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PSYCHOLOGICAL CAPITAL AS A MODERATOR BETWEEN PERSONALITY TRAITS AND FLOURISHING IN THE SAMPLE OF LITHUANIAN EMPLOYEES

Abstract

Recent scholarly works in the field of organizational behavior highlight the critical importance of understanding the variables that contribute to employee flourishing. However, these variables are still under-researched while this information can contribute to the improvement of management practices. The purpose of this study was to explore the role of psychological capital as a moderator between personality traits and flourishing. The sample consisted of employees (n = 155) working full-time in various Lithuanian private organizations. The data were collected online through professional networks. Participants completed measures assessing the Big Five personality traits (BFI-2), psychological capital (self-efficacy, hope, optimism, resilience) (PCQ-24), and flourishing (FS). Correlation, multiple regression, and moderation analyses were conducted. Results demonstrated that extraversion, agreeableness, conscientiousness, and openness were positively associated with flourishing, whereas neuroticism was negatively associated. Together, these traits explained 68.5% of the variance in flourishing. Examining psychological capital, extraversion, agreeableness, and openness emerged as positive predictors, while neuroticism was a negative predictor, accounting for 47.9% of the variance. Within psychological capital, optimism, hope, and self-efficacy significantly predicted flourishing, explaining 59.4% of its variance; resilience, while correlated, was not a significant predictor. Notably, psychological capital moderated the relationship between extraversion and flourishing: individuals high in extraversion and psychological capital reported enhanced flourishing. From a management perspective, interventions that strengthen psychological capital may be especially beneficial for employees high in extraversion, potentially fostering greater well-being, work efficiency, and productivity.

Keywords personality traits, psychological capital, flourishing, extraversion, organizations, employees

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INTRODUCTION

Understanding factors that contribute to employee well-being and performance is vital nowadays (Paterson et al., 2014; Luthans et al., 2015). Within this domain, two key constructs have gained increasing attention: personality traits (Anglim et al., 2020) and psychological capital (Nwanzu & Babalola, 2019; Santisi et al., 2020). Personality traits, as stable individual differences, can shape how employees perceive, engage with, and adapt to their work environments. Psychological capital, characterized by positive psychological resources such as self-efficacy, hope, resilience, and optimism, has been linked to improved job performance, job satisfaction (Wright & Cropanzano, 2000), and employee well-being (Luthans et al., 2007).

The concept of psychological flourishing, referring to a state in which individuals perceive personal growth, meaning, and fulfillment

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(Diener et al., 2010), offers a valuable perspective for organizational practitioners and researchers aiming to promote sustainable employee well-being and, presumably, achieve long-term management goals (Ho & Chan, 2022). Insights on how personality traits and psychological capital interact to affect flourishing can inform organizational strategies to enhance workforce well-being, foster positive organizational climates, and improve management practices.

Although the role of personality traits and psychological capital in employee well-being have been well-documented, less is known about the interactive or moderating effect of psychological capital on the link between personality traits and flourishing. By examining whether psychological capital acts as a moderator between specific personality traits and flourishing, this study holds significance for organizational practitioners and researchers and can contribute to advancing both organizational behavior theory and practice.

1. LITERATURE REVIEW

1.1. Personality traits

Personality traits are relatively stable and enduring patterns of thoughts, feelings, and behaviors that characterize an individual's way of engaging with the world and determine how people perceive their surroundings, relate to others, manage their emotions, and respond to challenges (McCrae & Costa, 2003). Previous research revealed that personality traits are strong predictors of a range of life outcomes, including job performance, relationship quality, health-related behaviors, and overall well-being (Ivantchev & Stoyanova, 2021; Yu et al., 2021; Huijzer et al., 2022). Although each person has a unique personality profile, scholars have identified dimensions – such as those represented in the Big Five model (neuroticism, extraversion, openness, agreeableness, and conscientiousness) – that help categorize these relatively stable predispositions.

Neuroticism is considered the most significant trait because the opposite end of the spectrum represents emotional stability. Neuroticism reflects how individuals view reality: it is often perceived as frightening and frequently problematic (Hakimi et al., 2011). Soto and John (2017) emphasize that neuroticism has nothing to do with clinical neurosis; rather, it describes negative emotional experiences such as sadness or anxiety. The neuroticism trait characterizes an individual's emotional instability, anxiety, lack of self-confidence, high vulnerability, and, generally speaking, a pervasive negative emotional background (Huijzer et al., 2022). This trait reveals how people experience negative feelings and how they may overreact (Ali, 2019). Individuals high in neuroticism may have low self-esteem, exhibit pessimism, or even irrational perfectionism (McCrae & Costa, 2003). In sum, the personality trait of neuroticism describes instability, anxiousness, and vulnerability.

Extraversion reflects the intensity with which a person is oriented toward the external environment (Hakimi et al., 2011). In other words, it highlights the degree to which extroverts engage with their surroundings (McCrae & Costa, 2003). Soto and John (2017) stress that extraversion often explains a generally good and positive mood. Extraverts actively seek and form connections with others (Hakimi et al., 2011); such individuals are typically warm, energetic, and sociable. They tend to have high self-confidence, seek adventure, and radiate positivity (Huijzer et al., 2022). Extraverts usually are not afraid to take social risks, are enthusiastic, and their world is usually governed by positive emotions (Ali, 2019). People with pronounced extraversion often have many friends and activities (McCrae & Costa, 2003). In summary, extraversion as a personality trait signifies a positive, optimistic relationship with the environment, characterized by energy and sociability.

Openness describes an individual's openness to new experiences, willingness to try new things, and conscious awareness (Hakimi et al., 2011). People who score high on openness are often insightful, creative, flexible, and curious (Huijzer et al., 2022). Such individuals enjoy fantasy and appreciate aesthetics (Huijzer et al., 2022). Openness is associated with intellectual curiosity, self-awareness, individualism, and a lack of inclina-

tion to conform to established norms (Ali, 2019). Open individuals do not shy away from travel, new cultural activities, or learning foreign languages (McCrae & Costa, 2003). Openness usually manifests in new experiences-seeking behavior, describes an attitude toward novelty, and is characterized by insightfulness, creativity, and curiosity (Soto & John, 2017).

Agreeableness describes an orientation toward interpersonal relationships and presents compassion, altruism, honesty, and hospitality (Hakimi et al., 2011). Agreeable people are generally kind, cooperative, generous, empathetic, trustworthy, and honest (Huijzer et al., 2022). They tend to collaborate with others; these individuals value social harmony. Thus, they are inclined to be optimistic and view those around them favorably (Ali, 2019). Forgiveness and non-offensive speech are also characteristics of agreeableness (McCrae & Costa, 2003). Soto and John (2017) view agreeableness through the lens of trust in others, respectfulness, and compassion. In other words, the agreeableness trait describes a focus on interpersonal relationships, evidenced by compassion, altruism, trust, and empathy.

Conscientiousness reflects a person's sense of responsibility and ability to organize (Hakimi et al., 2011). Individuals who exhibit conscientiousness tend to be orderly and dutiful, disciplined, goal-oriented, and achievement-driven (Huijzer et al., 2022). Conscientious people value planning and are persistent (Ali, 2019). Those who have this trait are often leaders, hold long-term plans, and maintain a supportive environment (McCrae & Costa, 2003). Previous studies linked conscientiousness to organizational productivity and a pronounced sense of responsibility. Thus, conscientiousness characterizes responsible, organized, and orderly personalities (Soto & John, 2017).

Understanding personality traits can help advance management interventions aimed at organizational development. Awareness of personality differences can foster empathy in organizations, reduce conflicts, and improve organizational communication. When individuals appreciate that others may naturally approach situations differently, whether by being more reserved or more adventurous, more empathetic or more analytical, they can navigate social relationships with greater insight and respect. Upon reviewing the scientific literature, it became apparent that there is a need to explore the associations between personality traits and other constructs, namely, psychological capital, whose interrelationships are not yet fully understood.

1.2. Psychological capital

Psychological capital is defined as a positive developmental state characterized by four structural elements/sub-constructs: self-efficacy, hope, optimism, and resilience (Luthans et al., 2015, p. 2). Psychological capital extends beyond intellectual capital and helps maintain a competitive advantage (Çetin, 2011). It can lead to positive human development and growth, manifested in psychological well-being (Nwanzu & Babalola, 2019), can help achieve the best results at work (Pryce-Jones, 2010), and foster the expression of talents (Santisi et al., 2020). The components of psychological capital are critically important for human motivation, cognitive processes, the pursuit of achievements, and overall effectiveness (Peterson et al., 2011).

Self-efficacy is the tendency to take on and successfully perform challenging tasks (Luthans et al., 2015). In scientific literature, self-efficacy can also be understood as a personal belief that allows one to effectively mobilize motivation, cognitive resources, and the actions necessary to complete a task (Luthans et al., 2007). Other authors similarly define self-efficacy as a set of beliefs that help coordinate one's skills or abilities to achieve a goal (Maddux, 2012). Self-efficacy is not simply a certain trait an individual possesses; rather, it can be better explained as a belief or tendency to think and act in a certain way, primarily in terms of confidence in one's own abilities and motivation.

Hope encompasses both the pathway to the goal and the desire to reach that goal (Pryce-Jones, 2010). Indeed, in scientific literature, hope is often associated with the challenges one faces when striving to achieve objectives. When analyzing the hope construct, several important aspects are emphasized: the desire and motivation to attain goals, searching for the path to that goal, and identifying alternative solutions in the case of failure. Thus, firstly, hope can be described as a desire, an

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inner motivation to achieve a goal (Gallagher et al., 2016). Secondly, the hope component strongly relies on strategies and pathways to achieve goals, including perseverance, even if one needs to adjust the approach on the way to the goal (Luthans et al., 2015). Finally, hope also reflects people's ability to adapt to changing situations by adjusting their strategies for reaching the goal or overcoming obstacles in case of failure (Geremias et al., 2022). Although the analysis of the hope construct may seem more oriented toward goal achievement than individual personal characteristics, hope encourages a person to reorient goals (Carter & Youssef-Morgan, 2022) if required by the situation, thereby strongly connecting it to personal attributes. Thus, hope not only describes motivation and goal orientation but also one's attitude and reactions to difficulties encountered during challenges.

Optimism is defined as a positive belief in the present and the future (Luthans et al., 2015; Carter & Youssef-Morgan, 2022). Optimism is a personal disposition that mediates between external factors and the interpretation of a situation (Usán et al., 2022). It is an individual's outlook on a situation and how they evaluate it, indicating a positive and favorable attitude. One might say that optimism reflects the expectation that a given situation will be resolved positively. The previously mentioned definition of optimism suggests that it is more focused on the evaluation of current and future events. This perspective underscores the importance of optimistically interpreting negative past events (Luthans et al., 2015), thereby fostering a positive belief not only in the future but also in past experiences. Such individuals are better able to cope with past failures, evaluate current events more favorably, and face future challenges more positively. Thus, optimism describes an attitude characterized by a positive interpretation of both past and present situations.

Resilience is the ability not to give up in the face of difficulties and to return to one's goals (Luthans et al., 2015; Carter & Youssef-Morgan, 2022). Resilience includes the ability, in case of failure, not only to avoid distancing oneself from the problem but also to return to searching for new solutions. Resilience is an important psychological skill because it enables individuals to persistently pursue their goals and solve problems positively (Geremias et al., 2022). While resilience may be more closely associated with solving certain challenges, failures in all areas of life are inevitable, and resilience positively affects one's ability to overcome difficulties. Additionally, resilience is closely linked to a person's efficiency, productivity, and ability to achieve goals (Luthans et al., 2015). Research reveals that resilience can be developed by starting and completing difficult tasks, encountering ambiguous situations, and successfully resolving them (Luthans et al., 2015). Thus, resilience describes the ability to handle problems and not give up in the face of adversity.

Psychological capital is a positive and growth-enhancing state, and there is a growing need to examine more deeply the associations between psychological capital, personality traits, and flourishing as this connection, despite numerous studies, is not yet fully understood.

1.3. Flourishing

Flourishing is a construct that describes the search for an authentic life aimed at both well-being and effective functioning, and the concept of psychological flourishing is much broader than that of subjective well-being (Willen et al., 2022). It encompasses not only the pursuit of happiness but also the need for personal goals, growth, and meaning. In literature, flourishing is also characterized by positive emotions, emotional stability, vitality, optimism, resilience, and self-confidence (Eraslan-Capan, 2016). Based on previous studies, flourishing is associated with the development of competencies and positive interpersonal relationships (Diener et al., 2010; Eraslan-Capan, 2016). Prior studies revealed that a flourishing individual is filled with positive emotions and functions successfully both psychologically and socially (Willen et al., 2022). Some scholars described flourishing as a positive state manifested through learning and vitality (Paterson et al., 2014), and many authors emphasized these components of flourishing (Paterson et al., 2014; Spreitzer et al., 2005; Xu et al., 2019; Moloney et al., 2020). The learning aspect of psychological flourishing involves personal progress and a tendency to delve into new things (Spreitzer et al., 2005), as well as development in the work environment (Xu et al., 2019). Vitality highlights that a person feels alive and full of energy (Xu et al., 2019), underscoring the importance of

quality interpersonal relationships. Therefore, flourishing is characterized by several elements of well-being: positive emotions, vitality, the capacity to function in areas of competence, and the nurturing of positive interpersonal relationships. However, previous research has not fully clarified the structural relationships of flourishing with personality traits and psychological capital.

Recent research has highlighted numerous nuances in the relationships between personality traits and psychological well-being, a construct closely aligned with flourishing. Several studies have shown that personality traits are significantly and directly related to life satisfaction (Dewal & Kumar, 2017). Higher levels of psychological well-being are associated with greater extraversion and lower neuroticism (Ivantchev & Stoyanova, 2021), and elevated scores on extraversion, emotional stability, agreeableness, and conscientiousness correspond to higher psychological well-being (Bojanowska & Urbańska, 2021). Extraversion and neuroticism are negatively linked to emotional well-being, whereas openness, conscientiousness, and agreeableness are positively associated with it (Zhang & Tsingan, 2014). In addition, extraversion is significantly related to social integration (Yu et al., 2021). Neuroticism shows a negative association with life satisfaction, while extraversion is positively related (Ivantchev & Stoyanova, 2021). Extraversion, conscientiousness, agreeableness, and openness are positively linked to psychological flourishing, whereas neuroticism is negatively linked (Villieux et al., 2016). Extraversion and conscientiousness, in particular, exhibit strong positive associations with psychological well-being, while neuroticism is negatively associated; openness and agreeableness show somewhat weaker yet still significant relationships (Anglim et al., 2020). In summary, existing evidence confirms that personality traits and flourishing are interrelated, though the complexities of these connections warrant deeper exploration.

A substantial body of literature has also established links between personality traits and psychological capital, along with its core components. Experiencing negative emotions and vulnerability correlates with lower self-efficacy (Barańczuk, 2021). Negative emotional states, vulnerability, and low emotional stability are key features of neuroticism (Huijzer et al., 2022). In contrast, extraversion is characterized by an outward focus on energy and a predominantly positive emotional tone (Ali, 2019), and this positive affective state aligns with higher self-efficacy (Barańczuk, 2021). Similarly, heightened openness and agreeableness tend to correspond with increased self-efficacy (Barańczuk, 2021), although some findings suggest that agreeableness may not always exert a significant influence (Barańczuk, 2021). Beyond self-efficacy, optimism also shows positive correlations with favorable personality traits (Serrano et al., 2021). Neuroticism is negatively related to hope (Moltafet, 2020), while openness, conscientiousness, and extraversion are positively associated with it (Moltafet, 2020). Furthermore, personality traits can influence the manifestation of resilience (Ercan, 2017). Overall, research suggests that personality traits relate to psychological capital and its structural components, though further study is needed to clarify the nature of these interactions.

There is also increasing evidence of a connection between psychological capital and psychological flourishing. Prior research indicates that an individual's internal resources contribute to strengthened flourishing (Basinska & Rozkwitalska, 2020). Individuals with lower psychological capital are less likely to experience psychological flourishing (Nawaz et al., 2018). Several studies have further demonstrated that psychological capital can influence flourishing (Finch, 2020) and that it predicts both life satisfaction and flourishing (Santisi et al., 2020). Higher psychological capital levels are consistently associated with greater psychological well-being (Prasath et al., 2022), and numerous investigations have reported significant positive relationships between psychological capital and psychological flourishing (Ho & Chan, 2022; Freire et al., 2020). Thus, the literature establishes clear links between these constructs, yet a more thorough examination is needed to verify and deepen the understanding of these associations.

Previous findings also suggest that psychological capital may act as a moderator in various relationships. Erkutlu (2014), for instance, examined the interplay between narcissism – a personality trait – and psychological well-being, as well as the moderating influence of psychological capital. The results indicated that narcissistic traits are negatively associated with psychological well-being, while psychological capital serves as a moderating factor. Similarly, Heng et al. (2020) investigated the relationship between the conflict in teaching and research roles among educa-

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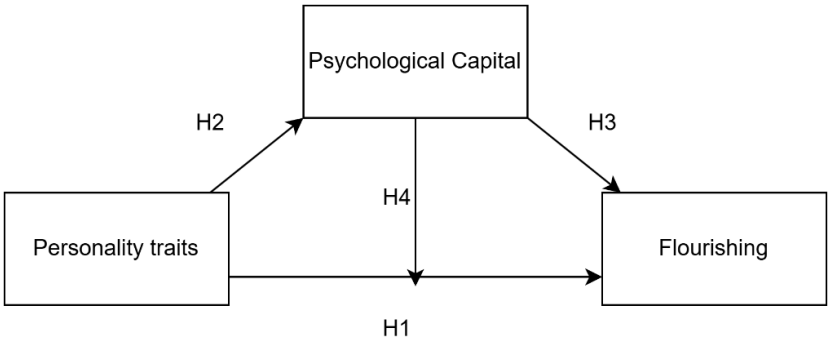

Figure 1. Conceptual model

tors and emotional burnout, identifying psychological capital as a moderator. Peng et al. (2019) focused on teachers' emotional strategies and found that psychological capital partially moderates the relationship between these strategies and burnout. Aftab et al. (2018) discovered that psychological capital moderates the association between extraversion and conscientiousness on the one hand and civic behavior on the other.

Collectively, previous studies underscore the potential significance of psychological capital as a moderating variable between personality traits and flourishing. Hence, it is important not only to explore the direct relationships between personality traits, psychological capital, and psychological flourishing, but also to examine whether psychological capital acts as a moderator.

While existing literature has identified some connections between personality traits, psychological capital, and flourishing, the full complexity of these relationships remains insufficiently understood. The present study intended to examine these relationships in a working-age adult population. This study responds to the call for a more integrative understanding of how stable personality characteristics interact with malleable psychological resources to affect individual well-being in organizational contexts (Avey et al., 2011). The findings may assist managers and practitioners in developing targeted interventions to enhance employees' well-being, which is related to work efficacy and productivity.

Thus, the aim of the study is to explore the links between personality traits, psychological capital, and flourishing; specifically, the study aims to examine the moderating role of psychological capital in the relationship between personality traits and flourishing.

Figure 1 presents the model of associations between employees' personality traits, psychological capital, and flourishing.

Based on the previous studies, the following hypotheses were formulated:

H1: Personality traits are related to psychological flourishing.

H1.1: Extraversion, agreeableness, openness, and conscientiousness are positively related to psychological flourishing.

H1.2: Neuroticism is negatively related to psychological flourishing.

H2: Personality traits are related to psychological capital.

H2.1: Extraversion, agreeableness, openness, and conscientiousness are positively related to psychological capital.

H2.2: Neuroticism is negatively related to psychological capital.

H3: Psychological capital and its structural components are positively related to psychological flourishing.

H4: Psychological capital moderates the relationship between personality traits and psychological flourishing.

2. METHODS

Participants for this study were recruited through professional organizational networks in the private sector. The data were collected online. Prior to data collection, informed consent was obtained; participants were assured of confidentiality and anonymity of the survey and informed about their right to withdraw at any time without consequences.

A convenience sample of 155 working-age adults participated in the study. Of these respondents, 74% were women and 26% were men. With respect to age, 68% were under the age of 30, 15% ranged from 30 to 50 years, and 17% were 50 years old or above. In terms of educational attainment, 66% of the participants had acquired higher education (e.g., a bachelor's or master's degree), 9% reported college-level education, 24% had completed secondary education, and 1% reported having an educational level lower than secondary education. Table 1 presents the baseline characteristics of the participants.

Table 1. Baseline characteristics of the study participants

Characteristic	n	%
Gender		
Female	115	74
Male	40	26
Age (years)		
Under 30	105	68
30 to 50	23	15
50 and above	27	17
Education		
Higher education	102	66
College-level education	14	9
Secondary education	37	24
Lower than secondary	2	1

Note: Percentages may not total 100% due to rounding. *N* = 155.

The majority (99%) of the respondents work as office employees, with 75% of the respondents working as mid-level staff, including managers, specialists, analysts, coordinators, and consultants. The respondents work in teams, but no data on the supervision of others were collected.

To assess the variables of the study, participants were asked to complete a questionnaire which consisted of several measures.

Personality traits were assessed using the Big Five Inventory-2 (BFI-2; Soto & John, 2017). This 60-item instrument measures extraversion, agreeableness, conscientiousness, neuroticism, and openness. Participants rated each item on a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree). Higher scores on each dimension indicate a stronger manifestation of that trait. Cronbach's alpha in this study was .83.

Psychological capital was measured using the Psychological Capital Questionnaire-24 (PCQ-24; Luthans et al., 2007). The scale comprises four subscales: self-efficacy, hope, optimism, and resilience. Participants responded to each item on a 6-point Likert scale (1 = strongly disagree; 6 = strongly agree). Higher scores indicate higher levels of psychological capital. Cronbach's alpha in this study was .911.

The Flourishing Scale (FS; Diener et al., 2010) was employed to assess participants' overall perceived success in areas such as relationships, self-esteem, purpose, and optimism. The FS consists of eight items rated on a 7-point Likert scale (1 = strongly disagree; 7 = strongly agree). Higher scores reflect greater levels of flourishing. Cronbach's alpha in this study was .838.

Table 2. Confirmatory factor analysis (CFA) for the instruments' scales and subscales

Instruments' scales and subscales	CFI	TLI	RMSEA	SRMR
Extraversion	0.967	0.959	0.059	0.092
Agreeableness	0.946	0.934	0.077	0.097
Conscientiousness	0.895	0.872	0.115	0.117
Neuroticism	0.941	0.928	0.124	0.136
Openness	0.920	0.903	0.127	0.112
Self-efficacy	0.998	0.996	0.071	0.044
Hope	0.962	0.937	0.215	0.103
Resilience	0.955	0.926	0.113	0.08
Optimism	0.980	0.967	0.109	0.08
Psychological capital	0.979	0.976	0.087	0.085
Flourishing	0.98	0.98	0.12	0.078

The validity of the instruments used in this study is presented in Table 2. Data analysis was conducted using IBM SPSS Statistics version 29.0, IBM AMOS version 29.0, and JASP version 0.19.1.0. The analytical procedures encompassed the confirmatory factor analysis (CFA) to test the validity of the instruments, the calculation of descrip-

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tive statistics, correlation, multiple regression, and moderation analyses. The adequacy of the CFI was evaluated using multiple fit indices to ensure the model's appropriateness in representing the data (Comparative Fit Index (CFI), Tucker–Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and SRMR). Prior to conducting the analyses, data preparation steps included missing data handling, addressed through listwise deletion. Moderation effects were examined through hierarchical regression with interaction terms. Significance levels were set at $p < .05$.

3. RESULTS

The first hypothesis (H1) assumed that personality traits are related to psychological flourishing. This hypothesis was tested using both correlational analysis and multiple linear regression analysis. As shown in Table 3, psychological flourishing is indeed related to personality traits. The strongest statistically significant, moderate positive correlations emerged with extraversion ($r = 0.450$, $p < 0.01$), conscientiousness ($r = 0.434$, $p < 0.01$), and agreeableness ($r = 0.417$, $p < 0.01$). A weaker positive association also emerged between flourishing and openness ($r = 0.315$, $p < 0.01$). A statistically significant weak negative correlation was observed between psychological flourishing and neuroticism ($r = –0.241$, $p < 0.01$).

Multiple linear regression analyses using the forward method were conducted to further examine the relationship between personality traits and psychological flourishing (Table 4). A multicollinearity test showed that the level of multicollinearity was acceptable (VIF < 4), indicating that regression analysis was appropriate. The regression models demonstrated that personality traits significantly predict flourishing ($p < 0.000$). According to Model 5, all personality traits are significant predictors of psychological flourishing ($p < 0.000$), explaining 68.5% ($R^2 = 0.685$) of the variance. Extraversion ($\beta = 0.319$), agreeableness ($\beta = 0.250$), conscientiousness ($\beta = 0.198$), and openness ($\beta = 0.180$) are positively associated with psychological flourishing, whereas neuroticism is negatively associated

Table 3. Pearson correlations between personality traits and psychological flourishing

Parameter	Extraversion	Agreeableness	Conscientiousness	Neuroticism	Openness
Flourishing	0.450**	0.417**	0.434**	–0.241**	0.315**

Note: **$p < 0.01$.

Table 4. Multiple linear regression predicting psychological flourishing based on personality traits

Model	Predictor	B (unstd.)	SD	β (std.)	T	p	R	R^2	F	p
1	(Constant)	1.666	0.646		2.577	0.011	0.450	0.197	38.809	0.000
	Extraversion	1.088	0.175	0.450	6.230	0.000				
2	(Constant)	–1.083	0.816		–1.327	0.187	0.561	0.305	34.838	0.000
	Extraversion	0.925	0.166	0.382	5.580	0.000				
	Agreeableness	0.838	0.168	0.341	4.982	0.000				
3	(Constant)	0.734	0.845		0.868	0.387	0.639	0.397	34.820	0.000
	Extraversion	1.024	0.156	0.423	6.577	0.000				
	Agreeableness	0.845	0.157	0.345	5.398	0.000				
	Neuroticism	–0.620	0.126	–0.310	–4.916	0.000				
4	(Constant)	–0.042	0.862		–0.049	0.961	0.666	0.428	29.829	0.000
	Extraversion	0.916	0.156	0.378	5.875	0.000				
	Agreeableness	0.650	0.166	0.265	3.928	0.000				
	Neuroticism	–0.591	0.123	–0.296	–4.801	0.000				
	Conscientiousness	0.466	0.154	0.209	3.031	0.003				
5	(Constant)	–0.355	0.852		–0.417	0.677	0.685	0.451	26.329	0.000
	Extraversion	0.772	0.162	0.319	4.772	0.000				
	Agreeableness	0.613	0.163	0.250	3.765	0.000				
	Neuroticism	–0.654	0.123	–0.328	–5.326	0.000				
	Conscientiousness	0.440	0.151	0.198	2.914	0.004				
	Openness	0.338	0.125	0.180	2.704	0.008				

(β = –0.328). Thus, the first hypothesis and its parts (H1.1 and H1.2) are confirmed.

The second hypothesis (H2) presumed that personality traits are related to psychological capital. This was tested using correlational and multiple linear regression analyses. As shown in Table 5, all personality traits except neuroticism are positively correlated with psychological capital. Extraversion has the strongest positive correlation with psychological capital ($r = 0.513$, $p < 0.01$). Agreeableness ($r = 0.367$, $p < 0.01$), conscientiousness ($r = 0.367$, $p < 0.01$), and openness ($r = 0.309$, $p < 0.01$) showed weaker but still significant positive correlations, while neuroticism was negatively correlated with psychological capital ($r = -0.288$, $p < 0.01$). Examining the subcomponents, self-efficacy, and extraversion demonstrated the strongest (but still relatively moderate) association ($r = 0.485$, $p < 0.01$). Neuroticism was negatively related to all subcomponents of psychological capital, with the strongest negative correlation observed with self-efficacy ($r = -0.277$, $p < 0.01$).

The multiple linear regression analyses (Table 6) show that not all personality traits significantly predict psychological capital. Model 4 indicates that extraversion (β = 0.447), agreeableness (β = 0.261), and openness (β = 0.174) are positively associated with psychological capital, whereas neuroticism (β = –0.396) is negatively associated. These variables together explain 47.9% ($R^2 = 0.479$) of the variance in psychological capital. Conscientiousness did not emerge as a statistically significant predictor in the final model. Hence, the second hypothesis (H2.1 and H2.2) is partially confirmed.

The third hypothesis (H3) assumed that psychological capital and its structural components are positively related to flourishing. As shown in Table 7, strong positive correlation ($r = 0.748$, $p < 0.01$) exists between flourishing and overall psychological capital, and positive correlations are also observed with the four subcomponents: optimism ($r = 0.671$, $p < 0.01$), self-efficacy ($r = 0.626$, $p < 0.01$), hope ($r = 0.656$, $p < 0.01$), and resilience ($r = 0.502$, $p < 0.01$).

The multiple linear regression models (Table 8) demonstrate that not all components of psychological capital significantly predict psychologi-

Table 5. Pearson correlations between personality traits and psychological capital

Personality Traits	Self-Efficacy	Hope	Resilience	Optimism	Psychological Capital
Extraversion	0.485**	0.445**	0.330**	0.407**	0.513**
Agreeableness	0.230**	0.338**	0.208**	0.448**	0.367**
Conscientiousness	0.308**	0.354**	0.284**	0.258**	0.367**
Neuroticism	–0.277**	–0.192*	–0.264**	–0.219**	–0.288**
Openness	0.332**	0.301**	0.214**	0.136	0.309**

Note: *$p < 0.05$, **$p < 0.01$.

Table 6. Multiple linear regression predicting psychological capital based on personality traits

Model	Predictor	B	SD	β	t	p	R	R^2	F	p
1	(Constant)	1.198	0.461		2.600	0.010	0.513	0.259	54.7	0.000
	Extraversion	0.921	0.124	0.513	7.396	0.000				
2	(Constant)	2.798	0.505		5.545	0.000	0.627	0.385	49.3	0.000
	Extraversion	1.008	0.114	0.562	8.815	0.000				
	Neuroticism	–0.538	0.094	–0.364	–5.704	0.000				
3	(Constant)	1.140	0.594		1.919	0.057	0.684	0.458	44.4	0.000
	Extraversion	0.910	0.110	0.507	8.308	0.000				
	Neuroticism	–0.543	0.089	–0.366	–6.121	0.000				
	Agreeableness	0.509	0.110	0.280	4.622	0.000				
4	(Constant)	0.884	0.590		1.498	0.136	0.702	0.479	36.5	0.000
	Extraversion	0.802	0.115	0.447	7.002	0.000				
	Neuroticism	–0.587	0.088	–0.396	–6.639	0.000				
	Agreeableness	0.474	0.109	0.261	4.364	0.000				
	Openness	0.243	0.090	0.174	2.697	0.008				

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Table 7. Pearson correlations between psychological capital and psychological flourishing

Parameter	Self-Efficacy	Hope	Resilience	Optimism	Psychological Capital
Flourishing	0.626**	0.656**	0.502**	0.671**	0.748**

Note: **$p < 0.01$.

cal flourishing. According to Model 3, optimism (β = 0.411), hope (β = 0.304), and self-efficacy (β = 0.202) are positively associated with flourishing. Together, these three subcomponents explain 59.4% ($R^2 = 0.594$) of the variance. The final model did not include resilience due to a lack of statistical significance. Therefore, the third hypothesis (H3) is partially supported.

To test the fourth hypothesis (H4) of this study, which aimed to evaluate whether psychological capital moderates the relationship between personality traits and psychological flourishing, a moderation analysis was performed (Table 9).

The moderation analysis revealed that psychological capital indeed moderates the relationship between personality traits and psychological flourishing, but only in the case of extraversion ($p = 0.021$, $p < 0.05$). For the traits of agreeableness, conscientiousness, neuroticism, and openness, no moderating effect was found. Thus, the fourth hypothesis is only partially supported.

4. DISCUSSION

The findings of the study demonstrated that positive personality traits of extraversion, agreeableness, conscientiousness, and openness were pos-

Table 8. Multiple linear regression predicting flourishing based on psychological capital

Model	Predictor	B	SD	β	t	p	R	R^2	F	p
1	(Constant)	1.808	0.349		5.183	0.000	0.671	0.447	125.580	0.000
	Optimism	0.830	0.074	0.671	11.206	0.000				
2	(Constant)	1.033	0.325		3.178	0.002	0.763	0.577	105.853	0.000
	Optimism	0.562	0.076	0.455	7.445	0.000				
	Hope	0.441	0.064	0.422	6.910	0.000				
3	(Constant)	1.008	0.319		3.165	0.002	0.776	0.594	76.077	0.000
	Optimism	0.508	0.077	0.411	6.629	0.000				
	Hope	0.318	0.077	0.304	4.130	0.000				
	Self-efficacy	0.187	0.068	0.202	2.736	0.007				

Table 9. Moderation analysis

Personality Trait	Predictor	Estimate	Std. Error	Z	p
Extraversion	Extraversion	0.250	0.126	1.98	0.048
	Psychological Capital	0.898	0.070	12.77	<0.001
	Extraversion * Capital	–0.441	0.191	–2.31	0.021
Agreeableness	Agreeableness	0.432	0.127	3.41	<0.001
	Psychological Capital	0.901	0.069	12.94	<0.001
	Agreeableness * Capital	–0.269	0.197	–1.37	0.172
Conscientiousness	Conscientiousness	0.396	0.115	3.43	<0.001
	Psychological Capital	0.897	0.069	12.99	<0.001
	Conscientiousness * Capital	–0.242	0.166	–1.46	0.143
Neuroticism	Neuroticism	–0.0550	0.107	–0.51	0.607
	Psychological Capital	0.9913	0.072	13.79	<0.001
	Neuroticism * Capital	0.0398	0.149	0.27	0.790
Openness	Openness	0.1756	0.099	1.77	0.077
	Psychological Capital	0.9678	0.0713	13.57	<0.001
	Openness * Capital	–0.0235	0.1628	–0.14	0.885

Note: * denotes the interaction term.

itively associated with psychological flourishing. Extraversion showed the strongest relationship with psychological flourishing, followed by agreeableness, neuroticism, conscientiousness, and openness. These findings align closely with previous research. For example, Villieux et al. (2016) noted the strongest associations between extraversion and agreeableness and flourishing, as well as weaker but still positive relationships involving agreeableness and openness. Similarly, Eksi et al. (2022) found relationships between psychological flourishing and positive personality traits. Anglim et al. (2020) identified extraversion and conscientiousness as showing the strongest links to psychological well-being, with openness and agreeableness also demonstrating significant, albeit weaker, relationships. Although psychological well-being and life satisfaction are somewhat different constructs than flourishing – since flourishing is broader, encompassing subjective well-being elements, competencies, and interpersonal relationships – the results can be comparable. Ivantchev and Stoyanova (2021) and Bojanowska and Urbanska (2021) also reported similar patterns, further supporting the notion that positive personality traits correspond to higher levels of flourishing. In sum, the results are similar to those found in research, indicating that positive personality traits indeed correspond to higher levels of psychological flourishing: individuals exhibiting stronger extraversion, agreeableness, conscientiousness, and openness also report higher scores of flourishing. Besides, in this study, neuroticism was negatively associated with flourishing. Anglim et al. (2020), Ivantchev and Stoyanova (2021), Bojanowska and Urbanska (2021), Villieux et al. (2016), and Eksi (2022) also found that neuroticism – or higher emotional vulnerability – is linked to lower flourishing, lower life satisfaction, and decreased psychological well-being. Together, the full set of personality traits explained approximately 68.5% of the variance in flourishing, suggesting that individuals who are sociable, cooperative, organized, and open to new experiences tend to report higher levels of personal well-being, while those with higher emotional instability report lower flourishing.

Furthermore, in this study, extraversion, agreeableness, and openness were significantly associated with psychological capital, which includes self-efficacy, hope, optimism, and resilience, while conscientiousness was not significant in the final model of the links between the constructs. These findings partially correspond to those of Dewal and Kumar (2017), who found significant relationships only between extraversion, openness, and psychological capital, while conscientiousness and agreeableness were not significantly related to psychological capital. This partly contrasts with the findings of this study, where conscientiousness was not significantly related to psychological capital. However, Dewal and Kumar (2017) examined a specific sample of entrepreneurs, where differences in the evaluation of agreeableness may have emerged. The results of this study also partially differ from the findings of another study involving business program students (Heiner, 2021), where extraversion, conscientiousness, and openness were significantly related to psychological capital, while agreeableness was not. Dewal and Kumar (2017) and Heiner (2021) found no significant relationship between agreeableness and psychological capital due to cultural differences in how agreeableness is perceived.

Despite some differences from other studies, the findings of this study showed that personality traits are related to psychological capital that aligns with previous research: extraversion and openness consistently relate to psychological capital across studies, while agreeableness and conscientiousness show more context-specific results. Thus, individuals who score higher in extraversion, agreeableness, and openness also have higher psychological capital scores. The results also showed that neuroticism is the only negative personality trait significantly negatively related to psychological capital. This finding aligns with prior research. Dewal and Kumar (2017) and Heiner (2021) noted that individuals with higher neuroticism scores reported lower psychological capital. Both in samples of entrepreneurs and business program students, neuroticism was negatively related to psychological capital (Dewal & Kumar, 2017; Heiner, 2021). This finding suggests that higher levels of neuroticism – greater emotional vulnerability, anxiety, and instability – are related to lower overall psychological capital scores. Presumably,

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anxiety, instability, and emotional vulnerability could undermine one's positive psychological resources, including self-efficacy, optimism, hope, and resilience.

The findings suggest that extraversion, agreeableness, openness, and neuroticism (negatively) significantly predict psychological capital, and these traits explain about 47.9% of the variance in psychological capital. However, it is not clear why conscientiousness was not significant in the model, and this needs further investigation.

Furthermore, the findings demonstrated that psychological capital, as well as three of its four components (optimism, hope, and self-efficacy), were positively related to flourishing. These results mirror those found by Finch et al. (2020), who observed that all four components of psychological capital (self-efficacy, hope, resilience, and optimism) were linked to flourishing, although it partly differs from the current result, where resilience was not significantly related to flourishing. Notably, Finch et al. (2020) and this study found that optimism had the strongest association with psychological flourishing. Optimism, hope, and self-efficacy in this study were positive predictors of flourishing, explaining about 59.4% of its variance. Resilience, while correlated, was not a significant predictor of flourishing in the final model. The discrepancy between this and previous studies may be due to sample variances. Finch et al. (2020) involved younger participants; when assessing the components of psychological capital, differences may emerge between younger individuals and adults. Therefore, the differences in findings may be attributable to demographic or contextual differences and need further investigation.

The results of this study also indicated that psychological capital serves as a moderator; however, it only moderates the relationship between extraversion and flourishing. In other words, for individuals high in extraversion, greater psychological capital amplifies the positive link between their outgoing, energetic disposition and their experience of psychological flourishing. This finding suggests that psychological capital may enhance the flourishing of extraverted individuals, who are already predisposed to higher well-being due to their sociability and energy. For the other personality traits (agreeableness, conscientiousness, neuroticism, and openness), psychological capital did not significantly alter their relationships with flourishing. Although no other studies examined the links between these exact constructs, a similar study by Aftab et al. (2018) found that psychological capital moderated the relationship between extraversion, conscientiousness, and citizenship behavior. While citizenship behavior differs markedly from flourishing, the similarity in the pattern of moderation involving extraversion suggests that psychological capital may consistently play a strengthening role for certain traits.

The results indicate that psychological capital serves as a moderating factor in the link between personality traits and psychological flourishing, specifically for individuals high in extraversion. In other words, when psychological capital is high, it strengthens (or potentially alters) the positive relationship between extraversion and flourishing. While other personality traits still relate to flourishing, their relationship is not moderated by the level of psychological capital. Therefore, the moderating role of psychological capital appears to be trait-specific, but this finding needs further examination.

Nevertheless, this study has several limitations. First, the findings are based on self-reported data; participants' responses may have been affected by social bias. Second, the sample was small, and future research might gain additional insights by collecting the data in a much larger sample. Future research could gain more specific information about the associations between personality traits, psychological capital, and flourishing in diverse contexts or explore other potential moderators or mediators.

For practitioners, the findings of this study suggest that interventions aiming to enhance flourishing may benefit from strengthening psychological capital, particularly for individuals high in extraversion. By supporting employees' optimism, hope, and self-efficacy and mitigating emotional vulnerabilities, managers can contribute to their thriving at work and, consequently, work efficiency and productivity.

CONCLUSION

The objective of this study was to examine the relationships between personality traits, psychological capital, and psychological flourishing and determine whether psychological capital acts as a moderating factor. The findings demonstrated that individuals high in extraversion, agreeableness, conscientiousness, and openness tend to report higher levels of psychological flourishing, whereas neuroticism was linked to lower flourishing levels. Personality traits of extraversion, agreeableness, and openness were positively associated with psychological capital, while neuroticism was negatively associated. Psychological capital was strongly positively associated with flourishing. Although resilience correlated with flourishing, it did not predict it once other factors were considered. Psychological capital amplified the positive effect of extraversion on flourishing but did not moderate the links between flourishing and other personality traits.

Future research should address the limitations of this study (e.g., reliance on self-reports, small sample) and investigate the relationships between the variables in more specific contexts, larger samples, or using different research designs. The findings of this study imply that interventions enhancing psychological capital may be particularly beneficial for extroverted individuals. The results underscore the importance of considering both stable individual differences and modifiable psychological resources when designing interventions aimed at improving employee well-being in organizational settings. Managers can contribute to organizational flourishing by strengthening employees' flourishing and psychological capital, namely, optimism, hope, and self-efficacy.

AUTHOR CONTRIBUTIONS

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Writing – original draft: Aistė Diržytė.
Writing – review & editing: Aistė Diržytė, Kornelija Dovydaitytė, Aleksandras Patapas, Žilvinas Židonis.

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