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The effects of relational and psychological capital on work engagement: The mediation of learning goal orientation

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Abstract

Purpose – Our paper proposes a research model in which learning goal orientation (LGO) mediates the impacts of relational capital and psychological capital (PsyCap) on work engagement.

Design/methodology/approach – Data obtained from 475 managers and employees in the manufacturing and service industries in Poland were utilized to assess the linkages provided above. Common method variance was controlled by the unmeasured latent method factor technique.

Findings – LGO mediates the impact of PsyCap on work engagement. More specifically, employees high on PsyCap are more learning goal-oriented and therefore are work-engaged at elevated levels. Employees also exhibit higher work engagement as a result of their relational capital.

Research limitations/implications - Our study extends the research stream on the interrelationships of relational capital, PsyCap, LGO, and engagement to Poland. It fills a void in the relevant literature. Yet, we collected cross-sectional, self-report data in a single country.

Practical implications – Manufacturing and service providing companies in Poland should create and maintain a work environment where managers and employees develop trusting and quality relationships with their managers and coworkers and invest in their personal resources. In addition, management should arrange continuous training programs so that employees can continue developing themselves. Such practices are critical in an organization where employees' work engagement is triggered by relational capital, PsyCap, and LGO.

Originality/value – Our paper enhances the current literature by exploring relational capital, PsyCap, and LGO *simultaneously* as the predictors of work engagement, which have been subjected to limited empirical inquiry. The paper also extends the research stream about the abovementioned predictors of engagement to Poland, which is an underrepresented country in the field of human resource management.

Keywords Learning Goal Orientation, Psychological Capital, Relational Capital, Work Engagement

Paper type Research paper

Introduction

In order to achieve high business performance in today's increasingly volatile market environment, companies facing strict competition and heightened operational costs continuously strive to find and retain satisfied and loyal individuals. Work engagement is a positive, fulfilling state of occupational well-being (Schaufeli *et al.*, 2006) and it can enable companies to reach these goals (Menguc *et al.*, 2017). Engaged employees are vigorous, dedicated, highly immersed in their work (Costa *et al.*, 2016), they display positive attitudinal and behavioral outcomes and contribute to their organization's financial performance (Borst *et al.*, 2020; Karadas and Karatepe, 2019; Kaya and Karatepe, 2020; Soares and Mosquera, 2019). However, several reports indicated that, e.g. only 40% of employees in the United States and 11% of British employees were work-engaged, whereas a majority of employees in Poland were (actively) disengaged from work (Business Journal, 2014; Harter, 2020; Rowlands and Crabtree, 2018). Lack of highly work-engaged employees in organizations is alarming. Given this, it is important to investigate the factors influencing employees' work engagement.

Relational capital and psychological capital (PsyCap) are among the critical resources that can foster employees' engagement. Relational capital is a job resource (Spreitzer *et al.*, 2005; Jutengren *et al.*, 2020) and reflects the quality of relationships individuals have developed with each other in an organization (Nahapiet and Ghoshal, 1998). The presence of such a connection between employees and other relevant actors makes them stay engaged in their work (Kroll *et al.*, 2019). PsyCap, which is designated

by self-efficacy, hope, resilience, and optimism, and is open to development through interventions, is a key personal resource that makes employees allocate energy to their job (Karadas and Karatepe, 2019; Luthans *et al.*, 2007). Learning goal orientation (LGO) is a dispositional variable and is defined as "seeking to develop competence by acquiring new skills and mastering new situations" (Vandewalle, 1997, p. 997). LGO is also considered a personal resource because it is "a stable individual variable that may be influenced by situational characteristics" (Button and Mathieu, 1996, p. 28). In an organization where relational capital is developed and employees are high on PsyCap, the said employees enhance their knowledge, skills, and competencies. They are, in turn, more likely to exhibit engagement at elevated levels. Against the above backdrop, our paper proposes a research model, which explores the influence of LGO in the intermediate association between relational capital and PsyCap and work engagement. More specifically, our paper explores the effects of relational capital and PsyCap as well as LGO on work engagement, the impact of relational capital and PsyCap on LGO, and LGO as a mediator in these associations.

The contribution of our study is threefold. First, there is sufficient empirical evidence supporting the premise that job resources activate employees' engagement (Lesener *et al.*, 2019). However, to the best of our knowledge, the proposition that when employees work in an environment where relational capital is promoted, they are highly work-engaged, has not been subjected to empirical inquiry to date. This is surprising because relational capital, which represents mutual trust, respect, and quality relationships among various actors in an organization, can enable employees to devote their energy and attention to, and feel positive about, the job in question. More importantly, there is no evidence showing that relational capital and PsyCap *simultaneously* activate work

engagement. This gap is also evident in a recent meta-analytical inquiry and other papers (e.g. Karadas and Karatepe, 2019; Lesener *et al.*, 2020; Malik and Garg, 2020). As highlighted by Joo *et al.* (2019) and Jones *et al.* (2017), an examination of the effects of a broad range of organizational and/or individual factors on engagement is still needed to understand this variable. With this realization, we have examined whether relational capital and PsyCap are significant drivers of engagement.

Second, our study contends that LGO is the underlying mechanism linking both relational capital and PsyCap to work engagement. LGO represents an individual's mindset in a goal-achievement situation (Joo *et al.*, 2019). Individuals with high LGO try to develop their skills to complete future assignments. Yet, a limited number of empirical studies have examined the linkage between LGO and engagement so far (Joo *et al.*, 2019; Jones *et al.*, 2017; Matsuo, 2019). Recognizing this, our paper assesses the abovementioned linkage and uses LGO as a mediator of the effects of relational capital and PsyCap on engagement.

Third, Poland, an emerging economy, is underrepresented in the human resource management field (Sanders and De Cieri, 2021; Pluta and Rudawska, 2021). As is the case with numerous companies elsewhere, companies in Poland need work-engaged employees to achieve a competitive advantage (Grobelna, 2019). This is so critical given that the preponderance of employees in Poland are disengaged from work (Business Journal, 2014) and disengaged employees think about leaving their organization to find more meaningful work (Azeem *et al.*, 2020). In addition, the percentage of disengaged employees in Poland is higher than the world average and has increased recently (Jaworska, 2021). Furthermore, Pollak *et al.* (2017) have stated that "the area of work engagement research in Poland is in

its early phase, and has not yet matured" (p. 184). Therefore, unlike the majority of studies, our paper used empirical data obtained from employees in Poland.

Research model and development of hypotheses

Theoretical framework

Job demands-resources (JD-R) theory (Bakker and Demerouti, 2017) and conservation of resources (COR) theory (Hobfoll, 2001) were used to develop the relationships shown in Figure 1. According to JD-R theory, job resources, which are functional in the accomplishment of work goals and foster personal growth and development, initiate a motivational process that results in work engagement (Bakker and Demerouti, 2017; Xanthopoulou *et al.*, 2007). A resource-abundant environment boosts personal resources because it evokes "a sense of significance to employees" (Xanthopoulou *et al.*, 2007, p. 125). As JD-R theory contends, personal resources are also treated as independent determinants of engagement (Bakker and Demerouti, 2017). In view of this, relational capital (job resource) fosters LGO (personal resource), while relational capital, PsyCap (personal resource), and LGO boost engagement.

COR theory proposes that individuals acquire, protect, and accumulate their valued resources (e.g. personal characteristics, social support) (Hobfoll, 2001). Employees who can avail themselves of abundant resources at work are highly work-engaged (Wang *et al.*, 2020). Many of these resources are related and "act in concert" (Avey *et al.*, 2010, p. 19). Resources create other resources, which give rise to resource caravans, resulting in motivational outcomes (Xanthopoulou *et al.*, 2007, 2008). Accordingly, we surmise that employees high on PsyCap are also high on LGO and therefore display higher engagement.

In addition, the motivational pathway in JD-R theory delineates guidance regarding the development of the relational capital → LGO → work engagement linkage (Xanthopoulou *et al.*, 2007, 2008). In a workplace where employees are offered relational capital, they are more inclined to learn and gain new skills, and therefore are highly work-engaged. The model guiding our study is presented in Figure 1.

(Figure 1)

Hypotheses

Relational capital is one of the components of social capital, which refers to social networks based on trust, norms, and values and helps organizations gain a competitive advantage (Díez-Vial and Montoro-Sánchez, 2014; Kroll *et al.*, 2019). Relational capital is a job resource (Spreitzer *et al.*, 2005; Jutengren *et al.*, 2020), as it underscores trusting and quality relationships among various actors in a company. Trusting, respectful and high-quality relationships enforce solidarity among employees. Relational capital can facilitate the flow of information and cooperation among employees and reduce the need for monitoring. Under these conditions, relational capital brings about positive outcomes such as lower employee turnover, better psychological safety and job performance, and greater organizational commitment (Andrews and Mostafa, 2017; Kroll *et al.*, 2019). Surprisingly, no empirical study has explored the influence of relational capital on engagement so far. Therefore, using the tenets of the motivational pathway in JD-R theory, we contend that employees high on relational capital can achieve their work goals while being work-engaged (Bakker and Demerouti, 2017):

H1. Relational capital positively relates to work engagement.

Self-efficacious employees possess confidence in their skills, select challenging goals, and are motivated to accomplish them, while hopeful employees generate and pursue multiple pathways toward such goals. Resilient individuals possess the ability to recover from failures and adapt to difficult situations. Employees high on optimism have positive expectations of success. The notion that personnel with higher PsyCap is also work-engaged (Luthans and Youssef-Morgan, 2017; Bhatnagar and Aggarwal, 2020) is supported by JD-R research (Bakker and Demerouti, 2017). For example, Boamah and Laschinger's (2015) research in Canada indicated that PsyCap was a significant determinant of engagement among nurses. A study of hotel employees in Romania documented that PsyCap stimulated engagement (Karadas and Karatepe, 2019), thus:

H2. PsyCap positively relates to engagement.

Drawing again from JD-R theory (Bakker and Demerouti, 2017), we contend that LGO, as a personal resource, is an independent determinant of engagement. Employees with LGO believe that ability is malleable (Jones *et al.*, 2017). Therefore, the growth mindset of such employees enables them to develop their abilities through the acquisition of knowledge and perfection of competencies (Joo *et al.*, 2019). They focus on self-regulated learning for improvement and enjoy working toward the completion of challenging tasks (Joo *et al.*, 2019; Matsuo, 2019). Though limited, there is evidence appertaining to the association between LGO and engagement. For instance, Jones *et al.* (2017) found that LGO portrayed a positive association with engagement among working adults in different industries. Matsuo's (2019) research in Japan illustrated that LGO increased nurses' engagement. Similarly, the work of Joo *et al.* (2019) in South Korea

documented the positive influence of LGO on engagement. Accordingly, we hypothesize that:

H3. LGO positively relates to work engagement.

The extant literature presents evidence about the effects of job resources (e.g. autonomy, social support) on personal resources (Ibrahim *et al.* 2019; Xanthopoulou *et al.*, 2007; 2008). However, the relevant literature does not give any evidence about the impact of relational capital on LGO. Borrowing the idea from JD-R theory, we argue that trusting and quality relationships, as well as respect and cooperation among individuals in an organization, strengthen LGO. In such a resource-abundant environment, employees can develop themselves through mastery, seek challenging tasks, improve their learning, and acquire new skills (Bakker *et al.*, 2020). Because LGO is influenced by situational factors (Button and Mathieu, 1996), we propose that relational capital is a job resource influencing LGO (personal resource), therefore:

H4. Relational capital positively relates to LGO.

PsyCap and LGO are important personal resources. As advanced by COR theory (Hobfoll, 2001; Xanthopoulou *et al.*, 2007), resources generate other resources, which create resource caravans. Such resources are related, so if employees are high on one resource, they will be high on other resources too. In view of this reasoning, we argue that employees high on PsyCap are also high on LGO (Huang and Luthans, 2015). Learning goal-oriented employees know that they should adapt to challenging situations (resilience), take actions needed to carry out tasks (self-efficacy), have optimistic expectations regarding management of current challenges (optimism), and spend time and effort to find multiple ways to reach their work goals (hope). There is only one empirical study, which

has proved the association between PsyCap and LGO so far (Huang and Luthans, 2015), thus:

H5. PsyCap positively relates to LGO.

Based on the motivational pathway in JD-R theory, we can hypothesize that LGO is the mechanism underlying the connection between both job and personal resources, and engagement (Xanthopoulou *et al.*, 2007, 2008). Specifically, employees who have trusting, high-quality relationships with others and observe the facilitation of the flow of information and cooperation among actors in the company look for challenging tasks and acquire new skills through their LGO. Under these circumstances, such employees are work-engaged at high levels because, as stated in JD-R theory, job resources enhance personal resources, which in turn give rise to engagement (Xanthopoulou *et al.*, 2007). However, there is still a lack of studies testing relational capital in this theoretical framework. As propounded by COR theory (Hobfoll, 2001), resources generate other resources, which give rise to resource caravans, resulting in engagement. Employees who put in the necessary effort to succeed in various tasks, adapt to difficult situations, are hopeful, and handle adverse conditions, learn new things, acquire new skills, and take a more proactive role while they are work-engaged (Huang and Luthans, 2015). In short, our study contends that LGO functions as a mediator between both PsyCap and relational capital, and engagement and it advances the following hypotheses:

H6a. LGO mediates the impact of relational capital on work engagement.

H6b. LGO mediates the impact of PsyCap on work engagement.

Method

Respondents and procedure

Data were obtained from 495 Polish office workers employed as managers (30%) and specialists or technical staff (70%) in different manufacturing and services industries. The sample was mostly (75%) comprised of participants aged below 43. The sample also included mostly women (58%). In total, half of the respondents had job tenures between two and eleven years. To reduce the likelihood of common methods variance (Podsakoff *et al.,* 2003), we used a number of procedural remedies such as voluntary participation, anonymity, and confidentiality, which appeared in the invitation letter. All respondents confirmed their informed consent.

Measurement

PsyCap was measured using the shortened version of PsyCap (TA-412-PCQ Self Form-Polish; Luthans *et al.,* 2007) based on a 12-item questionnaire that included four parts which assessed the resources of hope (e.g. "I can think of many ways to reach my current work goals"), self-efficacy (e.g. "I feel confident contributing to discussions about organizational strategy"), resilience (e.g. "I can get through difficult times at work because I've experienced adversity before") and optimism (e.g. "I'm optimistic about what will happen to me in the future as it pertains to work").

Relational capital was measured on the basis of a scale developed for network relationships by Macke *et al.* (2010) and adapted accordingly. Four items were used to measure relational capital (e.g. "When I need help, I can count on other members of the organization").

We measured LGO by means of a 5-item scale by Vandewalle (1997). An example item is "I enjoy new challenging and difficult tasks at work where I learn new skills." Responses to the items in study constructs were rated on a 5-point scale.

Work engagement was operationalized with 6 items (Costa *et al.*, 2016; Schaufeli *et al.*, 2006), i.e., vigor (e.g. "At my work, I feel that I am bursting with energy") and dedication (e.g. "I am enthusiastic about my job").

Job tenure and gender were control variables in the current study.

Results

Test of the measurement model

We conducted a series of confirmatory factor analyses via AMOS 25.0 to assess the measurement model (Kline, 2011). The hypothesized four-factor model fit the data satisfactorily: χ^2 (308) = 777.99, $p < 0.001$; $\chi^2/df = 2.53$; Tucker-Lewis index (TLI) = 0.92; comparative fit index (CFI) = 0.93; parsimony normed fit index (PNFI) = 0.78; standardized root mean square residual (SRMR) = 0.056; root mean error approximation (RMSEA) = 0.056. Construct validity was examined with several measures (the average variance extracted, composite reliability, coefficient alpha). Overall, convergent and discriminant validity were confirmed (see Appendix for more details). Summary statistics and correlations were reported in Table I.

(Table I)

As presented in Table I, the values of skewness (< 3.00) and kurtosis (8.00) for each of the study variables were within the acceptable range. Therefore, normality of the data was not violated (Kline, 2011). Gender did not significantly correlate with the study

variables (-0.08 to 0.05). Given that job tenure was significantly correlated with work engagement, we kept it in the structural model.

Common method variance: statistical remedy

Before testing the linkages, we used two statistical remedies to control common method variance (Podsakoff *et al.*, 2003). Harman's single-factor (the first factor explained 35.1% of the total variance) and an unmeasured latent method factor (the fit statistics were: χ^2 (281) = 566.96, $p < 0.001$; $\chi^2/df = 2.0.2$; TLI = 0.92; CFI = 0.96; PNFI = 0.74; SRMR = 0.037; RMSEA = 0.045) indicated that common method variance was not a problem in this empirical investigation (see Appendix for more details).

Structural model

The path diagram in Figure 2 illustrates the structural model.

(Figure 2)

The results demonstrated that the hypothesized model fit the data well: χ^2 (98) = 286.127, $p < 0.001$; $\chi^2/df = 2.92$; TLI = 0.93; CFI = 0.95; PNFI = 0.75; SRMR = 0.044; RMSEA = 0.062. The results showed that relational capital was not related to LGO ($\beta = -0.13$ $p > 0.05$). The remaining paths were significant in the expected direction. Specifically, relational capital ($\beta = 0.28$, $p < 0.01$), PsyCap ($\beta = 0.31$, $p < 0.01$) and LGO ($\beta = 0.24$, $p < 0.01$) were positively linked to engagement. Further, PsyCap depicted a positive linkage with LGO ($\beta = 0.71$, $p < 0.001$). The results explained 40% of the variance in LGO and 51% in engagement.

The findings concerning the mediation effects were reported based on a bootstrapped 5,000 sample size via the 95% confidence interval.

(Table II)

The findings in Table II show that the estimate for the indirect effect of PsyCap on work engagement via LGO was significant. Moreover, the estimate for the direct effect was also significant. The confidence intervals did not include zero. The results of the mediation analysis demonstrated that LGO partially mediated the relationship between PsyCap and engagement. However, LGO did not mediate the linkage between relational capital and engagement.

The aggregated results of hypothesis testing are shown in Table III.

(Table III)

Discussion and Conclusions

Discussion

Our study shows that, as a job resource, relational capital triggers work engagement (*H1*). That is, employees who possess trusting, quality relationships with other actors in a company setting activate their personal growth and development and therefore devote more time to the job and are proud of what they are doing in the workplace (Bakker and Demoruti, 2017; Kroll *et al.*, 2019). The findings further reveal that personal resources, PsyCap (*H2*) and LGO (*H3*), are significant drivers of work engagement. Employees with self-efficacy beliefs choose challenging goals and are motivated to accomplish them, while employees high on resilience can show rapid recovery to achieve work goals (Luthans and Youssef-Morgan, 2017). Employees high on hope have the ability to persevere toward the accomplishment of work goals, while employees high on optimism possess positive expectations about the current and future success. Employees who are learning goal-oriented develop their abilities, acquire knowledge, and work toward the fulfillment of

challenging tasks and display high levels of engagement (e.g. Matsuo, 2019). The finding that LGO enhances engagement is congruent with JD-R theory (Bakker and Demerouti, 2017) despite limited evidence in the literature so far (Joo *et al.*, 2019).

In line with the theoretical reasoning of COR theory (Hobfoll, 2001) and the work of Huang and Luthans (2015), PsyCap fosters LGO (*H5*). Again, congruent with COR theory, the findings lend credence to LGO as a mediator between PsyCap and engagement (*H6b*). Yet, contrary to what we have hypothesized, there is no significant linkage between relational capital and LGO (*H4, H6a*). This may be due to the fact that employees who proactively acquire new skills, control new situations, and have feelings of competence (García-Juan *et al.*, 2020) are already work-engaged at elevated levels without the need for relational capital. Because this mediating effect is theoretically important, future research should re-test this linkage.

Theoretical implications

The research findings offer several important theoretical implications. First, in a competitive market environment where companies are affected by employees who are disengaged from work, an investigation of the predictors of work engagement is relevant and significant (Boamah and Laschinger, 2015; Joo *et al.*, 2019). Relational capital and PsyCap are critical job and personal resources for employees, and the proposition that their joint presence enhances engagement has not been tested before (Lesener *et al.*, 2020; Malik and Garg, 2020). An assessment of the impacts of these resources on engagement fills a void in the relevant literature.

Second, very little is known about the linkage between LGO and engagement (Joo *et al.*, 2019; Matsuo, 2019). LGO has been used as a mediator in our study. The finding

that employees high on PsyCap are more learning goal-oriented and therefore more work-engaged fills a relevant gap in the current knowledge.

Third, Poland is one of several Central European countries where the overwhelming majority of employees in different companies are disengaged from work (Business Journal, 2014; Jaworska, 2021). In addition, there are limited studies, which have collected data in European emerging countries in the field of human resource management (Sanders and De Cieri, 2021). Realizing this, our study extends the research stream on the interrelationships of relational capital, PsyCap, LGO, and engagement to include Poland.

Practical implications

Our paper suggests several implications for practice, especially for manufacturing and services companies in Poland. First, relational capital facilitates communication and cooperation among individuals in the company, diminishes the need for monitoring, and highlights mutual trust. Our findings suggest that relational capital is a significant predictor of work engagement. Therefore, the management staff in Polish companies should establish and maintain an environment that supports relational capital. It may take place owing to company policy and culture, which emphasize mutual respect, trustworthiness, reciprocity, norms, or identity (Akhtar *et al.*, 2017). For example, Lewicka (2013) found that trust was recognized by Polish employees as a factor affecting their engagement, whereas in another study conducted in Poland the way employees perceived their job resources was related to their work engagement (Malinowska and Tokarz, 2020). People-oriented managerial practice that places trust in employees and shows respect toward them is another method to boost work engagement of Polish employees (Baran and Sypniewska, 2020).

Second, management in manufacturing and service enterprises in Poland can develop employees' PsyCap and LGO through training interventions (García-Juan *et al.*, 2020; Luthans and Youssef-Morgan, 2017). To foster employees' LGO, management can increase their awareness about the organization's mission fulfillment. When employees find that they contribute to something, which is significant and meaningful, they are more work-engaged. Enhancing LGO by means of appropriate organizational and cultural approaches may also build engagement (Morris and Messal, 2013). More clearly, when setting goals, managers should "make the developmental value of the goal more salient than the performance value of the goal" (Morris and Messal, 2013, p. 55), which better motivates individuals with higher LGO and heightens their engagement. Furthermore, social interactions that create challenges at work (e.g. intercultural interactions, as it was found in a study by Rozkwitalska, (2019) concerning Polish employees in multinational firms) are conducive to LGO development because learning goal-oriented individuals develop their competencies through seeking challenges.

Third, management of companies in Poland could hire individuals who are high on PsyCap and engagement. This is of vital importance because companies suffer when employees are disengaged from work. Given that PsyCap boosts employees' engagement, management can utilize shortened versions of both PsyCap and engagement scales during the selection process. By doing so, management can obtain initial feedback about candidates' levels of PsyCap and engagement.

Limitations and future research

There are several limitations offering opportunities for future research. First, we collected cross-sectional data, yet in view of Hayes and Rockwood (2017), it does not exclude using

a conditional process analysis that we applied in our research. Second, self-report data were tapped to gauge the study hypotheses. The findings surfacing from the test of an unmeasured latent method factor showed that common method variance was not a problem in this study. However, obtaining time-lagged data as well as supervisor ratings about work engagement in future research would be more useful (Podsakoff *et al.*, 2003). Third, we utilized the relational component of social capital and tested its relationship to LGO and work engagement. In future studies, including structural and cognitive components (Nahapiet and Ghoshal, 1998) in the research model would add to understanding of their joint effects on LGO and engagement. Finally, future studies can use cross-national data gathered in different countries to gauge LGO as a mediator of the impact of relational capital on PsyCap and engagement. This would add to the database in this research stream.

Conclusions

Using JD-R and COR theories as the theoretical focus (Bakker and Demerouti, 2017; Hobfoll, 2001), we investigated LGO as a mediator of the impacts of relational capital and PsyCap on work engagement via data obtained in manufacturing and service companies in Poland. In line with the motivational pathway in JD-R theory, our findings implicitly reveal that job and personal resources directly foster work engagement. As COR theory contends, resources generate other resources, which in turn engender resource caravans (Hobfoll, 2001). Our results confirm this. Specifically, PsyCap, as a personal resource, leads to LGO, another personal resource. Last but not least, LGO partially mediates the association between PsyCap and work engagement. In closing, the findings reported in our paper add to the compendium of knowledge in human resource management.

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Table I. Means, standard deviations, and correlations of observed variables

Variables	M	SD	S	K	[1]	[2]	[3]	[4]
[1] Psychological capital	4.41	0.66	-0.18	0.02				
[2] Relational capital	4.20	0.87	-0.74	1.06	0.54**			
[3] Learning goal orientation	4.50	0.78	-0.44	0.91	0.56**	0.29**		
[4] Work engagement	3.75	1.08	-0.33	-0.09	0.54**	0.47**	0.45**	
[5] Job tenure	8.16	8.47	1.69	2.72	-0.03	-0.06	-0.04	0.13*

Notes. M: mean. SD: standard deviation. S: skewness. K: kurtosis.
* $p < 0.01$. ** $p < 0.001$

Table II. Bootstrapping results for the partially mediated model: unstandardized coefficients (B)

Hypotheses	Indirect effect	LLCI	ULCI	Mediation effect
RelCap (-0.125)[a]→LGO (0.323)[b]→ work engagement (.368)[c]	-0.040	-0.126	0.014	No significant mediation
PsyCap (0.774)[a]→LGO (0.323)[b]→ work engagement (.463)[c]	0.250	0.103	0.413	Partial mediation

Notes. PsyCap: Psychological capital. RelCap: Relational capital. LGO: Learning goal orientation. LLCI = Lower level confidence interval. ULCI = Upper level confidence interval.
[a] the direct impact of PsyCap/RelCap on LGO.
[b] the direct impact of LGO on work engagement.
[c] the direct impact of PsyCap/RelCap on work engagement.

Table III. Summary of hypotheses tests

Hypotheses	*Result*
H1. Relational Capital → Work engagement	Supported
H2. Psychological capital → Work engagement	Supported
H3. Learning goal orientation → Work engagement	Supported
H4. Relational Capital → Learning goal orientation	Not supported
H5. Psychological capital → Learning goal orientation	Supported
H6a. Relational Capital → Learning goal orientation → Work engagement	Not supported
H6b. Psychological capital → Learning goal orientation → Work engagement	Supported

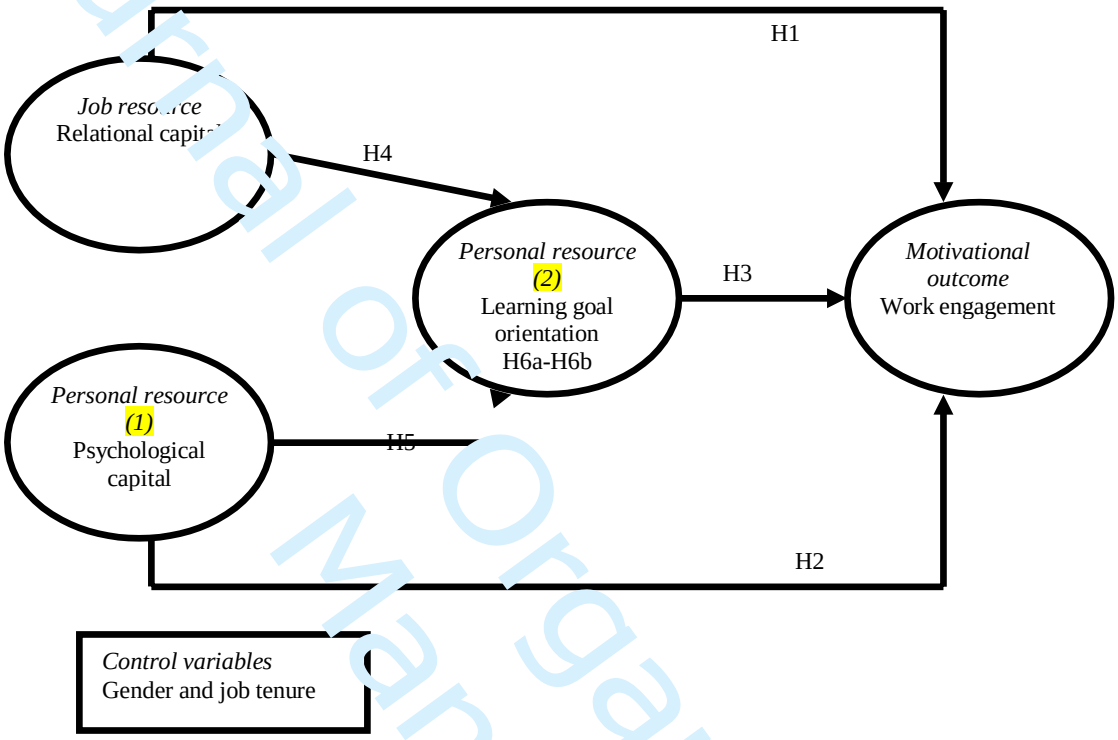

Figure 1. Research model on the predictors of work engagement and the mediating role of learning goal orientation

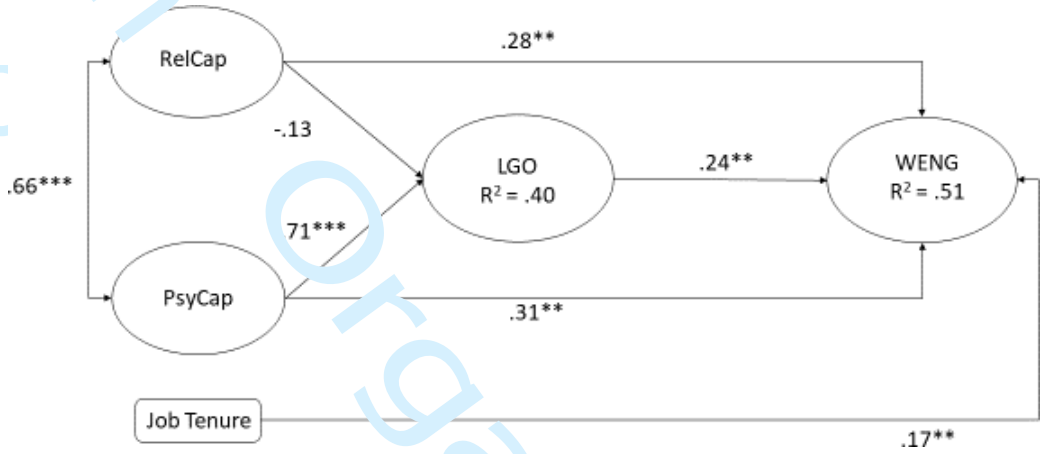

Figure 2. Structural equation modified model

Note. RelCap: Relations capital; PsyCap: Psychological capital; LGO: Learning Goal Orientation; WENG: Work Engagement.

Path coefficients and covariance are standardized. * $p < .05$; ** $p < .01$; *** $p < .001$.

Model fit: χ^2 (98) = 286.127, $p < 0.001$; $\chi^2/df = 2.92$; TLI = 0.93; CFI = 0.95; PNFI = 0.75; SRMR = 0.044; RMSEA = 0.062.

Appendix

The measurement model

All standardized loadings were > than 0.50 and were significant. The average variance extracted (AVE) by relational capital, self-efficacy, hope, optimism, resilience, LGO, vigor, and dedication was 0.54, 0.54, 0.48, 0.53, 0.45, 0.57, 0.69, and 0.59, respectively. Though the average variance extracted by hope and resilience was below 0.50, their loadings were > than 0.50 and the overall model fit statistics were satisfactory. Composite reliability for hope and resilience (as shown below) was > than 0.60 (Bagozzi and Yi, 1988). Overall, convergent validity was verified (Fornell and Larcker, 1981).

In addition, all of the shared variances between pairs of constructs were < than the AVE by each variable (Fornell and Larcker, 1981). Thus, discriminant validity was verified. Composite reliability (relational capital = 0.82; self-efficacy = 0.78; hope = 0.78; optimism = 0.69; resilience = 0.70; LGO = 0.86; vigor = 0.87; dedication = 0.81) for each latent variable was > than 0.60 (Bagozzi and Yi, 1988). Coefficient α for relational capital, self-efficacy, hope, optimism, resilience, LGO, vigor, and dedication was 0.82, 0.77, 0.78, 0.67, 0.67, 0.86, 0.85, and 0.81, respectively.

Common method variance: statistical remedy

Before testing the linkages, we used two statistical remedies to control common method variance. First, Harman's single-factor test was performed. The findings associated with the unrotated factor analysis illustrated that the first factor explained 35.1 percent of the total variance. This was lower than 50-60 percent of the variance among the study constructs (e.g., Fuller *et al.*, 2016). Second, we created an unmeasured latent method factor (ULMF) and added to the analysis in confirmatory factor analysis. All items were allowed to load on the ULMF and their underlying variables simultaneously. The correlation between the ULMF and other constructs was set to 0 (Podsakoff *et al.*, 2003). The fit statistics with the ULMF were:

χ^2 (281) = 566.96, $p < 0.001$; χ^2/df = 2.0.2; TLI = 0.92; CFI = 0.96; PNFI = 0.74; SRMR = 0.037; RMSEA = 0.045. There was no substantial difference between the findings without the ULMF and the ones with the ULMF. For example, the difference for SRMR was below 0.05 (Bagozzi and Yi, 1990). Consequently, common method variance was a not a problem in this empirical investigation.

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