Linking Relational Coordination and Employees' Wellbeing through Psychological Capital

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Abstract

This research examines the impact of relational coordination on employees' wellbeing through mediating effect of psychological capital. The study employed a cross-sectional, explanatory, and non-experimental design. Data were collected from employees of a private sector higher education institution through simple random sampling. Overall 229 observations are analyzed via partial least square structural equation modeling. The results indicated relational coordination to be a significant antecedent of psychological capital which leads to enhanced employees' wellbeing. With insight from the conservation of resource theory, the findings suggest that coordinating work systems results in higher psychological capital which ultimately leads to employees' wellbeing. By employing the positive organizational behavior framework and devising working mechanisms that support enhanced coordination in the context of educational institutes, managers can enhance employees' wellbeing in the process. Researchers have studied several antecedents and consequences of psychological capital; however, its mediating role is relatively understudied. This research addresses this research gap and provides valuable insights.

Keywords: relational coordination, psychological capital, employees' wellbeing, conservation of resource theory, PLS-SEM

Introduction and Background

Employee wellbeing refers to a worker's pleasant physical, emotional, and affective condition as a result of a safe, supportive workplace and a gratifying job environment (Schulte et al., 2015). Studies have affirmed that excellent mutual connections between employees have a positive correlation with employees' wellbeing (Gregersen, Vincent-Höper, & Nienhaus, 2016). Work processes performed in modern-day organizations typically require spontaneous coordination among the task performers. Relational coordination (RC), which is principally a web of communication and relationship links amongst employees, explains the process underlying the technical aspect of coordination. Relational coordination is a useful tool to comprehend the relational perspective of work coordination (Gittell, 2003; Heredero, Haider & Martinez, 2015).

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The relational coordination theory posits that multiple stakeholders, including employees and their consumers, benefit from RC (Gittell, Weinberg, Pfefferle, & Bishop, 2008). Consistent findings are demonstrating the influence of relational coordination on employee wellbeing as a result of the intrinsic and instrumental advantages of positive connections (Gittell, et al., 2020). Relational coordination is predicted to improve worker engagement and well-being in addition to improving quality and efficiency (Bolton, Logan & Gittell, 2021).

Although studies have looked at the influence of relational coordination on employee wellbeing, these findings have yet to be reproduced in Pakistan's higher education sector. Moreover, employees' wellbeing in relation to RC is typically assessed in terms of attitudinal variables, such as job satisfaction (Gittell et al., 2020), work engagement (Naruse, Sakai & Nagata, 2015), and reduced job burnout (Gittell et al., 2020) rather of relying on the comprehensive theories of wellbeing created in the area of psychology. Furthermore, a person's psychological capital is his/her positive assessment of the surroundings and likelihood of achievement, grounded on motivation and persistence (Luthans & Youssef-Morgan, 2017). Kim, Kim, Newman, Ferris, & Perrewé, (2019) positively associated employees' psychological capital with a compassionate organizational climate. Moreover, psychological capital is considered to be important resource for active participation in the development of successful solutions, decision-making, and solution execution (Ho & Chan, 2022). Consequently, increased relational coordination enhances employees' psychological capital resulting in the accumulation of constructive psychological resources. Psychological capital is shown to have a long-term influence on employee wellbeing by researchers (Kim, et al., 2019; Luthans, Youssef, & Avolio, 2015). Kim et al. (2019) claimed that, in the process of achieving optimum psychological functioning, highly developed psychological capital has favorable repercussions. However, empirical evidence in this regard is lacking, particularly in the eastern context. Therefore, a fruitful research avenue is to inspect the mediating influence of employees' psychological capital, concerning the association between relational coordination and employees' wellbeing and to explore psychological capital as a linking mechanism in this aforementioned association.

Purpose and Significance of the Research

This research, therefore, examines the influence of relational coordination construct on the employees' wellbeing in private sector higher education, assessing wellbeing via the PERMA-Profiler model,

developed by Butler & Kern (2016). This research also explores the mechanism that links relational coordination to employees' wellness. Based on an ample literature review it is theorized that psychological capital mediates the association amidst relational coordination and employees' wellbeing. By doing so this research extends the findings of Gittell et al. (2020) who argued that relational coordination positively influences workers' wellbeing. However, contrary to Gittell's findings, a novel aspect of the current study is to propose a mechanism (psychological capital) that bridges relational coordination to wellbeing of employees. The findings indicate that psychological capital may well be the underlying mechanism that conduits the association amid coordination and employees' positive outcomes.

Related Literature and Development of Hypothesis

Relational Coordination

Because nearly no meaningful objective can be fulfilled by a single individual, task performers must work together to attain corporate goals. Structured and unstructured coordination between task performers is necessary for task accomplishment (Claggett & Karahann, 2018). The coordination that is more structured, has preset processes and is typically automated or mechanistic (Andres & Zmud, 2001) and takes place via plans, rules, and routines (Feldman & Rafaeli, 2002). Unstructured coordination, on the other hand, is more spontaneous, non-programmed, and organic in nature (Andres & Zmud, 2001), and occurs through boundary spanners (Gittell, 2003), and mutual adjustment. Relational coordination is a popular concept for handling informal interactions, and it asserts that the quality of individuals' relationships and communication influences how successfully they work together to achieve coordination (Gittell, 2003). RC is about "coordinating work through high-quality communication, supported by relationships of shared goals, shared knowledge, and mutual respect" (Gittell, 2012). Gittell (2003) defined RC as "a mutually reinforcing process of communicating and relating for the purpose of task integration." Shared objectives, collective knowledge, and reciprocal respect are the three relationship dimensions, that are supported by four dimensions of communication: timely, frequent, accurate, and problem-solving oriented communication (Gittell, 2003, 2006). RC is a useful tool to comprehend the relational perception of coordinating effort (Heredero, Haider & Martinez, 2015). The most successful use of the Relational Coordination theory is in organizations with a highly interconnected work process, as well as uncertainty and time limitations (Gittell, 2003). The theory was first tested in an airline (Gittell, 2001), but

it has since been used in banking (Siddique & Yunis, 2018), education (Sánchez, Heredero, & Merodio, 2015), manufacturing (Medlin, Aurifeille, & Quester, 2005), electronics, software, and financial sectors (Carmeli & Gittell, 2009) and in numerous healthcare settings.

Relational Coordination and Employees' Wellbeing

Employee wellbeing represents a worker's pleasant physical, emotional, and affective condition as a result of a safe, supportive workplace, enjoyable job, and a successful work-life balance (Schulte et al., 2015). It describes the quality of an employee's experience while performing an assigned task and is influenced by both the physical and psychological work environments (Mehmood et al., 2022). For decades, psychologists have been developing theories to help comprehend what leads to a satisfying life and putting them to the test. These initiatives have resulted in a slew of new wellbeing definitions, models, and metrics. Following Diener's (1984) Subjective Wellbeing (SWB) Model, researchers have attempted to develop additional models to capture kinds or aspects of wellbeing that are not captured by SWB. Ryff's (1989) model of psychological wellbeing (PWB) contains six components that are believed to encourage good functioning, providing a more comprehensive approach. Compton (2001) proposed three sorts of happiness, labeling them SWB, personal progress, and religion, and using vocabulary similar to Diener and Ryff but with distinct implications. This collection of models, while incomplete, exemplifies the wide diversity of terminology and conceptual ambiguity in wellbeing research. Similarly, Seligman (2011) developed the PERMA model of overall wellbeing, called 'Flourish', that identifies five constituents of overall wellbeing: positive emotions, engagement, relationships, meaning, and accomplishment. Henceforth, Butler & Kern (2016) created the PERMA-Profiler as a short measure of PERMA after a lengthy theoretical and empirical procedure. The measure maximizes conciseness while still maintaining the scale's integrity and demonstrates acceptable reliability, and evidence for convergent and divergent validity. Beyond the core five dimensions, the model also incorporates physical health, negative emotions, and overall wellbeing as components of wellbeing. According to Sun & Xiao (2010), personality, culture, income, intellect, marital status, ethnic affiliation, and other demographic variables are commonly studied as determinants impacting subjective wellbeing. Decades of study findings have reaffirmed the critical role of work as a determinant of mental and physical wellbeing (Cartwright & Cooper, 2009). High-performance work systems like relational coordination, are known to upsurge employees' subjective wellbeing and lessen burnout particularly when working relationships

between employees are collaborative ones. According to relational coordination theory, because RC is a manner of communal working which is both intrinsically and instrumentally gratifying, it directly impacts employee welfare positively (Gittell et al., 2008). According to Bolton, Logan, and Gittell, (2021), employees receive positive outcomes of relational coordination from their colleagues and thus workers with high-quality connections can get the resources they need to do their tasks successfully. Research has avowed that quality communal relationships among employees have a positive correlation to employee wellbeing (Gregersen, Vincent-Höper, & Nienhaus, 2016). Based on the instrumental and intrinsic advantages of positive connections, RC is projected to be favorably related to worker outcomes such as job satisfaction, engagement, proactive work practices, and reduced burnout, and there are strong indications for the influence of relational coordination on employee wellbeing (Gittell et al., 2020).

Relational Coordination and Psychological Capital

Psychological capital is "one's positive appraisal of circumstances and probability for success based on motivated effort and perseverance" (Luthans & Youssef-Morgan, 2017). It denotes a fundamental capability that is necessary for motivation, development, cognitive dispensation, goal-setting, and subsequent performance (Peterson et al., 2011). Psychological capital has a substantial value in the field of organizational behavior and influences several workplace factors, encouraging positive behaviors that help to achieve organizational goals (Gull, Azhar & Gull, 2022). According to Luthans and Youssef-Morgan (2017), its operational definition is being a higher-order core component comprising four key positive psychological resources: hope, efficacy, optimism, and resilience. Hope denotes the ability to stick to one's goals and, if necessary, to reroute one's path to them. Efficacy represents the ability to put out the determination required to thrive at difficult errands. Optimism is an optimistic belief in one's ability to achieve now as well as in the future. While, when faced with hardships and misfortune, resilience represents the capability to persevere and bounce back (Luthans, Youssef, & Avolio, 2007). Despite the fact that each of the four psychological capital dimensions has garnered significant study attention, theory and practical exploration show that merging the four constituent dimensions leads to a shared synergistic resource or capability. Stajkovic (2006), for instance, claimed that at the higher abstraction level, the underlying dimensions of psychological capital have a similar confidence core. Similarly, Okun (2022) argued that psychological capital has a greater impact on positive

workplace outcomes than any of its components. Thus, these four elements of psychological capital may "travel together" and work synergistically to generate distinct expressions throughout time and in different circumstances (Luthans & Youssef-Morgan, 2017). Positive psychological capital, according to previous research, encourages positive job outcomes while also reducing counterproductive work practices (Luthans, Youssef, & Avolio, 2007; Avey, Luthans, & Youssef, 2010; Walumbwa, Luthans, Avey, & Oke, 2011). Psychological capital is positively associated with numerous employee attitudinal, behavioral, and performance outcomes in the organizations, according to a substantial and rising body of research (Luthans & Youssef-Morgan, 2017). Identical to economic capital, psychological capital is also a resource that may be put to work and leveraged for a return in the future (Luthans, Vogelgesang, & Lester, 2006). Luthans and Youssef-Morgan (2017) mention psychological wellness as an affirmative individual resource, and investment in psychological capital results in the accretion of psychological resources enabling success in the future, grounded on the (Hobfoll 2011) Conservation of Resources (COR) theory. Psychological resources, according to COR, have a similar theme: an optimistic evaluation of conditions and likelihood of achievement founded on motivated effort and tenacity (Luthans, Avolio, Avey, & Norman, 2007). Empirical research has shown that psychological capital may alter based on working environments, such as style of leadership, organizational factors, and social sustenance from coworkers (e.g., Norman, Avolio, & Luthans, 2010; Walumbwa, et al., 2011). Kim, et al. (2019) reported a significant positive association among a reassuring organizational climate and psychological capital. Thus, concluding that cooperative working experiences are encouraging for employees, and effective communication and strong connections among employees offer such encouragement. Consequently, increased relational coordination is expected to augment employees' psychological capital resulting in the accumulation of positive psychological resources. It is, therefore, hypothesized that:

H1: Relational coordination is positively associated with employees' psychological capital.

Psychological Capital and Employees' Wellbeing

Quality enterprises, according to empirical investigation, not only strive to upsurge organizational productivity but also advance employees' work experiences and wellbeing (Mills, Fleck, & Kozikowski, 2013). Research has focused not just on satisfaction with work but on psychological wellbeing as well, as possible consequences of

psychological capital, to prioritize workers' wellbeing rather than only pursuing improved organizational productivity (Kim, et al., 2019). Positive psychology focuses on subjective well-being, which emphasizes hedonistic strategies, as well as psychological well-being, which emphasizes functional (edamonic) approaches (Okun, 2022). Kim, Kim, & Reid (2017) and Kim, Perrewé, Kim, & Kim (2017) suggested employees' productivity and psychological wellbeing as consequences of psychological capital among sports employees. Psychological wellness, which is concerned with human development, refers to the total efficacy of people's psychological functioning as a result of their individualized experiences (Wright, Cropanzano, & Bonett, 2007). Earlier studies have shown that psychological capital bears a long-term influence on workers' wellbeing (Avey, Luthans, Smith, & Palmer, 2010; Luthans, Youssef, & Avolio (2015). Kim, et al., 2019). Similarly, Gautam, Ningthoujam, and Singh (2019) empirically tested the association among employees' wellbeing and psychological capital (in terms of hope, optimism, resilience, and self-efficacy) and concluded a significant affirmative influence of psychological capital on wellbeing. Increasing psychological capital has been found to improve good professional performance and daily life contentment. Wellbeing is determined by an employee's affective and cognitive appraisals of life concerning significant events and situations, according to Bakker & Oerlemans (2012). Workers with strong psychological capital levels are highly prudent to accomplish personal growth and form positive relationships with others because they have favorable perceptions of their workplaces based on events and situations. Consequently, it can be concluded that employees' psychological capital has a positive role in their psychological wellbeing, and therefore it is hypothesized that:

H2: Employees' psychological capital is positively associated with their overall wellbeing.

Mediating Role of Psychological Capital

Although findings obtained by researchers demonstrating beneficial links between psychological capital and work-related outcomes are extensively documented, little is known about how psychological capital works. (Ho & Chan, 2022). Psychological capital as a mediating feature beyond the direct relationships has piqued the interest of scholars from diverse settings and contexts, including education, business, and health care. Psychological capital was discovered to play a mediating role in the association of a supportive work atmosphere with the performance of employees in a large study, comprising different samples of

manufacturing workers, business students, and insurance sector personnel (Luthans, Norman, Avolio, & Avey, 2008). Psychological capital is also shown to mediate the association between work burnout and work-related stress in bank personnel (Li et al., 2015). In a study by Shang-Guan, Li, & Ma (2017) examining the relationship amid job satisfaction and stress, psychological capital was noted to be a key mediating variable. Psychological capital was revealed to be a mediator in the link amongst performance and engagement by Martnez, Youssef-Morgan, Chambel, and Marques-Pinto (2019). Concerning the mediating effect of psychological capital with regards to employees' wellbeing, grounded on the research of Avey et al. (2010), Kim, et al. (2019) claimed that having a higher degree of psychological capital has good repercussions when it comes to achieving optimum psychological functioning. Therefore, this study focuses on investigating the mediating effect of employees' psychological capital in the association of relational coordination with employees' wellbeing, and it is hypothesized that:

H3: Psychological capital mediates the relationship of relational coordination with employees' wellbeing.

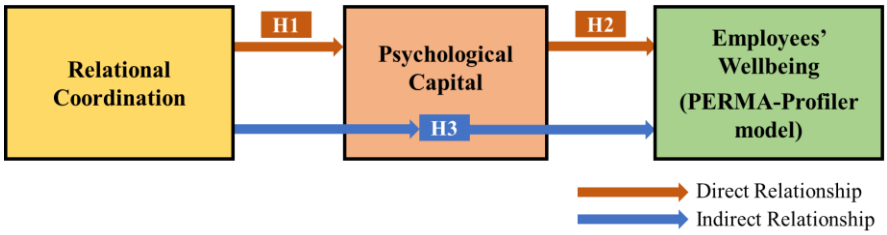

Figure 1: Conceptual model of the study

Methods

The study used a cross-sectional, explanatory, and non-experimental design. The respondents' responses on the degree of relational coordination, employees' wellbeing, and psychological capital were measured using a survey strategy.

Table 1
Respondents' Demographic

Demographic Variables	Category	Frequency	Percentage
Gender	Male	151	65.9
	Female	78	34.1
Age (Years)	24-30	89	38.9

	31-40	96	41.9
	41-50	25	10.9
	>50	19	8.3
	Bachelor	14	6.1
Education	Masters/MS/M. Phil	204	89.1
	PhD	11	4.8
	1-10	197	86.0
Experience	11-20	19	8.3
(Years)	21-30	12	5.2
	Non-Response	1	0.4

Population and Sample

The study's population comprised of academic and administrative staff employed in a private sector higher educational institution. A minimum sample size of 148 was calculated through power analysis while specifying an effect size of 0.15, error margin = 0.01, power = 0.99, and number predictors = 3. However, using a systematic random sampling procedure a sample of 250 was selected out of 412 employees. Of 250 questionnaires distributed, 236 were returned, whereby 7 incomplete/incorrect questionnaires were excluded during the data screening. Thus finally 229 questionnaires were retained for analysis, with a response rate of 91%. The demographics of the study respondents are presented in Table 1.

Measures

Relational coordination was examined using "The Relational Coordination Survey" (Gittell, 2012) which is a Likert format scale comprising of seven items. Employees' wellbeing was measured using Butler & Kern's (2016) PERMA-Profiler. It is a 23-item scale that assesses overall wellbeing in terms of seven dimensions. The Psychological Capital Questionnaire (PCQ-12) was employed to assess psychological capital. It was first designed as a 24-item scale by Luthans, et al. (2007) and then trimmed by Avey, Avolio, and Luthans to a 12-item scale (2011). Responses to all the survey items were recorded on a 5-point Likert scale.

Data Analysis and Results

Partial least square structural equation modeling (PLS-SEM) using SmartPLS 3.0 was employed to analyze the research model. Being robust, PLS-SEM is an extensively used analysis technique in social sciences. PLS-SEM was used because the study's tenacity was the prediction of the dependent variable. As a standard procedure as

highlighted by Hair, Hult, Ringle, and Sarstedt (2017) and Ramayah, Cheah, Chuah, Ting, & Memon (2018), the measurement model (confirmatory factor analysis) was first evaluated to examine the constructs' reliability and validity, followed by an evaluation of the inner structural model (hypothesis testing). However, before this analysis, descriptive statistics were computed using SPSS 25.

Table 2
Bivariate Correlations and Descriptive Statistics

	Min	Max	Mean	SD	1	2	3
1-RC	1.452	4.714	3.492	0.703	1.00		
2-PC	1.333	5.000	3.499	0.883	.662*	1.00	
3-WB	2.304	4.826	3.736	0.486	.514*	.688*	1.00

Notes: RC= Relational Coordination, PC=Psychological Capital, EW=Employees' Wellbeing, N=229, *p<0.01

Descriptive Statistics

Table 2 shows the descriptive statistics and bivariate correlations amongst the study constructs. The results indicate that all the study variables are positively related and there is no extreme collinearity among the variables.

Measurement Model

To examine the convergent validity (CV), internal consistency reliability, and discriminant validity (DV) of the study's constructs, the measurement model was evaluated.

Table 3
CA, CR, and AVE values

Constructs	CA	CR	AVE
Employees' Wellbeing	0.796	0.829	0.671
Psychological Capital	0.920	0.931	0.531
Relational Coordination	0.901	0.922	0.628

Notes: CA=Chronbach's Alpha, CR= Composite Reliability, AVE=Average Variance Extracted

Convergent Validity and Internal Consistency Reliability

For the internal consistency reliability of each construct, the composite reliability value over the threshold value of 0.7 is deemed adequate (Nunnally & Bernstein, 1994; Richter, Cepeda-Carrión, Roldán-Salgueiro, & Ringle, 2016). For all the study constructs, the results showed that the value of composite reliability exceeded the critical value of 0.7 (Table 3). For convergent validity, which evaluates "the extent to which a measure correlates positively with alternative measures of the same construct" (Hair et al., 2017, p. 112), items loading and average variance extracted (AVE) were examined. The results showed outer loadings to exceed the generally acceptable 0.70 criterion, and the values of AVE for all the constructs were also found to be greater than 0.5, demonstrating an acceptable level of CV.

Table 4
Discriminant Validity

	Fornell and Larcker Test			HTMT Ratios	
Constructs	EWB	PC	RC	EWB	PC
EWB	**0.810**				
PC	0.694	**0.729**		0.753	
RC	0.519	0.670	**0.792**	0.564	0.724

Notes: EWB=Employees Wellbeing, PC=Psychological Capital, RC=Relational Coordination

Discriminant Validity

The Fornell and Larcker (1981) test and the Heterotrait-Monotrait Ratio (Henseler, Ringle, & Sarstedt, 2015) of correlation confirmed discriminant validity for all the constructs (Table 4). The results of the measurement model evaluation were therefore found to be satisfactory.

Table 5
Evaluation of Inner Structural Model

Paths	β	*t* value	Confidence Interval		R2	F^2	Q^2
			LL	UL			
RC → PC	0.67*	20.89	0.59	0.71	0.45*	0.82*	0.21
PC → EW	0.62*	8.32	0.48	0.77	0.49*	0.42*	0.14
RC → PC → EW	0.42*	7.44	0.31	0.54			

Notes: RC= Relational Coordination, PC=Psychological Capital, EW=Employees' Wellbeing, *p<0.01

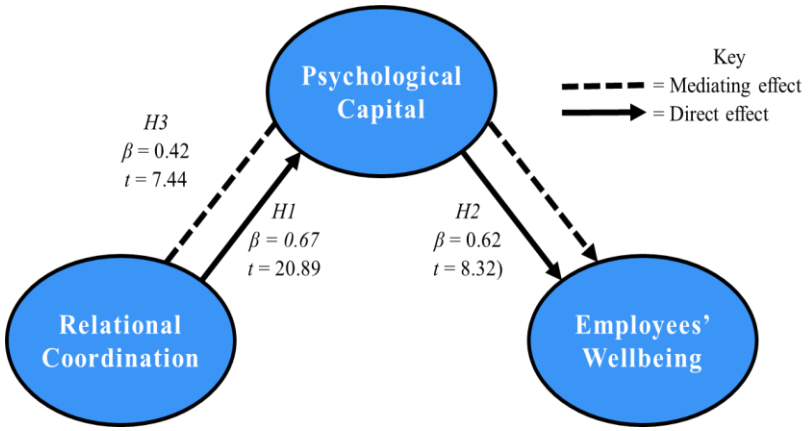

Figure 2: Structural model results

Structural Model

The results of causal relationships among the constructs are evaluated by examining the structural model. Bootstrapping with 5000 sub-samples was used to evaluate the significance level of the hypothesized relationships (Hair et al., 2017). The results (Table 4) indicated that relational coordination positively affects employees' psychological capital (β=0.67, p<0.01). Similarly, Employees' psychological capital was also noted to be positively and significantly related to employees' wellbeing (β=0.62, p<0.01). Indirect effects were further examined to evaluate the mediating role of the psychological capital construct. A significant indirect effect (ES=0.42, p<0.01) of relational coordination on employees' wellbeing through psychological capital was noted, thus confirming the mediating effect. Therefore, all the study hypotheses were supported. Moreover, as per the recommendations of Hair et al. (2017), the values of effect size (f^2), coefficient of determination (R^2), and predictive relevance (Q^2) were examined as well. The R^2 value (0.49) confirmed the in-sample predictive power of the hypothesized model while the Q^2 value (0.14) (obtained through a blindfolding procedure) confirmed the out-of-sample predictive relevance of the model. The R^2 value indicated that relational coordination among employees explains 49% of their wellbeing through psychological capital. As per Cohen's (1988) criteria, the values of f^2 effect size indicated a substantial effect of relational coordination on psychological capital

(f^2=0.82) and a substantial effect of psychological capital on employees' wellbeing (0.42). Table 4 summarizes the outcomes of the testing of the hypothesis.

Table 4
Hypothesis Testing

	Hypothesis	Path	Decision
H1	Relational Coordination is positively related to Psychological Capital	RC → PC	Supported
H2	Psychological capital is positively associated with Employees' Wellbeing	PC → EW	Supported
H3	Psychological Capital mediates the association between Relational Coordination and Employees' Wellbeing.	RC→PC→ EW	Supported

Discussion

This research proposed that RC is an antecedent of psychological capital and that psychological capital mediates the association among relational coordination and employees' wellbeing in educational institutes. The association amidst psychological capital and relational coordination was found to be significant in the theorized direction. Higher degree of coordination leading to a positive workplace nurtures devotion to work (Lips-Wiersma & Morris, 2009) enhancing psychological capital. Meaningful work as a result of higher coordination positively influences employee psychological capital (Kim et al., 2019). The results are in line with Mills, Fleck, & Kozikowski's (2013) findings that cooperative working experiences enable employees to grab opportunities through quality communication and relationships (core dimensions of RC) among coworkers. Employees' positive psychological state is an important precondition for their wellbeing. Hopeful employees with internalized desire and determination are predicted to be contented with their successes and work life, according to Luthans, Youssef, and Avolio (2015). In this regard, the study concludes that in higher educational institutions higher degree of psychological capital results in employees' overall wellbeing. The results confirm the positive association between employees' wellbeing and psychological capital. The conclusions are consistent with Gautam, Ningthoujam, and Singh (2019) who confirmed the positive influence of psychological capital on employees' wellbeing. Theoretically, the prior examination has evidenced that psychological

capital is positively related to wellbeing in terms of experiencing positive emotions (Murray, Pirola-Merlo, Sarros, & Islam, 2010) and life satisfaction (Riolli, Savicki & Richards, 2012). Because employees' cognitive and emotional assessments of life determine their welfare (Bakker & Oerlemans, 2012), raising psychological capital is good for improving positive workplace functioning and everyday life satisfaction (Kim et al., 2019). Illuminating the relationships between employees' wellbeing and relational coordination, the findings show the mediating effect of psychological capital in this relationship. Basing the argument on Hobfoll's (2011) conservation of resource (COR) theory, effective coordination leads to the accumulation of important psychological resources, enhancing employees' wellbeing in the workplace and beyond. According to COR theory, psychological resources operate as threat neutralizers in stressful situations (Hussain & Shahzad, 2022). Positive psychological resources can negate negative affective reactions and promote positive feelings, according to the conservation of resources idea (Avey, Luthans, & Youssef, 2010; Hussain & Shahzad, 2022) improving individuals' mental and psychological distress. The findings are in line with Kim et al. (2019) who maintain that the linking mechanism of psychological capital substantially elucidates the relationship of meaningful work with employees' psychological wellbeing. Prior research has concluded that approbation of manifold psychological resources drawing upon resilience, optimism, hope, and self-efficacy is connected to greater wellbeing resulting in distress and positive health (Gautam, Ningthoujam, & Singh, 2019). The physical and emotional employees' wellbeing is dependent on their feeling of comfort within the organizational setting (Gull, Azhar & Gull, 2022), and being intrinsically rewarding relational coordination helps in enhancing employees' wellbeing (Gittell, 2012). Thus the conclusions are consistent with the prior inquiry that established a positive association amidst psychological capital and workers' wellbeing (Avey et al., 2010; Varas, Encinas, & Suarez, 2019; Diržytė & Perminas, 2021).

Implications and Conclusions

This research provides several implications for researchers and practitioners. Theoretically, the research broadens the standpoint of positive organizational behavior and provides insight into the linking mechanism to associate relational coordination with employees' wellbeing by employing the PERMA-Profiler model. The study provides evidence for relational coordination to contribute to enhanced employees' wellbeing via its impact on psychological capital. Researchers have studied many

antecedents and consequences of psychological capital (Avey, et al., 2010), however, its mediating role is relatively understudied. This research addresses this research gap and provides valuable insights. Rather than individual and organizational performance, the study focuses on the importance of psychological capital produced as a result of coordinating work systems, which ultimately lead to employees' wellbeing. Psychological capital is a human-resource capacity that, via its openness to growth as a high-level positive structure with four components, can overcome today's and tomorrow's obstacles (Okun, 2022). Practitioners can utilize the findings to formulate working mechanisms that support enhanced coordination. Based on the positivity paradigm, such a working mechanism can enhance psychological capital resulting in employees' wellbeing (Mills, Fleck, & Kozikowski, 2013). These conclusions not only complement the extensive list of favorable consequences of psychological capital (Avey et al., 2011) but also provide information on how psychological capital operates to affect employee outcomes. Managers can strive to improve employees' wellbeing by applying the psychological capital concept and positive organizational behavior framework in the setting of higher educational institutes. The findings suggest that besides rewards, satisfying working relationships also lead to employees' wellbeing. This is of particular importance to managers, who can positively influence employees' wellbeing with slight adjustments in job designs. The findings validated Psychological Capital's beneficial effect on the academic environment in terms of employee well-being. The finding also suggests that managers and leaders in academic institutions must strive to foster relational coordination that focuses on mutually coordinating tasks. This can help to create long-term psychological resources like psychological capital, which can help academics perform more effectively.

Limitations and Future Research Directions

Some limitations of the study are as follows. First, though the most appropriate questionnaires were adopted, they were developed in the western context and used in the Eastern context. There might be issues of understandability and responses due to differences in cultural contexts. Second, data were collected through self-reported surveys, which can result in issues of social desirability and other reporter's bias. Third, the bias due to non-response was not accounted for, which could affect the study findings. Finally, although the probability sampling technique was employed, the sample size was relatively small and included only employees of the educational institute. The findings may therefore lack

generalizability to other services settings and manufacturing organizations. Future research can therefore test the hypothesized model in other types of organizational settings with more diverse and larger sample size. Future research can also employ qualitative methodology and conduct unstructured interviews to evaluate the hypothesized model and enhance the explanation mediating the effect of the psychological capital. A viable future direction is to inspect the mediating role of underlying constituents of psychological capital (optimism, efficacy, resilience, and hope) in the relationship between relational coordination and employees' wellbeing. Such a fine-grained approach might yield interesting results regarding the relative importance of the individual components of psychological capital.

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