

Research Paper

Toward an Integrated Understanding of Employee Wellbeing: A Narrative Review of PsyCap, Work Engagement, Stress, and Intolerance of Uncertainty

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ABSTRACT

Well-being of employees has become an increasingly important issue in workplaces today, marked by increasing stress levels, uncertainty, and psychological demands. Despite extensive research in the areas of Psychological Capital (PsyCap), work engagement, stress, intolerance of uncertainty, and employee well-being, the literature is somewhat scattered. Thus, the current narrative review attempts to provide a synthesis of the existing literature related to the relationships between PsyCap, work engagement, stress, intolerance of uncertainty, and employee well-being among professional workers. Narrative literature review was employed as the methodology in the paper and 21 peer-reviewed articles were analyzed from the year of 2010 to 2026 based on the keyword searches performed using Google Scholar. The selected articles provided information about direct and indirect links between the major variables as well as mediation and moderation effects on employee well-being. Consistently, a significant positive association between PsyCap and well-being was observed in most of the studies. People who were characterized by high levels of optimism, hope, self-efficacy, and resilience were more likely to experience greater psychological well-being, life satisfaction, work-life balance, and job satisfaction. Another important construct associated with well-being was work engagement. Work engagement positively contributes to employee well-being and acts as a mediator in PsyCap-well-being relationships. At the same time, stress served as a mediator between PsyCap and well-being. Employees with high PsyCap were less stressed, anxious, and depressed which translated into better well-being. On the contrary, intolerance of uncertainty adversely affected well-being by creating additional stress and psychological distress. Evidence related to the Indian sample showed that PsyCap and work engagement had a positive effect on well-being of employees. The review highlights the importance of strengthening positive psychological resources and addressing workplace stress and uncertainty to support employee wellbeing in contemporary work settings.

Keywords: *Psychological Capital, PsyCap, Work Engagement, Stress, Intolerance of Uncertainty, Well-being, Employee well-being*

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With the emergence of challenges in the modern workplace, employee well-being has become one of the major areas of interest in organizational psychology. It is common for working professionals to face stressful and uncertain situations that have adverse impacts on their psychological and emotional well-being. On the other hand, psychological factors, including Psychological Capital (PsyCap) and work engagement, may prove useful to working professionals in coping with adverse circumstances and sustaining their well-being. The concept of PsyCap encompasses factors like hope, resilience, optimism, and self-efficacy, which are expected to contribute positively to the work experience of employees and offset the adverse impacts of stress. This review article examines the current literature available on PsyCap, work engagement, intolerance of uncertainty, stress, and well-being among working professionals. The review first outlines the major constructs included in the study.

Psychological Capital (PsyCap): This is a concept used in positive psychology and organizational behaviour. According to Luthans & Morgan (2017), various definitions of Psychological Capital have been presented in their research work. Psychological Capital is said to be an individual's positive psychological state of development characterized by: (1) confidence (efficacy) to take up and exert effort required to succeed in tough assignments; (2) positive attribution (optimism) of succeeding both currently and in the future; (3) perseverance towards the attainment of goals and when need arises, redirecting course to achieve goals (hope); and (4) maintaining strength and bouncing back from adversities to realize success (resilience). Hope is defined as a positive motivational condition which results from an interactive sense of success regarding (a) agency (energy directed towards goals) and (b) pathways (planning to attain goals). Efficacy is defined as individual confidence on one's capacity to motivate oneself and develop cognitive abilities to carry out a specific assignment. Resilience is defined as an individual's ability to bounce back from adversities, conflicts, failures or even positive occurrences. Optimism is defined as a generalized positive outlook yielding positive global expectancies. Work Engagement can be explained as a positive, productive, work-based psychological state, which is characterised by vigor, dedication, and absorption. The significance of work engagement in improving employee performance and organizational success cannot be understated. Engaged employees are typically more motivated, committed, and productive. In addition, psychological capital has been identified as a significant predictor of work engagement since positive psychological traits increase employee involvement and enthusiasm about work. Work engagement can also be viewed as the positive counterpart of burnout. Unlike burnt-out employees, engaged employees possess a feeling of energetic and effective interaction with work, perceiving their jobs not as difficult or demanding but as challenging. As a result, work engagement involves energy, involvement, and efficacy, the opposite of the three dimensions of burnout, namely, exhaustion, cynicism, and inefficacy (Maslach & Leiter, 1997). On the contrary, stress is among the most widespread concerns encountered by workers. Prolonged stress may negatively affect physical and psychological wellbeing. According to Philips (2020), Perceived Stress is referred to as the feelings or thoughts that an individual has regarding the level of stress he or she is experiencing during a certain moment in time or over a period of time. The notion of perceived stress entails emotions about the lack of control or predictability associated with one's life, the frequency with which one encounters irritating hassles, changes happening in one's life, and self-assurance in his or her ability to tackle problems. Moreover, the contemporary workplace setting may also be characterized by ambiguity and unpredictability, resulting in the emergence of intolerance of uncertainty, which denotes a person's dispositional inability to tolerate

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uncertainty in situations. High intolerance of uncertainty is linked to anxiety, excessive worry, and unhelpful coping mechanisms, increasing the level of stress. According to Sariyildiz et. al., (2024), intolerance of uncertainty can be explained as an individual difference factor that describes a person's perception of ambiguous and unclear situations as threatening. People with high levels of intolerance of uncertainty respond to uncertain circumstances with negative emotions, thoughts, and actions. People with high intolerance of uncertainty perceive ambiguous or uncertain conditions as threatening, stressful, and distressing. Well-being, encompassing psychological and emotional health, is an important construct in workplace research. It involves the general state of an individual's life, his/her life quality, level of satisfaction, and functioning. Psychological well-being, according to studies, could be enhanced through such factors as psychological capital and work engagement, while stress and intolerance of uncertainty may contribute to reducing well-being. The definition of Subjective Wellbeing is given by McNaught (2011). The concept of subjective well-being is comprised of different kinds of assessments of individuals' lives, both negative and positive. Among other components, it incorporates reflective cognitive evaluations of one's life including life and work satisfaction, interest, engagement, as well as affective reactions to life experiences such as joy or sadness.

While there have been many studies investigating PsyCap, work engagement, stress, intolerance of uncertainty, and wellbeing, the current body of knowledge regarding each of these concepts is scattered, and there have not been many attempts to bring all these constructs under one umbrella within the workplace context. Understanding the relationship between these constructs is crucial in an age where work can be very volatile, thereby posing challenges to mental well-being. This paper will thus seek to compile the existing knowledge and insights concerning these constructs. The review may also help in designing workplace interventions and organizational practices that support employee wellbeing and strengthen psychological resilience.

Objectives

1. To search study concern with relationship between Psychological Capital (PsyCap) and Wellbeing.
2. To search study concern with relationship between Work Engagement and Wellbeing.
3. To search study concern with mediation Role of Work Engagement in the Relationship between PsyCap and Wellbeing.
4. To search study concern with Stress as a Mediator in the Relationship Between Psychological Capital and Wellbeing.
5. To search study concern with Intolerance of Uncertainty as a Moderator in the Stress-Wellbeing Relationship.
6. To search Studies conducted in the Indian Context.

METHODOLOGY

The current paper employs a narrative review methodology in order to examine the linkages between PsyCap, work engagement, stress, intolerance of uncertainty, and employee wellbeing. All the relevant literature was identified via searching for peer-reviewed journal articles published in the period between 2010 and 2026 in Google Scholar.

The following search of relevant literature has been performed by utilising combinations of keywords associated with the main constructs in question. First, ("psychological capital" OR

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psycap) AND (wellbeing OR "well-being" OR "mental health") AND (employees OR "working professionals"); second, ("work engagement" OR "job engagement") AND (wellbeing OR "well-being" OR "life satisfaction") AND (employees OR workplace); third, ("psychological capital" OR psycap) AND ("work engagement") AND (wellbeing OR "well-being") AND (mediation OR mediator); fourth, ("psychological capital" OR psycap) AND ("stress" OR "perceived stress" OR "job stress") AND (wellbeing OR "well-being" OR "mental health") AND ("mediating role of stress" OR "stress as mediator" OR mediation); fifth, ("intolerance of uncertainty") AND (stress OR "psychological stress") AND (wellbeing OR "mental health") AND (moderation OR moderator).

Studies were selected based on relevance to the review objectives and conceptual relationships among the variables. Mainly peer-reviewed journal articles devoted to employees, employee wellbeing, and psychological aspects were taken into account for inclusion in the literature review. Works addressing other variables apart from the ones considered or dealing with other non-work-related topics were left out of this review process. The selected literature includes 21 peer-reviewed articles covering direct and indirect connections between PsyCap, work engagement, stress, tolerance of uncertainty, and employee wellbeing. Findings from the articles have been reviewed and analyzed to reveal major themes, trends, and relationships discussed in the literature on the issue. It was deemed reasonable to use a narrative review methodology owing to its broad and holistic character that would allow for exploring various psychological factors underlying employee wellbeing.

THEMATIC REVIEW OF LITERATURE

Relationship between Psychological Capital (PsyCap) and Wellbeing

According to Koller & Hicks (2016), mental health practitioners in Australia indicated higher levels of optimism, hope, and psychological wellbeing compared to the general working sample. The findings suggest that positive psychological resources such as optimism and hope may support coping and wellbeing among mental health professionals (Koller & Hicks, 2016). The longitudinal findings presented by Avey et al. (2010) reveal that PsyCap can predict employee wellbeing in a longitudinal framework. In addition, it was observed that increased levels of PsyCap can lead to psychological wellbeing, suggesting that PsyCap not only relates positively to wellbeing but may also contribute to its development over time (Avey et al., 2010). Similarly, Siu (2013) noted that PsyCap had a significant positive influence on the work wellbeing and work-life balance of Chinese healthcare professionals over five months. Utilizing a cross-lagged design, Siu (2013) observed that those individuals with high levels of PsyCap were more satisfied in their jobs and reported both psychological and physical wellbeing (Siu, 2013). In extending PsyCap to cover other areas apart from work-related attitudes, Luthans et al. (2013) established the notion that Relationship PsyCap and Health PsyCap were positively associated with their respective life satisfaction domains and overall wellbeing. The results imply that PsyCap may contribute positively to wellbeing not just at work but in all other spheres of life (Luthans et al., 2013). A study conducted by Momin and Rolla (2026) found through meta-analysis of results based on the participation of 5,169 subjects over a span of 10 years from 2016 to 2025 that there is a positive correlation between PsyCap and employee wellbeing. It was also found that gender slightly moderated the relationship between PsyCap and employee wellbeing because the relationship is slightly higher for women (Momin & Rolla, 2026). Further empirical evidence by Aprilia et al. (2025) has also shown that PsyCap has an important influence on psychological wellbeing in physicians employed in stressful settings.

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In the model proposed, PsyCap emerged as the strongest positive predictor of wellbeing, although meaningful work showed a negative association with wellbeing in high-stress settings, people with greater psychological resources may have better chances of sustaining their well-being despite challenging work conditions (Aprilia et al., 2025).

Synthesis- Existing literature consistently demonstrates a positive relationship between Psychological Capital (PsyCap) and employee wellbeing. Individuals with higher levels of PsyCap tend to report greater psychological wellbeing, job satisfaction, and work–life balance (Koller & Hicks, 2016; Siu, 2013; Aprilia et al., 2025). Longitudinal evidence further suggests that PsyCap may contribute to the development of wellbeing over time (Avey et al., 2010). Beyond workplace outcomes, Relationship PsyCap and Health PsyCap have also been positively associated with overall wellbeing and life satisfaction (Luthans et al., 2013). Additionally, meta-analytic findings by Momin and Rolla (2026) confirmed a positive association between PsyCap and employee wellbeing, with the relationship being slightly stronger among women. Overall, PsyCap appears to function as an important psychological resource associated with better coping and wellbeing in demanding work environments.

Relationship between Work Engagement and Wellbeing

Life satisfaction was positively associated with work engagement in a study by Ferreira et al. (2020). This shows that work engagement is linked with wider areas of people's lives, which means that work engagement is not only an occupational experience but also a life satisfaction-related phenomenon (Ferreira et al., 2020). The longitudinal findings of Hakanen and Schaufeli (2012) show that work engagement was found to be a positive predictor of life satisfaction and a negative predictor of depression over a period of seven years. The findings suggest that work engagement plays an important role in maintaining psychological well-being in the long run, and it protects workers from depressive symptoms (Hakanen & Schaufeli, 2012). Additional evidence from the field of healthcare illustrates this positive association. As mentioned by Mache et al. (2014), there were statistically significant associations found between the extent of the work engagement of surgeons, job satisfaction, and quality of life. It was noted that highly engaged surgeons reported greater job satisfaction and better quality of life, work engagement was positively associated with professional and personal wellbeing (Mache et al., 2014).

Synthesis - Existing literature consistently supports a positive association between work engagement and wellbeing. Employees with higher levels of work engagement tend to report greater life satisfaction, job satisfaction, and overall quality of life (Ferreira et al., 2020; Mache et al., 2014). Longitudinal evidence further suggests that work engagement positively predicts life satisfaction and negatively predicts depression over time, highlighting its protective role in psychological wellbeing (Hakanen & Schaufeli, 2012). Research also indicates that the benefits of work engagement extend beyond occupational outcomes and contribute to broader personal and professional wellbeing, particularly among healthcare professionals. Overall, work engagement appears to function as an important positive psychological resource associated with enhanced wellbeing among working professionals.

Mediation Role of Work Engagement in the Relationship between PsyCap and Wellbeing

Guo et al. (2022) made substantial contributions in validating the mediating influence of work engagement in the PsyCap-occupational wellbeing link in the Chinese special education teacher population. The results indicated a significant positive correlation between

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PsyCap and work engagement and occupational wellbeing. Moreover, work engagement served as a mediator between PsyCap and occupational wellbeing. Notably, work engagement factors such as dedication and absorption, played a key role in transmitting the positive effect of PsyCap on wellbeing (Guo et al., 2022). In a similar manner, Lupsa et al. (2020) investigated the mediatory effect of work engagement in the PsyCap-health relationship for social workers in Romania. According to structural equation model analyses, work engagement partially mediated the relationship between PsyCap and health. It implies that PsyCap may function as an internal resource associated with higher engagement, which further positively impacts the health of employees (Lupsa et al., 2020). According to Sypniewska et al. (2023), the high work engagement contributed to higher employee satisfaction in sustainable human resource management. It was established that employee engagement mediated the relationship between workplace wellbeing and employee satisfaction. Therefore, work engagement plays a crucial role in promoting positive wellbeing among employees (Sypniewska et al., 2023). According to Joo and Lee (2017), employees experienced high work engagement, job satisfaction and wellbeing. Work engagement plays an important role in increasing happiness through increased satisfaction in both career and personal life aspects. Furthermore, work engagement fully mediates the relationship between PsyCap and career satisfaction (Joo & Lee, 2017).

Synthesis- Recent research highlights the important mediating role of work engagement in the relationship between Psychological Capital (PsyCap) and wellbeing-related outcomes. Studies across different occupational groups, including teachers, social workers, and employees in sustainable organizations, consistently show that individuals with higher PsyCap tend to report greater work engagement, which is further associated with improved wellbeing, health, job satisfaction, and career satisfaction (Guo et al., 2022; Lupsa et al., 2020; Sypniewska et al., 2023). The dedication and absorption dimensions of work engagement appear to strengthen the positive association between PsyCap and wellbeing (Guo et al., 2022). Additionally, evidence suggests that work engagement may partially or fully mediate the relationship between PsyCap and positive occupational outcomes, indicating that psychological resources may contribute to wellbeing through greater enthusiasm and involvement at work (Joo & Lee, 2017).

Stress as a Mediator in the Relationship Between Psychological Capital and Wellbeing

Turliuc and Candel (2022) conducted a longitudinal study which involved 290 participants. In their study, PsyCap was measured at time one while depression, anxiety, and life satisfaction were measured after two months. Perceived stress was used as the mediator at time two. According to the findings, PsyCap was significantly negatively associated with depression and anxiety and positively associated with life satisfaction using structural equation modeling, with perceived stress mediating the relationship (Turliuc & Candel, 2022). Zhang (2025) relied on the data from the Chinese General Social Survey, to examine if stress perception serves as a mediator variable between positive psychological capital and job satisfaction among employees. The study revealed that three main results were obtained. Positive psychological capital has a positive effect on job satisfaction. It also has a negative effect on stress perception. Also, “stress perception mediates before positive psychological capital and employee job satisfaction.” The significance of the study lies in its reliance on a large scale of national data (Zhang, 2025). Using a sample of 836 university lecturers who work at ethnically diverse public universities, Zewude and Mária (2021) studied how coping with stress mediates the PsyCap and teacher well-being relationship. Using the Conservation of Resources Theory and Broaden and Build Theory, they developed a structural model that

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indicated a positive correlation between PsyCap and TWB, CWS, coping with withdrawal, and coping with stress using acceptance and change. In relation to the indirect effect of PsyCap on TWB through coping with stress, it was found to fully mediate. PsyCap was associated with TWB and CWS in a direct and positive way. Acceptance and change as forms of coping with stress were found to be fully mediated by PsyCap and TWB constructs, while coping with withdrawal was not (Zewude & Mária, 2021).

Synthesis- Existing literature suggests that stress plays an important mediating role in the relationship between Psychological Capital (PsyCap) and wellbeing-related outcomes. Individuals with higher PsyCap tend to report lower levels of stress, anxiety, and depression, along with greater life satisfaction and job satisfaction (Turliuc & Candel, 2021; Zhang, 2025). Studies further indicate that perceived stress and coping with stress mediate the relationship between PsyCap and wellbeing outcomes. In particular, coping strategies such as acceptance and change were found to fully mediate the relationship between PsyCap and teacher wellbeing among university lecturers from ethnically diverse institutions (Zewude & Mária, 2021). Overall, these findings suggest that PsyCap may contribute to employee wellbeing by reducing stress perception and promoting more adaptive coping mechanisms.

Intolerance of Uncertainty as a Moderator in the Stress–Wellbeing Relationship

In their study, Zlomke and Jeter (2014) assessed the role of IU in the relationship between hassles, worry, and major life events and worry using a sample size of 1092 young adults. In their findings, it was found that IU intensified worry responses to daily hassles (Zlomke & Jeter, 2014). According to Nguyen et al. (2025), uncertainty and insecurity due to organizational changes have been modeled using an integrative framework that explains the effects of uncertainty and insecurity on the wellbeing of the employees within the organization. Applying the conservation of resources theory, the researchers suggested that the nature of change events, including change process, context, and content, produces different types of uncertainty and insecurity, and subsequently affects employee wellbeing in various dimensions. The proposed framework suggests that the attributes of individuals also play a significant moderating role in influencing how employees view uncertainty and insecurity (Nguyen et al., 2025). According to empirical evidence from Peek et al. (2025) among medical practitioners starting postgraduate training programs, tolerance of uncertainty explained a sizable amount of variability in perceived stress. Finally, the relationship between tolerance of uncertainty and thriving was partially mediated by perceived stress (Peek et al., 2025).

Synthesis- Existing literature suggests that intolerance of uncertainty (IU) plays an important role in shaping individuals' responses to stress and uncertainty. Zlomke and Jeter (2014) found that IU significantly moderated the relationship between daily hassles and worry, indicating that individuals with higher levels of IU may experience greater psychological distress in stressful situations. In addition, Nguyen et al. (2025) proposed an integrated theoretical framework examining the effects of organizational uncertainty and insecurity arising from workplace changes on employee wellbeing. Drawing on Conservation of Resources Theory, they emphasized that individual characteristics influence employees' perceptions of uncertainty and insecurity, thereby affecting wellbeing outcomes. Furthermore, Peek et al. (2025) reported a positive association between tolerance of uncertainty and thriving among medical practitioners beginning postgraduate training programs.

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Studies conducted in the Indian Context

With regards to the relationship between PsyCap and Wellbeing, there is evidence of the same positive relationship in the Indian context too. According to Singh (2015), optimism and resilience, which are elements of PsyCap, were significant predictors of psychological wellbeing of public sector bank employees. It means that PsyCap elements have a significant influence on improving individual psychological functioning within Indian organizational settings (Singh, 2015). Further looking at the relationship between work engagement and wellbeing, research conducted by Garg & Singh (2020) in India indicated the contribution of work engagement towards work and well-being outcomes for software developers in India. According to the results of the study, high engagement is associated with good physical and psychological well-being, high work productivity, and low withdrawals, thereby underscoring the importance of work engagement (Garg & Singh, 2020). Moreover, work engagement fully mediates the relationship between subjective well-being and work performance as well as mental health problems, but partially mediates the relationship between subjective well-being and work withdrawal behavior as well as physical health problems (Garg & Singh, 2020).

Synthesis- Findings from the Indian context also support the positive role of Psychological Capital (PsyCap) and work engagement in employee wellbeing. Singh (2015) found that PsyCap components such as optimism and resilience were positively associated with the psychological wellbeing of public sector bank employees, highlighting the importance of psychological resources in organizational settings. Similarly, Garg and Singh (2020) reported that higher work engagement among software developers was associated with better physical and psychological wellbeing, greater work productivity, and lower withdrawal behavior. The study further demonstrated that work engagement mediated the relationship between subjective wellbeing and various work-related outcomes, including work performance, mental health problems, and withdrawal behavior.

RESULTS

Table No. 1 Overview of studies included in the review

Author s & Year	Country	Setting	Sample	Study Design	Variables	Analysis /Relationship Examined
Koller & Hicks (2016)	Australia	Mental health sector	Mental health practitioner s	Cross- sectional	PsyCap, psychological wellbeing	Relationship between PsyCap components (optimism, hope) and psychological wellbeing
Avey et al. (2010)	Not specified	Various workplaces	Employees	Longitudin al	PsyCap, wellbeing	Predictive relationship between PsyCap and employee wellbeing
Siu (2013)	China	Healthcare setting	Healthcare professiona ls	Cross- lagged longitudina l	PsyCap, work wellbeing, work-life balance	Relationship between PsyCap and wellbeing/work- life balance
Luthans et al. (2013)	Not specified	General population/ workplace	Adults/emp loyees	Cross- sectional	Relationship PsyCap, Health PsyCap,	Relationship between forms of PsyCap and

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Author s & Year	Country	Setting	Sample	Study Design	Variables	Analysis /Relationship Examined
					wellbeing	wellbeing/life satisfaction
Momin & Rolla (2026)	Multiple countries	Various occupation	5,169 participants	Meta-analysis	PsyCap, employee wellbeing, gender	Correlation between PsyCap and wellbeing; moderating role of gender
Aprilia et al. (2025)	Indonesia	Healthcare/physician setting	Physicians	Cross-sectional	PsyCap, meaningful work, wellbeing	Predictors of psychological wellbeing
Ferreira et al. (2020)	Portugal	Various occupation	Working adults	Cross-sectional	Work engagement, life satisfaction	Relationship between work engagement and life satisfaction
Hakane n & Schauffe li (2012)	Finland	Dental/healthcare setting	Dentists	Longitudinal (7 years)	Work engagement, life satisfaction, depression	Work engagement as predictor of life satisfaction and depression
Mache et al. (2014)	Not specified	Hospital setting	Surgeons	Cross-sectional	Work engagement, job satisfaction, quality of life	Relationship between work engagement and wellbeing outcomes
Guo et al. (2022)	China	Special education schools	Special education teachers	Cross-sectional	PsyCap, work engagement, occupational wellbeing	Mediating role of work engagement between PsyCap and wellbeing
Lupsa et al. (2020)	Romania	Social work setting	Social workers	Cross-sectional/S EM	PsyCap, work engagement, health	Partial mediation of work engagement in PsyCap-health relationship
Sypnie wska et al. (2023)	Poland	Sustainable HRM organizations	Employees	Cross-sectional	Workplace wellbeing, work engagement, employee satisfaction	Mediating role of work engagement
Joo & Lee (2017)	South Korea	Conglomerate	Employees	Cross-sectional	PsyCap, work engagement, career satisfaction, subjective wellbeing	Mediation of work engagement between PsyCap and career satisfaction
Turliuc & Candell (2022)	Not specified	General working adults	290 participants	Longitudinal	PsyCap, perceived stress, depression, anxiety, life satisfaction	Mediating role of stress in PsyCap–wellbeing relationship
Zhang (2025)	China	Various workplaces	Employees from Chinese	Cross-sectional/national	PsyCap, stress perception, job satisfaction	Mediating role of stress perception

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Authors & Year	Country	Setting	Sample	Study Design	Variables	Analysis/Relationship Examined
			General Social Survey	survey		
Zewude & Mária (2021)	Ethnically diverse	Public universities	836 university lecturers	Cross-sectional	PsyCap, coping with stress, teacher wellbeing	Mediating role of coping with stress
Zlomke & Jeter (2014)	Not specified	Young adults	1,092 young adults	Cross-sectional	Intolerance of uncertainty, hassles, worry	Moderating role of IU between hassles and worry
Nguyen et al. (2025)	Not specified	Organizational change context	Not applicable	Conceptual framework	Uncertainty, insecurity, wellbeing	Moderating role of individual characteristics in uncertainty–wellbeing relationship
Peek et al. (2025)	UK	Medical training setting	Medical practitioners	Cross-sectional	Tolerance of uncertainty, stress, thriving	Mediating role of perceived stress
Singh (2015)	India	Public sector banks	Bank employees	Cross-sectional	PsyCap, psychological wellbeing	Relationship between PsyCap components and wellbeing
Garg & Singh (2020)	India	IT/software industry	Software developers	Cross-sectional	Work engagement, wellbeing, work performance	Mediating role of work engagement between wellbeing and work outcomes

DISCUSSION

The current narrative review sought to combine the existing research on the interconnections between Psychological Capital (PsyCap), work engagement, stress, intolerance of uncertainty, and employee wellbeing. Specifically, the results of reviewed studies suggest a consistent pattern according to which PsyCap and work engagement are regarded as positive psychological resources associated with increased employee wellbeing, while stress and intolerance of uncertainty are viewed as factors contributing to psychological disorders and poor functioning at the workplace. Among the most consistent patterns revealed during this review are positive associations between PsyCap and wellbeing. Employees characterized by hope, resilience, self-efficacy, and optimism were found to report higher levels of life satisfaction, psychological wellbeing, and a better work-life balance. Moreover, it was shown in some longitudinal studies that the effect of PsyCap goes beyond simple correlation and is associated with an ability to enhance one's wellbeing. These findings support the assumptions of Positive Organizational Behavior theory, which emphasizes the role of positive psychological resources in enhancing employee functioning and wellbeing. Work engagement is also presented as a resource that promotes employee wellbeing. People who are characterized by vigor, dedication, and absorption are more likely to report life and job satisfaction as well as better quality of life. Meanwhile, they also show lower levels of depression and withdrawal from work activities. According to the findings, work engagement may be regarded as a protecting psychological variable that makes people stay committed to the processes performed at work despite difficulties. Importantly, work engagement does not only influence occupational performance but also positively affects

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psychological wellbeing. An important finding that emerges from the literature under analysis is the role of work engagement as a mediating variable in the interrelationship between PsyCap and wellbeing. In particular, numerous studies revealed that employees characterized by high levels of PsyCap showed higher levels of work engagement. As a result, work engagement contributes to improved occupational wellbeing, physical and mental health, and career satisfaction. It appears that PsyCap may increase wellbeing partly because of employees' enhanced enthusiasm, dedication, and absorption at work. The mediating role of stress in the relationship between PsyCap and wellbeing was also found in numerous studies. People having high levels of PsyCap were found to perceive themselves as less stressed, anxious, or depressed, while being more satisfied with life and jobs. Both stress perception and stress coping behaviors are seen as mediating variables explaining the connections observed between PsyCap and wellbeing variables. This means that resilient people see workplace demands less threateningly and use coping strategies effectively enough to reduce the negative effects of stress on their wellbeing. A significant finding discussed in this paper pertains to the role of uncertainty intolerance in workplace wellbeing. It is stated that employees characterized by high levels of uncertainty intolerance are more likely to feel worried and experience stress or psychological distress in unclear situations. Given that modern workplaces become more unpredictable in terms of their characteristics, uncertainty intolerance is likely to play an important role in undermining employee wellbeing. At the same time, tolerance of uncertainty contributes to employee resilience and thriving in such situations.

Implications

The results of the current review can be used to develop practical implications for organizations, mental health professionals, and human resource practitioners. Given that the existing body of literature consistently indicated an association between Psychological Capital and improved wellbeing outcomes, organizations can consider developing and implementing PsyCap development interventions in order to boost employees' hope, resilience, optimism, and self-efficacy. Training employees to use effective coping strategies, improve their emotional regulation skills, and set goals may help reduce the impact of stress and other environmental factors. Work engagement is one more crucial variable affecting the psychological state and wellbeing of employees. Therefore, creating supportive work environments, recognizing employee achievements, providing opportunities for autonomy, and ensuring that the job provides meaning may help increase work engagement levels and promote wellbeing. Additionally, organizations need to acknowledge potential adverse impacts of prolonged stress and uncertainty and thus create systems to address employees' mental health, stress-related issues, and general wellbeing. Finally, considering the significant role that intolerance of uncertainty plays in psychological distress, it would be beneficial to encourage transparent and open communication, provide role clarity, and increase organizational support during periods of change and uncertainty in rapidly changing companies.

Limitations

Despite its contributions, the present review has certain limitations. The study adopted a narrative review methodology, which may involve subjective interpretation in the selection and synthesis of literature. Additionally, the literature search was conducted primarily through Google Scholar, which may have limited the inclusion of studies from other academic databases. Most of the reviewed studies also employed cross-sectional and self-report designs, restricting causal interpretations of the relationships among the variables.

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Future Directions

Future research may benefit from adopting longitudinal and experimental designs to better understand the causal relationships among Psychological Capital (PsyCap), work engagement, stress, intolerance of uncertainty, and employee wellbeing. Further studies are also needed to explore intolerance of uncertainty in workplace settings, as limited research currently exists on this construct among working professionals. Additionally, future researchers may examine other mediating and moderating variables, such as organizational support, coping strategies, and leadership styles, to develop a more comprehensive understanding of employee wellbeing across different occupational and cultural contexts.

CONCLUSION

The current review aimed at providing a comprehensive overview of employee wellbeing by exploring the interrelationships between Psychological Capital (PsyCap), work engagement, stress, and intolerance of uncertainty. It is evident from the review that employees who are characterized by high hope, optimism, resilience, and self-efficacy (PsyCap) are more capable of coping with job-related stress and maintaining their psychological wellbeing. Work engagement was revealed as one of the crucial psychological constructs having positive relationship with wellbeing and which links PsyCap with positive wellbeing, whereas Stress emerged as an important mediator in the relationship between PsyCap and employee wellbeing. Moreover, it was indicated that higher intolerance of uncertainty was associated with poorer psychological outcomes. In general, the current review highlights the importance of developing and strengthening employees' psychological attributes as an essential means of improving their wellbeing in today's complex and challenging workplace setting.

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