



THE EFFECT OF MANAGERIAL COACHING ON PSYCHOLOGICAL CAPITAL AND THE EFFECT OF PSYCHOLOGICAL CAPITAL ON INNOVATIVE WORK BEHAVIOR AND THRIVING AT WORK

DOI: 10.17261/Pressacademia.2024.1909

PAP- V.19-2024(9)-p.54-60

Meryem Rharbi¹, Beynaz Uysal²

¹Istanbul Okan University, Master Program in Human Resources Management, Istanbul, Turkiye.

mrharbi1@gmail.com, ORCID: 0000-0002-3585-7990

²Istanbul Okan University, Faculty of Business and Administrative Sciences, Department of Business Administration, Istanbul, Turkiye.

beynaz.uysal@okan.edu.tr, ORCID: 0000-0003-3401-1624

Rharbi, M., Uysal, B. (2024). The effect of managerial coaching on psychological capital and the effect of psychological capital on innovative work behavior and thriving at work. PressAcademia Procedia (PAP), 19, 54-60.

Permanent link to this document: <http://doi.org/10.17261/Pressacademia.2024.1909>

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ABSTRACT

Purpose- In today's business world, it has become even more challenging for organizations to gain and maintain competitive advantages. One of the most important sources of success of organizations is their employees. Employees of organizations that are extraordinary and successful in the long term constantly improve themselves and are innovative. These characteristics and behaviors have become even more important nowadays where uncertainty and innovation expectations are higher than ever. Beside this, employees' thriving at work and innovative work behaviors depend on their psychological capital. Managers have a significant impact on increasing employees' psychological capital. One of the most important tools that managers use to create the desired effect is coaching practices. Managerial coaching is an important concept and a kind of leadership practice that has been emphasized more in recent years. Managerial coaching enables employees to realize their own resources, to look to the future with hope, to have more confidence in themselves and their future, and to develop and use their potential. In this context, this study examines the effect of managerial coaching on psychological capital and the effect of psychological capital on thriving at work and innovative work behavior.

Methodology- In this quantitative study, a questionnaire was used to collect research data. Managerial Coaching, Psychological Capital, Innovative Work Behavior and Thriving at Work scales were used in the questionnaire used to obtain the data of the research. The data obtained from 472 white-collar employees by convenience sampling method were analyzed using SPSS 24.0 and Lisrel 8.7 software. In this study, factor, reliability, correlation, and regression analyses were conducted and their results were taken into consideration.

Findings- As a result of this research, positive effects of managerial coaching on psychological capital and positive effects of psychological capital on thriving at work and innovative work behavior were determined. According to the analysis, all the hypotheses are accepted, except for the hypotheses regarding the positive effect of employee's optimism on innovative work behavior. However, managerial coaching affects other sub-dimensions of psychological capital and the psychological capital dimension most affected by managerial coaching is self-efficacy.

Conclusion- Based on the findings, it can be said that managerial coaching positively affects the psychological capital of employees and thus, employees will make more effort to improve themselves at work and exhibit more innovative work behaviors. Accordingly, managers and leaders can enable their employees to improve themselves at work and exhibit innovative work behaviors through coaching practices. In this way, managers and leaders can make their organizations able to cope with these situations in an environment where uncertainty and innovation demands are high.

Keywords: Managerial coaching, psychological capital, innovative work behavior, thriving at work, optimism.

JEL Codes: M10, M19, M54

1. INTRODUCTION

One of the defining characteristics of today's work life is the high level of uncertainty. Factors such as international health issues, economic crises, and increasing competition contribute to this uncertainty. Especially in Turkey, recent conjunctural fluctuations have forced employees to constantly follow changes. Under these conditions, institutions and employees need to be innovative. To enable employees to generate new ideas and be innovative, an appropriate working environment must be provided. For businesses to survive, having loyal employees is not sufficient; they also need employees' potential, energy, development, and the ability to generate and implement new ideas. Managers, by supporting their employees and providing a comfortable working environment that contributes to their development and creativity, are essentially investing in the sustainability of the business. When employees feel they are part of the organization's innovative business processes and act accordingly, they tend to produce valuable outputs that align with corporate values and goals. Managers' coaching behaviors can be effective in fostering positive emotions, flexibility, self-awareness, and creativity among employees. In the past, many

studies suggested that employees' knowledge and skills were crucial for business profitability. However, later it was found that, in addition to employees' knowledge and skills, their psychosocial and sociocultural conditions also play an important role in an institution's performance. Achieving effective results in the work environment can be possible with the right management strategies and creating a healthy work environment. When employees feel comfortable and appreciated at work, they tend to be more productive, which positively affects overall job performance. Recent studies have shown that employee coaching and employees' psychological capital are related to their performance. Coaching is effective in enhancing employees' feelings of responsibility, curiosity, and creativity. Employees, thanks to their psychological capital, can be more creative and innovative, providing a competitive advantage for their businesses. Innovative work behavior helps companies maximize the benefits from their employees' talents. Therefore, institutions can invest in their employees and their potential added value through coaching practices that foster innovative work behavior. Those with high levels of psychological capital are confident in their ability to successfully complete their tasks, demonstrate perseverance and resilience in the face of challenges by using their goal-oriented energy, and proactively seek alternative ways to complete the given tasks (Gibson and Garnett, 2012). While the relationships between some work practices and individual and organizational outcomes are clearer and more acceptable, the relationships between employee coaching and psychological capital are not extensively covered in the literature. Therefore, the first part of the model developed within the scope of this research aims to examine the impact of managerial coaching on psychological capital. The second part of the model aims to examine the impact of psychological capital on innovative work behavior and thriving at work.

Businesses strive to attract the best-educated and most experienced candidates to their structures and retain high-potential existing personnel to gain a competitive advantage. Additionally, companies value the learning and development of their employees. For modern businesses to be strong and long-lasting, they should develop resource-based strategies and promote innovative work behavior and thriving at work. The importance of innovative work behavior is better understood in studies that consider both performance and sustainability, especially in the changing competitive work environment. In this context, it can be easily said that basic training alone will not be sufficient for achieving extraordinary results. Priority should be given to practices that support development, learning, and innovation in the workplace. Businesses that adopt this understanding can achieve positive financial and other organizational outcomes (Gibson and Garnett, 2012).

This study consists of the following sections: After the introduction, the second section presents the results of the literature review conducted on the variables of the research. The third section presents the research model and hypotheses developed based on the literature review. This section also provides other information within the scope of the research methodology and presents the research findings. In the final section, the results of the research are generally discussed, limitations are noted, and future suggestions are provided.

2. LITERATURE REVIEW

This section explains the study's variables and their interrelationships according to the literature, detailing managerial coaching, psychological capital, innovative work behavior, and thriving at work, and includes studies on the relationships between these variables.

Managerial Coaching is a collaborative, ongoing process wherein managers engage in direct, personalized interactions with their employees, aimed at enhancing their performance, development, and professional growth (Theeboom, 2016). This process involves providing constructive feedback, facilitating problem-solving, encouraging self-discovery, and aligning employee goals with organizational objectives. Effective managerial coaching fosters an environment of trust, learning, and continuous improvement, and leverages various techniques and tools to help employees realize their full potential (Heslin and Latham, 2004).

Psychological Capital is about having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; making a positive attribution (optimism) about succeeding now and in the future; persevering toward goals and, when necessary, redirecting paths to goals (hope) to succeed; and when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success (Luthans et al., 2007).

Innovative Work Behavior is the sum of deliberate actions by an individual aimed at generating, promoting, and implementing new ideas within a job role, group, or organization to benefit role performance, the group, or the organization (Janssen, 2000).

Thriving at Work is conceptualized as a joint experience of vitality and learning. Vitality refers to the positive feeling of having energy available, whereas learning refers to the positive feeling of acquiring and applying new skills and knowledge (Niessen, Sonnentag, and Sach, 2012).

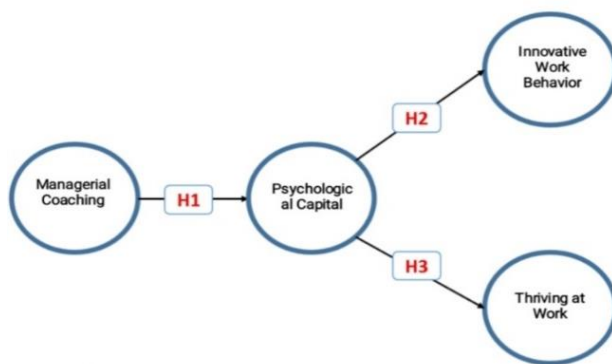
Since 2002, much has been learned about psychological capital, but the antecedents of the concept remain poorly understood. Research focuses on variables such as individual differences, job design, demographics, and leadership to identify these antecedents (Toor and Ofori, 2008; Akyürek, 2020). Leaders' actions can develop followers' self-efficacy, with management relationships being as crucial as individual differences in determining psychological capital (Gouldner, 1960; Wu and Nguyen, 2019). Authentic and ethical leadership, which includes positive traits like well-being, emotional intelligence, and optimism, enhances psychological capital by encouraging positive behaviors and self-regulation. Social exchange theory suggests that positive managerial relationships and coaching can increase psychological capital, as mutual beneficial actions in a relationship lead to shared positive feelings. Managerial coaching fosters resilience and optimism, encouraging reflection on emotions and behaviors, which further boosts psychological capital (Fontes & Russo, 2020). Over the past 40 years, as businesses have transitioned from bureaucratic and rigid structures to more flexible and team-oriented environments, innovation research has increased significantly (Anderson et al., 2004). Studies have explored individual, group, and organizational factors that influence innovative behavior. At the individual level, key factors include proactivity, self-confidence, and cognitive ability (Amabile, 1996a; 1996b; Randall, 2005; West, 2001). Positive psychological capital, which includes hope, self-efficacy, resilience, and optimism, is essential for creative performance (Sweetman et al., 2011; Avey et al., 2009; Luthans et al., 2015). Positive organizational behavior, rooted in positive psychology, seeks to improve workplace performance by developing positive human resource qualities (Luthans, 2002a; Wright, 2003). Critical

components such as self-efficacy, hope, and optimism are associated with higher performance and innovative behaviors. In recent years have seen social and behavioral scientists deeply influenced by human development, defined as a dynamic adaptation process to physical, psychological, or social difficulties (Brown et al., 2017; Bügental, 2004). In organizational behavior and management, workplace development indicates a good psychological state characterized by shared vitality and learning. Developing employees feel energetic, continuously acquire and apply new knowledge, enhancing personal progress (Spreitzer et al., 2005). Subsequent workplace studies link self-development with individual traits (Paterson et al., 2014), relational features (Frazier & Tupper, 2016), job performance (Gerbası et al., 2015), job satisfaction, and subjective health (Marchiondo et al., 2018), demonstrating that positive workplace outlooks bolster performance (Porath et al., 2012) and employees (Stajkovic & Luthans, 1998a; Peterson & Byron, 2008; Youssef & Luthans, 2007).

3. DATA AND METHODOLOGY

This study aims to investigate the impact of managerial coaching on psychological capital, as well as the influence of psychological capital on innovative work behavior and employee thriving. The research seeks to answer several questions: Does managerial coaching affect psychological capital? Does psychological capital affect innovative work behavior and thriving at work? Managerial coaching is identified as the independent variable, while psychological capital, innovative work behavior, and thriving at work serve as dependent variables. Figure 1 illustrates the model and hypotheses used in this study.

Figure 1: Research Model



The hypotheses include the following; H1 posits that managerial coaching positively affects employees' psychological capital, with sub-hypotheses indicating significant effects on hope (H1a), self-efficacy (H1b), resilience (H1c), and optimism (H1d). H2 asserts that psychological capital positively influences innovative work behavior, supported by sub-hypotheses for hope (H2a), self-efficacy (H2b), resilience (H2c), and optimism (H2d). H3 suggests that psychological capital positively affects thriving at work, with sub-hypotheses for hope (H3a), self-efficacy (H3b), resilience (H3c), and optimism (H3d).

This quantitative study employed a questionnaire, which included scales measuring Managerial Coaching, Psychological Capital, Innovative Work Behavior, and Thriving at Work. The research uses a questionnaire divided into five sections, including demographic information (11 questions), the Managerial Coaching Scale developed by Ellinger and Keller (2003) is 8 items, the Innovative Work Behavior Scale developed by De Jong and Den Hartog (2010) is 10 items across 4 sub-dimensions, the Psychological Capital Scale developed by Luthans, Youssef ve Avolio (2007) is 24 items across 4 sub-dimensions, and the Thriving at Work Scale developed by Porath et al. (2012) is 5 items across 2 sub-dimensions.

Data were gathered from 472 white-collar employees using a convenience sampling method, and the subsequent analyses were executed using SPSS 24.0 and Lisrel 8.7. Validity and reliability analyses were conducted to assess the measurement properties of the scales utilized in the research. Confirmatory factor analysis (CFA) was performed with Lisrel 8.7, confirming that the fit indices fell within acceptable ranges. To examine the demographic distribution of participants, frequency and percentage analyses, as well as descriptive statistics regarding their responses to the survey items, were conducted. The central tendency measurements indicated a normal distribution of the data, allowing for regression analyses to explore the effects of the independent variables on the dependent variables.

4. FINDINGS

As a result of the normal distribution analysis, it was determined that the data originated from a normal distribution due to the closeness of the mean and median among the examined measures of central tendency, as well as the kurtosis and skewness being within ± 2 (George & Mallery, 2010).

Table 1: Distribution of Data

Variables	Central Tendency Measurements			
	\bar{x}	Median	Skewness	Kurtosis
Managerial coaching	3,37	3,37	-0,362	-0,379
Self-efficacy	3,14	3,00	0,054	-1,245
Hope	3,26	3,33	-0,441	-0,665
Resilience	3,28	3,50	-0,275	-1,370
Optimism	3,29	3,66	-0,326	-1,462
Psychological Capital	3,24	3,27	-0,089	-0,599
Innovative Work Behavior	3,31	3,65	-0,389	-1,353
Thriving at Work	3,26	3,25	-0,139	-1,079

In order to test reliability of scales, Cronbach's Alpha values of the scales were considered. As it is seen in Table 2, Cronbach's Alpha values for all scales were over 0,9 and the result showed that the scales were highly reliable.

Table 2: Cronbach's Alpha Values of the Scales

Scales	Cronbach's Alpha
Managerial coaching	0,92
Psychological capital	0,94
Innovative work behavior	0,96
Thriving at work	0,92

After testing reliability of scales, descriptive factor analysis was done on the scales' factor structure. According to the findings, it was determined that the factor structures for all scales were confirmed.

A Pearson correlation analysis was performed to examine the relationship between the variables, and according to the results of the correlation analysis, there are a positive relationship between variables.

Table 3: Correlations Between Study Variables

Variables	(1)	(2)	(3)	(4)
Managerial coaching ⁽¹⁾	1	,760**	,611**	,692**
Psychological capital ⁽²⁾		1	,596**	,689**
Innovative work behavior ⁽³⁾			1	,539**
Thriving at work ⁽⁴⁾				1

**p<0,01

To test the fifteen hypotheses proposed within the scope of the research, both simple and multiple linear regression analyses were utilized.

Table 4: Hypothesis Test for H1, H1a, H1b, H1c, H1d

Dependent Variable	Independent Variable	B	Std. Error	T	P	F	F Sig.	Fixed R ²	Durbin Watson
Psychological Capital	Still	0,714	0,103	6,896	0,000*	641,480	0,000*	0,576	1,850
	Managerial Coaching	0,750	0,030	25,327	0,000*				
Hope	Still	0,883	0,153	5,772	0,000*	259,297	0,000*	0,354	1,905
	Managerial Coaching	0,705	0,044	16,103	0,000*				
Self-Efficacy	Still	0,384	0,160	2,405	0,017*	320,864	0,000*	0,404	1,895
	Managerial Coaching	0,818	0,046	17,913	0,000*				
Resilience	Still	0,853	0,165	5,169	0,000*	231,893	0,000*	0,329	1,875
	Managerial Coaching	0,719	0,047	15,228	0,000*				
Optimism	Still	0,735	0,172	4,277	0,000*	237,647	0,000*	0,334	1,973
	Managerial Coaching	0,758	0,049	15,416	0,000*				

*p<0.05

As a result of regression analysis, hypotheses H1, H1a, H1b, H1c, H1d were accepted because the effect of managerial coaching on psychological capital, hope, self-efficacy, resilience and optimism was significant.

Table 5: Hypothesis Test for H2

Dependent Variable	Independent Variable	B	Std. Error	T	P	F	F Sig.	Fixed R ²	Durbin Watson
Innovative Work Behavior	Still	0,854	0,158	5,392	0,000*	258,831	0,000*	0,354	1,840
	Psychological Capital	0,758	0,047	16,088	0,000*				

*p<0.05

As a result of regression analysis, hypothesis H2 was accepted because the effect of psychological capital on innovative work behavior was significant.

Table 6: Hypothesis Test for H2a, H2b, H2c and H2d

Dependent Variable	Independent Variable	B	Std. Error	T	P	VIF	F	F sig	Fixed R ²	Durbin Watson
Innovative Work Behavior	Still	0,860	0,158	5,451	0,000*	1,725	68,607	0,000*	0,365	1,822
	Hope	0,254	0,051	4,968	0,000*					
	Self-Efficacy	0,261	0,046	5,709	0,000*					
	Resilience	0,185	0,046	4,030	0,000*					
	Optimism	0,060	0,043	1,400	0,162					

*p<0.05

As a result of regression analysis, hypotheses H2a, H2b, and H2c were accepted because the effects of hope, self-efficacy and resilience on innovative work behaviour were significant.

No statistically significant positive effect of optimism (t=1.40, p=0.162>0.05) on the level of innovative work behavior was detected. In this regard, hypothesis H2d could not be accepted.

Table 7: Hypothesis Test for H3

Dependent Variable	Independent Variable	B	Std. Error	T	P	F	F Sig.	Fixed R ²	Durbin Watson
Thriving at Work	Still	0,711	0,128	5,543	0,000*	424,243	0,000*	0,473	1,256
	Psychological Capital	0,786	0,038	20,597	0,000*				

*p<0.05

As a result of regression analysis, hypothesis H3 was accepted because the effect of psychological capital on thriving at work was significant.

Table 8: Hypothesis Test for H3a, H3b, H3c and H3d

Dependent Variable	Independent Variable	B	Std. Error	T	P	VIF	F	F sig	Fixed R ²	Durbin Watson
Thriving at Work	Still	0,707	0,129	5,471	0,000*	1,725	105,508	0,000*	0,470	1,253
	Hope	0,200	0,042	4,760	0,000*					
	Self-Efficacy	0,185	0,037	4,946	0,000*					
	Resilience	0,212	0,038	5,647	0,000*					
	Optimism	0,189	0,035	5,416	0,000*					

*p<0.05

As a result of regression analysis, hypotheses H3a, H3b, H3c and H3d were accepted because the effects of hope, self-efficacy, resilience and optimism on thriving at work were significant.

Simple and multiple regression analysis were used to test the fifteen hypotheses put forward within the scope of the research. The summary of the hypotheses tested within the scope of the research is given in Table 9.

Table 9: Summary of Findings Regarding Hypotheses Tests

Hypotheses	Results
H1: Managerial coaching has a significant positive effect on employees' psychological capital	Accepted
H1a: Managerial coaching has a significant positive effect on employees' Hope	Accepted
H1b: Managerial coaching has a significant positive effect on employees' Self-Efficacy.	Accepted
H1c: Managerial coaching has a significant positive effect on employees' Resilience.	Accepted
H1d: Managerial coaching has a significant positive effect on employees' Optimism .	Accepted
H2: Psychological Capital has a significant positive effect on Innovative Work Behavior.	Accepted

H2a: Employees' hope has a significant positive effect on innovative work behavior.	Accepted
H2b: Employees' self-efficacy has a significant positive effect on innovative work behavior.	Accepted
H2c: Employee resilience has a significant positive effect on innovative work behavior..	Accepted
H2d: Employees' optimism has a significant positive effect on innovative work behavior.	Rejected
H3: Psychological Capital has a significant positive effect on employees' Thriving at Work.	Accepted
H3a: Employees' hope has a significant positive effect on employees' Thriving at Work.	Accepted
H3b: Employees' self-efficacy has a significant positive effect on employees' Thriving at Work.	Accepted
H3c: Employee resilience has a significant positive effect on employees' Thriving at Work.	Accepted
H3d: Employees' optimism has a significant positive effect on employees' Thriving at Work.	Accepted

5. CONCLUSION

In today's business world, intense competition and high uncertainty prevail. Economic fluctuations and risks such as the pandemic compel companies to be more cautious and flexible. These changing conditions necessitate different behaviors from businesses and their employees. The unique resources of businesses are their employees; thus, there is a greater need for human capital today, and there is a focus on its development. Since the Industrial Revolution, machines and robots have been replacing human labor, but the creativity and development potential of employees have gained importance. This has brought the social and psychological capital of employees to the forefront. The flexibility and innovativeness of businesses depend on similar traits in their employees. Employees need to be innovative, flexible, creative, and energetic. Innovative work behavior and self-development are fundamental behaviors expected from employees. The emergence of these behaviors depends on employees being hopeful, resilient, optimistic and having self-efficacy. These characteristics, defined as psychological capital, can be developed with the support of managers. Coaching practices by managers are effective in enhancing the psychological capital of employees. This study examines the impact of managerial coaching on psychological capital and the effect of psychological capital on innovative work behavior and thriving at work. In the research, the variables "Employee Coaching", "Psychological Capital", "Innovative Work Behavior", and "Thriving at Work" were used, and data were collected from 472 white-collar Turkish employees through a survey method. Analyses using SPSS and Lisrel resulted in the acceptance of 14 out of 15 hypotheses. The hypothesis not accepted pertains to the impact of optimism on innovative work behavior, a result also found in a study by Örüçü and Çınar (2019). Managerial coaching has a positive impact on psychological capital. Through coaching practices, managers can enhance employees' optimism, hope, self-efficacy, and resilience. Psychological capital and its sub-dimensions positively influence innovative work behavior. Employees with self-efficacy are more inclined to generate new ideas. Resilience supports commitment to long-term goals. Moreover, the sub-dimensions of psychological capital positively affect thriving at work. Resilience increases the capacity to cope with difficulties and continue learning.

There are some limitations in this study. Sample was chosen from different sectors in Turkey. Hypotheses can be tested in a specific sector, in another country and society and on other occupations. Another limitation of the study is related to the common method bias. In order to reduce the common method bias, data can be gathered from the same participants at different points of time. Additionally, mixture of qualitative and quantitative research methods can be used. Future research in these areas should consider different sample groups and cultural variables. Longitudinal studies are recommended to examine the long-term effects of coaching practices.

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