptable, with Cronbach's alpha greater than 0.70 (Cortina, 1993; Özdemir, 2010).

Data were found to be normally distributed based on the One-Sample Kolmogorov-Smirnov Test and the Shapiro-Wilk test, with skewness and kurtosis values falling within the acceptable range (George & Mallery, 2010); (Tabachnick & Fidell, 2013); (Hair et al., 2013). Another indicator of normal distribution is whether the mean, mode, and median are equal or approximately close to each other (McKillup, 2012); (Howitt & Cramer, 2011); (Lind et al., 2006). For our scales, the means and medians were as follows: PsyCap had a mean of 4.51 and a median of 4.58; Job Crafting had a mean of 4.27 and a median of 4.40; and Creativity had a mean of 3.81 and a median of 3.92. Overall, the relationships among all variables were found to be strong and positive.

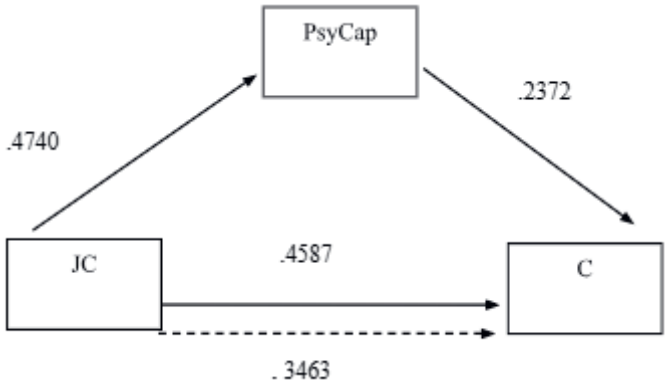
Table 2. Means, Standard Deviations, and Bivariate Correlations among the Study Variables

	Alpha	Skewness	Kurtosis	M	SD	PsyCap	JC	C
PsyCap	.786	-0.885	1.105	4.51	0.47	1	.605**	.495**
JC	.911	-0.616	0.052	4.27	0.60		1	.600**
C	.936	-0.694	0.342	3.81	0.46			1

Source: Compiled by the authors.
Note. N = 250; all correlations are significant at $p < 0.001$, if not indicated otherwise; ** $p < 0.01$ * $p < 0.05$.

Finally, to test the mediation hypothesis (H1), we included the interaction between the independent variable (Job Crafting), the dependent variable (Creativity), and the moderator (PsyCap). We examined our hypotheses and the proposed model, as shown in Figure 1, using the SPSS PROCESS macro (Model 4) developed by Andrew (Hayes, 2013) within the SPSS software. Bootstrapping procedures with 5000 iterations were employed to estimate the bias-corrected confidence intervals. Standardized coefficient estimates for the mediation model are presented in Figure 2.

Figure 2: The Path-Analtic Mediation Results



Source: Compiled by the authors.

Job Crafting was found to be positively related to PsyCap ($\beta = 0.4740$, SE = 0.0432, $p = 0.0000$), and PsyCap was positively related to Creativity ($\beta = 0.2372$, SE = 0.0650, $p = 0.0003$). In Figure 2, Job Crafting had a positive and significant effect ($p = 0.0000$) on Creativity at the level of 0.4740 without considering PsyCap. However, when PsyCap was included in the analysis, the effect of Job Crafting on Creativity was still positive and significant but reduced to 0.3463 ($p = 0.0000$).

To further investigate the hypothesized indirect effect in the mediation model, we employed a bootstrapping approach. The results revealed that the indirect effect of Job Crafting on Creativity through PsyCap was 0.05, which was significantly different from zero with a 95% confidence interval of [0.01, 0.11]. These findings support our hypothesis. The significant reduction in the direct effect indicates that PsyCap plays a partial mediating role in the relationship between Job Crafting and the search for ideas. The significance values for the mediation model are presented in Table 3.

Table 3. The Significance Values of the Mediation Model

Dependent Variable: PsyCap						
Model 1						
	r	Se	T	p	LLCI	ULCI
JC	.4740	.0432	10.9821	.0000	.3889	.5591
Dependent Variable: C						
Model 2						
JC	.3463	.0512	6.7678	.0000	.2454	.4471
PsyCap	.2372	.0650	3.6487	.0003	.1090	.3653
Dependent Variable: C						
Model 3						
JC	.4587	.0420	10.9165	.0000	.3758	.5415
TOTAL, DIRECT, AND INDIRECT EFFECTS OF JC ON C						
	r	Se	T	p	LLCI	ULCI
Total effect of JC on C	.4587	.0420	10.9165	.0000	.3758	.5415
Direct effect of JC on C	.3463	.0512	6.7678	.0000	.2454	.4471
Indirect effect of JC on C with PsyCap	Effect	BootSE	BootLLCI	BootULCI		
	.1124	.0501	.0165	.2128		

Source: Compiled by the authors.

Model 1 in Table 3 illustrates the influence of Job Crafting on PsyCap. According to the results, Job Crafting has a positive and significant effect ($p = 0.0000$) on PsyCap at the level of 0.4740. Model 2 presents the effect of both Job Crafting and PsyCap on Creativity. The findings indicate that Job Crafting has a positive and significant effect ($p = 0.0000$) on Creativity at the level of 0.3463, while PsyCap also exerts a positive and significant effect ($p = 0.0003$) on Creativity at the level of 0.2372.

Model 3 explores the total, direct, and indirect effects of Job Crafting on Creativity through PsyCap. According to Model 3, Job Crafting has a direct positive and significant effect ($p = 0.0000$) on Creativity at the level of 0.3463. Additionally, Job Crafting has a positive ($p = 0.0000$) indirect effect on Creativity at the level of 0.1124 when PsyCap is included in the model. The total effect of Job Crafting and PsyCap on Creativity was 0.4587, which was also significantly positive ($p = 0.0000$).

In Table 3, it is observed that Job Crafting had a positive and significant effect on Creativity at the level of 0.4587 without PsyCap ($p = 0.0000$). However, when PsyCap was included in the analysis, the effect remained positive and significant at the level of 0.3463 ($p = 0.0000$). Finally, the BootLLCI (0.0158) and BootULCI (0.2080) values in Table 3 indicate that the model is significant. Therefore, our hypothesis (H1) is supported.

DISCUSSION

This is the first study to analyse the mediating effect of PsyCap on the relations between Job Crafting and Creativity. We specifically suggest that PsyCap has a mediating effect between Job Crafting and Creativity, and we forecast that the effect of Job Crafting on Creativity will be increased by PsyCap. On the basis of the positive

and significant relationship between PsyCap, Job Crafting and Creativity, we built a model and argued that PsyCap had mediated the relationship between Job Crafting and Creativity. The analyses supported our hypothesis.

Our findings provide important insight into Creativity in the workplace. First, we extend previous studies by incorporating PsyCap's mediation effect between Job Crafting and Creativity (Cai et al., 2019); (Asbari et al., 2021); (Yang et al., 2021); (Ghafoor ve Haar, 2022); (Gonlepa et al., 2023); (Manzoor et al., 2024); (Tjimuku et al., 2025); (Ramadhani et al., 2025). Such findings may raise awareness of the impact of psychological experiences at work on the design of a job, on employee initiative, and on relationships at work (Jalan & Kleiner, 1995); (DeGraff & Lawrence, 2002); (Hulme et al., 2014); (Nafei, 2015); (Bakker, 2022); (Al Daboub et al., 2024); (Kyambade & Namatovu, 2025). Additionally, this research will provide greater awareness of the increasingly important role of Psychcap in work (Nguyen & Nguyen, 2012); (Mortavavi et al., 2012); (Kim et al., 2017).

The findings suggest that organizations need to focus on developing employees' PsyCap, given its effect on Creativity and mediation effect between Job Crafting and Creativity. Based on our findings, we suggest that organizations can develop their employees Creativity through PsyCap and Job Crafting. In some previous studies, attention was drawn to the importance of PsyCap applications applied in the workplace ((Luthans & Frey, 2017); (Kumar et al., 2022); (Paul et al., 2023); (Pham et al., 2024); (Kuhlmann & Klingenberg, 2025). Also, organizations can arrange new training programs related PsyCap for their employees (Luthans et al., 2010); (Salanova & Ortega-Maldonado, 2019); (Da et al., 2020); (Xerri et al., 2021); (Sekhar, 2022); (Avey & Holley, 2024); (Mutonyi et al., 2025) can update their way of doing jobs in the context of Job Crafting (Sakuraya et al., 2016); (Van Wingerden et al., 2017), (Tims et al., 2022); (Chen & Tang, 2022); (Mukherjee & Dhar, 2023). A training program based on the PsyCap enhances itself and helps to keep the wellbeing levels at work (Hernández Varas, 2021).

Lımıtatıon and Future Research

A survey of event-based data that strengthens the causality in the hypothesized relationship. The event-base data is important and beneficial for social sciences research (Liu et al., 2014). A survey of event-based strategies on control and estimation. Nevertheless, some limitations should be noted. First, it relates to the research sample, which is relatively limited in more specific areas (i.e., UK) and types of employees (i.e., computing, technology and digital, science and research, business and finance). Because, did not reach all job categories. There were also challenges that need to be acknowledged when considering the scope of the findings. A particular challenge was access to and the engagement of participants by the research team. We reached a lot of participants via social media (such as linkedin, twitter, facebook); but all of them did not join our study. This challenge is common in data collection via social media (Weller & Kinder-Kurlanda, 2015); (Diviák, 2022). Therefore, it is not a factor that negatively affects the research.

Secondly, due to the self-reporting nature, common method variance may occur, although we did follow (Podsakoff et al., 2012) procedures (e.g., multiwave data collection) to avoid it. Future research may combine multiwave and multisource data

collection (i.e., PsyCap, Job Crafting and Creativity responded by direct supervisor or co-worker) to minimize the problem of common method bias. We applied survey participants working in some job category, so we could not include all job categories in this study. Therefore, we suggest that future research may address each job category separately.

We only designed a study that addresses the effect of PsyCap and Job Crafting on Creativity. Future research can support our findings by adding new variables and using new methods for Creativity's development.

CONCLUSION

The current study demonstrates that Job Crafting has a direct positive effect on Creativity as well as an indirect effect that is mediated by PsyCap. In other words, PsyCap has a mediating effect between Creativity and Job Crafting. These findings show an important role of PsyCap and Job Crafting for Creativity's development at work life. Also, these results revealed the importance of PsyCap at work.

Disclosure statement
No potential conflict of interest was reported by the authors.

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