

The Role of Coaching-Based Leadership, Appreciation, and Gratitude in Enhancing Psychological Capital and Organisational Thriving in Lithuanian Organisations

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ABSTRACT

The study investigates the relationships between the perceived presence of positive organisational practices and the levels of personal and collective Psychological Capital (PsyCap) and Organisational Thriving (OT) observed by individuals. It hypothesises that applying Coaching-Based Leadership principles within organisations correlates with higher levels of individual and collective PsyCap and a stronger perception of Organisational Thriving. Additionally, it hypothesises that increased supervisor and peer appreciation and Work Gratitude are associated with higher individual and collective PsyCap and a greater perception of the organisation's thriving. Data were collected from 372 participants across 20 organisations using survey scales to measure Psychological Capital (PsyCap), Collective Psychological Capital (PsyCap), Organisational Thriving (OT), Coaching-Based Leadership (CBL), Appreciation at Work, and Work Gratitude. Spearman's rank correlation analysis revealed primarily moderate but significant positive correlations among these variables. Notably, the strongest correlations were observed between Organisational Thriving with both Coaching-Based Leadership and Work Gratitude, with slightly weaker correlations associated with Appreciation at Work. Collective PsyCap resources showed the most substantial links with Work Gratitude, followed by CBL and Appreciation at Work. In contrast, individual PsyCap (iPsyCap) demonstrated more modest but significant relationships with these organisational resources. This study contributes to the fields of Positive Organisational Scholarship and Positive Organisational Behaviour by empirically highlighting the potential impact of positive organisational practices on both individual and collective PsyCap and OT.

1. Introduction

In an era marked by rapid changes and uncertainty, leaders across sectors continually wrestle with external threats, such as economic volatility and geopolitical instability, as well as internal

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challenges, like technological advancements and shifting working patterns (Guggenberger et al., 2023). Traditional management strategies that prioritise control and productivity need to be revised to navigate organisational complexities (Hickman & Pandell, 2018; Recklies, 2015). This inadequacy is demonstrated by Gallup's (2023b) global indicators revealing a troubling workforce situation: 56% of employees are emotionally struggling, 49% plan to leave their jobs, and only 20% feel connected to their organisation's culture and trust their leadership. These concerns highlight the urgent need for evolved leadership and organisational culture approaches to enable organisations not only to survive but also to thrive (Ratanjee, 2018).

To respond to today's challenges, one effective approach could be exploring the most beneficial job resources, as defined by the Job Demands-Resources (JD-R) model. This model suggests that job demands can lead to strain and burnout, whereas job resources can buffer the adverse effects of job demands and promote positive outcomes (Demerouti & Bakker, 2022). One individual resource, Psychological Capital (PsyCap), has been widely studied and linked to enhanced job satisfaction, productivity, and employee well-being (Avey et al., 2011; Donaldson et al., 2022; Newman et al., 2014). However, the collective extension of PsyCap remains under-researched (Dawkins et al., 2015; Wu & Chen, 2018; Yao et al., 2023), presenting a gap that this study aims to address. Moreover, while antecedents for individual or collective PsyCap are still not fully understood, this research will focus on relatively new concepts - namely, Coaching-Based Leadership (Peláez Zuberbühler et al., 2023), Appreciation at Work (Bregenzer et al., 2022), and Work Gratitude (Youssef-Morgan et al., 2022) - as potential antecedents to promote individual and collective PsyCap, leading to greater Organisational Thriving (Tobias, 2004; Vera et al., 2021). Through this lens, the study contributes to the broader field of Positive Organisational Scholarship by investigating how leadership and organisational practices could be modernised to align with the evolving demands of today's workforce.

Firstly, leadership has consistently been identified as a key antecedent and resource for developing Psychological Capital (PsyCap) (Avey, 2014). A meta-analysis by Loghman et al. (2023) has established connections between Psychological Capital and various leadership styles, particularly Transformational and Authentic leadership. Nonetheless, initial research on the novel, practical, and learnable Coaching-Based Leadership (Peláez Zuberbühler et al., 2023) has also shown significant potential for enhancing PsyCap. This research aims to address the gap by exploring this emerging leadership approach as a possible resource that might affect Psychological Capital and benefit Organisational Thriving.

Secondly, the resource of perceived appreciation and recognition (Beck, 2016; Fagley & Adler, 2012; Pfister et al., 2020) is well-established in various organisational contexts. Gallup (2023a) found that employees who receive substantial recognition are significantly more likely to feel connected to their organisational culture and are 20 times more likely to be engaged compared to those who receive poor or no recognition (Gallup, 2023a; Mann & Dvorak, 2024). However, the analysis also indicates a gap in employee recognition, suggesting a potential area for leadership improvement (Lorenz, 2022; Mann & Dvorak, 2024). Despite growing research interest in perceived appreciation and recognition, the link with Psychological Capital needs more research. Only Geh's (2022) study has directly examined the relationship between Psychological Capital and Perceived Appreciation, finding significant relationships with dimensions of hope and optimism. This signifies a scientific gap that this research aims to tackle.

Thirdly, the resource of Work Gratitude is gaining more attention (Youssef-Morgan et al., 2022). However, the relationship to Psychological Capital remains insufficiently studied (Garg et al., 2022; Laly & Romate, 2015; Mahipalan & Garg, 2023; Sarkar et al., 2023), with only

one study exploring the direct correlation between Psychological Capital and gratitude among teachers (Laly & Romate, 2015). Therefore, this research aims to establish this underexplored link.

Consequently, the research questions are posited: what are the roles of Coaching-Based Leadership, Appreciation, and Work Gratitude as job resources in enhancing individual and collective Psychological Capital (PsyCap) and promoting greater Organisational Thriving? The following sections will review the relevant literature, outline the research methodology, present and discuss the findings, and conclude with practical implications, limitations, and recommendations for future research.

2. Literature Review

2.1. Individual and Collective Psychological Capital

Luthans et al. (2007) developed the concept of Psychological Capital (PsyCap), which assesses individual psychological resources characterised by self-efficacy (confidence in successfully handling complex tasks through effort), optimism (maintaining a positive outlook on the present and future), hope (persisting towards goals and adapting paths if necessary), and resilience (the capacity to bounce back from challenges and setbacks) (Luthans, 2007). The literature has extensively analysed how PsyCap affects various work environments and its role in enhancing employee productivity, well-being, satisfaction, and job performance (Avey, 2014; Loghman et al., 2023; Newman et al., 2014). Initially examined in Western contexts, PsyCap is now considered applicable across numerous fields and cultures (Loghman et al., 2023) and is adaptable, indicating its flexibility (Luthans et al., 2007). However, the antecedents that impact PsyCap and aid in its development need further investigation (Xerri et al., 2021).

A more recent concept, collective Psychological Capital, extends individual PsyCap and is defined by a team's positive outlook that surpasses individual capabilities, including collective hope, optimism, resilience, and self-efficacy (Peterson & Zhang, 2011). The literature has examined some organisational factors such as learning (Tho & La, 2021), creativity, and organisational commitment (Wu & Chen, 2018), as well as tolerance to workplace incivility linked to collective PsyCap (Megeirhi et al., 2018). However, no studies have investigated its relation to Coaching-Based Leadership, appreciation, or gratitude. This study aims to confirm whether these job resources are linked to individual PsyCap and to establish whether they can also benefit collective PsyCap.

2.2. Organisational Thriving

In popular management literature, the notion of "organisations that not only survive but also thrive" is frequently discussed (Kotter et al., 2021). However, academic literature has only partially explored the theoretical dimensions of organisational thriving, needing a universally accepted definition (Tobias, 2004; Vera et al., 2021). For this study, Organisational Thriving is defined as the degree to which employees perceive their organisation's capacity to adapt and evolve continuously, characterised by a supportive, engaged, and collaborative culture that promotes resilience, resourcefulness, and collective problem-solving, underpinned by the effective use of organisational strengths.

This definition is grounded in academic discourse, particularly by Tobias (2004), and is supported by other authors who relate thriving to organisational resilience (Vera et al., 2021), indicating an organisation's capacity to recover, adapt, and thrive amidst difficulties (Ryff &

Singer, 2004; Duchek, 2020). Thriving organisations are not only able to withstand adversity (Miceli et al., 2021) but also grow and prosper in the face of significant or daily challenges, operating as cohesive entities (Vera et al., 2021). Aspects such as flexibility and innovative approaches to challenges (Richtnér & Löfsten, 2014; Zighan, 2023), maintaining operational stability while embracing strategies for continuous improvement (Bravo & Hernández, 2021), problem-solving, resource utilisation, and coping strategies (Paterson et al., 2014), and transforming threats into opportunities (Mousa et al., 2020) are crucial. Furthermore, the cognitive aspect of resilience, along with cohesiveness (Salas et al., 2015), highlights the importance of high-quality connections, mutual support, and cooperative behaviours (Casey-Campbell & Martens, 2009; Sanders & Nauta, 2004), contributing to organisational vitality, energising the workforce, and fostering a sense of belonging and engagement among employees (Torres et al., 2019).

This research will also establish whether Coaching-Based Leadership, Work Gratitude, and Appreciation at Work contribute to higher levels of Organisational Thriving.

2.3. Coaching-Based Leadership

The field of leadership is continuously evolving with novel concepts, marking a significant shift towards more individualised and developmental approaches to managing and inspiring employees (De Smet et al., 2023). Research has explored the relationships between PsyCap and other leadership styles, particularly Authentic leadership (Bilgetürk & Baykal, 2021; Clapp-Smith et al., 2008) and Transformational leadership (Gooty et al., 2009). However, the concept of Coaching-Based Leadership is still novel, recently defined as “a day-to-day process of providing support and helping employees identify opportunities to achieve individual development goals” (Peláez Zuberbühler et al., 2023).

Coaching-Based Leadership offers a different perspective compared to Authentic or Transformational leadership by actively supporting an employee's development and performance through a collaborative and respectful relationship. This approach includes attentive listening, providing constructive feedback, recognising strengths, and facilitating personal and professional growth by setting clear, achievable goals (Peláez Zuberbühler et al., 2023). Unlike Transformational or Authentic leaders, who may focus more on motivational and empowerment dimensions, Coaching-Based leaders engage in supportive dialogue, performance reviews, and specific developmental plans, making it more operational and focused on tangible outcomes (Peláez Zuberbühler et al., 2020). This bespoke approach is more practical in encouraging personal and professional growth compared to the more general inspirational methods of Transformational leadership (Gooty et al., 2009) or the ethical focus of Authentic leadership (Rego et al., 2012).

Whether this resource is linked positively to other constructs remains a question despite indications of positive links with Psychological Capital (Peláez Zuberbühler et al., 2020, 2023). Therefore, this area warrants further empirical investigation. Hypothetically, we state that the presence of Coaching-Based Leadership principles would be positively linked with higher levels of perceived positive personal, collective, and organisational resources, namely individual and collective PsyCap and Organisational Thriving (H1, H2, and H3).

2.4. Resources of Gratitude and Appreciation

Gratitude in the workplace is defined as “the intentional choice to engage in positive appraisals and feelings of thankfulness and appreciation toward the characteristics, situations, and people currently present in one’s work context” (Youssef-Morgan et al., 2022). While non-work

gratitude research has grown (Kerry et al., 2023), its impact within organisational settings is less explored (Youssef-Morgan et al., 2022), including its effects on employee engagement, pro-social behaviours, and overall well-being (Grant & Gino, 2010; Michie, 2009). Gratitude can improve job performance (Cortini et al., 2019) and alleviate workplace negativity (Mahipalan & Garg, 2023).

Gratitude can help individuals acknowledge and appreciate positive aspects during hardships by broadening their perspectives and increasing their action repertoires, as suggested by the broaden-and-build theory (Fredrickson, 2004). Research indicates that gratitude predicts hope and happiness (Witvliet et al., 2018), enabling individuals to see past temporary setbacks, maintain a positive outlook, and cope more effectively with stress and adversity (Philippe et al., 2009; Tugade et al., 2004). Collectively, gratitude strengthens relationships by fostering mutual respect and appreciation (Algoe et al., 2013), enhancing interpersonal connections, and supporting effective collaboration and teamwork (Kerry et al., 2023). This fosters tighter cohesion and collective efficacy (Algoe et al., 2008).

The role of gratitude in developing or increasing psychological resources is underexplored, with few studies examining this relationship in the workplace (Sarkar et al., 2023). One study explored it among teachers (Laly & Romate, 2015), indicating a scientific gap that this research aims to address. Thus, the hypothesis posits that Work Gratitude could significantly relate to individual and collective PsyCap and Organisational Thriving (H4, H5, and H6).

Appreciation is recognised for its significant influence on individual and organisational dynamics, commonly understood as recognising an individual's contributions and achievements (Nadkarni et al., 2022). Appreciation links to positive outcomes like job satisfaction and highlights the adverse effects of its absence, such as increased stress and presenteeism (Bregenzer et al., 2022). Research across various sectors supports the positive correlation between appreciation and outcomes such as resilience, engagement, and Psychological Capital (Wiroko & Sugiharti, 2022; Geh, 2022) and the daily impact of appreciation on employee well-being (Stocker et al., 2010) and success (Fagley & Adler, 2012). Studies in specific contexts, including the military and healthcare, demonstrate appreciation's role in reducing resentment and burnout and enhancing job satisfaction (Nadkarni et al., 2022; Stocker et al., 2010).

Despite its emerging scientific interest, it remains to be explored whether peer and supervisor appreciation in the workplace would serve as an antecedent of Psychological Capital and have a broader impact on Organisational Thriving. Thus, the hypothesis posits that higher levels of appreciation positively correlate with individual and collective PsyCap and Organisational Thriving (H7, H8, and H9).

3. Result Analysis

3.1. Methods, Measures and Procedures

Procedure: The data was collected over three months using an online platform, with one organisation submitting its responses via pen and paper. The study included 372 individuals spread out throughout 20 distinct Lithuanian organisations.

Sample: Table 1 represents an analysed sample's demographic and professional characteristics. This distribution highlights the dominance of female participants and specialists within the organisations, a broad age range with a significant portion in the mid-career stage, and a diverse mix of organisational types and tenures.

Table 1.
Descriptive statistics of the constructs

Gender	Female	Male				
	80.86% (301)	19.14% (71)				
Age (in years)	4.58% (17)	19.95% (74)	32.35% (120)	16.71% (98)	26.42% (63)	> 55
	> 25	26 – 35	36 - 45	46 -55		
Tenure (in years)	15.63% (58)	36.39% (135)	19.95% (74)	28.03% (105)		
	>1	1 - 5	5-10	> 10		
Role	Workers	Specialists	Team leads	Department leads	CEOs	Other
	9.16% (34)	64.96% (241)	6.20% (23)	5.93% (22)	1.62% (6)	12.13% (45)
Type of organisation	Government organisations	Business	Non-government			
	53.64% (200)	(33.69%) (125)	12.67% (47)			

3.2. Measures

Psychological Capital (PsyCap) is a measure developed by Luthans et al. (2007) to evaluate a second-order construct, PsyCap, consisting of an individual's self-efficacy, hope, optimism, and resilience. The authors' approved 12-item 6-point Likert-type inventory has been used with a Cronbach's α coefficient of 0.851 (Luthans et al., 2007). To measure Collective PsyCap, an 8-item 6-point scale assembled by Megeirhi et al. (2018) was used, which had adapted the scale from Luthans et al. (2007) (Luthans et al., 2007; Megeirhi et al., 2018) The scale assesses the collective efficacy, hope, resilience and optimism with reliability Cronbach's $\alpha = 0.866$.

The Coaching-based Leadership Scale (CBL) questionnaire comprised 16 items 7-point Likert-type items designed to evaluate Coaching-Based Leadership ($\alpha = 0.952$) (Peláez Zuberbühler et al., 2023). A 10-item 7-point Likert scale, The Work Gratitude Scale ($\alpha = 0.868$), was used to measure Work gratitude (Youssef-Morgan et al., 2022). A 5-item, 7-point Likert scale was used to calculate the appreciation of leaders and peers ($\alpha = 0.800$) (Bregenzer et al., 2022).

As part of the research, the authors developed and validated the *Organisational Thriving Scale*, a 17-item 5-point Likert measure to assess Organisational Thriving. Exploratory Factor Analysis was conducted alongside a convergent and discriminatory process. The items captured combined employees' perceptions of organisational resilience, resourcefulness, adaptability, and social cohesiveness. In the current study, the scale demonstrated high internal consistency (Cronbach $\alpha = 0.947$, Spearman-Brown 0.958). Some examples include: „Our organisation has clear objectives and core values that guide us even in times of uncertainty“; „Our organisation can remain positive even in times of crisis“; „Our organisation can create and use alternative options to deal with adverse circumstances“.

Due to the absence of normal data distribution, the correlational analysis employed Spearman's Rank correlation coefficient to evaluate the strength and direction of correlations between variables ($p < 0.001$). To define the strength of the correlations, we will consider $\rho > 0.3$ as moderate and $\rho > 0.7$ as strong correlations (Ratner, 2009).

3.3. Results

The constructs' descriptive statistics (Table 2) reveal mean scores, standard deviations, skewness and kurtosis across all constructs. This indicates that this sample population generally perceived their individual and collective psychological states, organisational factors, and practices towards a more positive end of the continuum. Still, even though participants' experiences are somewhat similar, these perceptions have some variability.

Table 2.
Descriptive statistics of the constructs

Variable	M	SD	Skewness	Std.error	Kurtosis	Std.error
PsyCap	58.10	6.581	-0.334	0.126	0.142	0.252
Self-efficacy	14.22	2.236	-0.852	0.126	1.533	0.252
Hope	19.40	2.483	-0.237	0.126	0.069	0.252
Resilience	14.90	2.028	-0.603	0.126	0.499	0.252
Optimism	9.57	1.584	-0.498	0.126	0.314	0.252
cPsyCap	36.40	5.626	-0.683	0.126	1.028	0.252
cEfficacy	8.94	1.944	-0.885	0.126	1.031	0.252
cHope	9.65	1.460	-0.530	0.126	0.631	0.252
cResilience	9.15	1.544	-0.503	0.126	0.321	0.252
cOptimism	8.65	1.901	-0.842	0.126	1.011	0.252
OT	65.13	9.595	-0.497	0.126	1.631	.0.252
CBLS	82.47	18.093	-0.874	0.126	0.667	0.252
Appreciation	23.08	6.02	-0.228	0.126	-0.125	0.252
L-app	13.31	4.359	-0.264	0.126	-0.465	0.252
C-app	9.78	2.501	-0.513	0.126	0.126	0.252
Gratitude	52.04	9.006	-0.326	0.126	-0.149	0.252

Note: The Shapiro-Wilk test for normality $p < 0.001$ for each construct, $N = 372$

3.4. Statistical Analysis of the Correlations

Exploring the dynamics between the constructs, Spearman Correlation coefficients reveal significant associations that indicate the tendencies of possible roles of positive practices. In this study, we mainly explore the correlations between individual and collective Psychological Capital and Organisational Thriving’s relationships with Coaching-Based Leadership, Work gratitude and Appreciation at work in line with our study’s objectives.

Coaching-based Leadership. In this dataset, as can be seen in Table 3, Coaching-Based Leadership has the highest correlation coefficient with Organisational Thriving ($\rho = 0.591, p < 0.001$), which might indicate that this type of leadership could be one of the important factors in promoting the thriving of the organisation as a whole, contributing significantly to the broader resilience, growth and cohesion of the organisation.

Table 3.
PsyCap, cPsyCap and their constructs correlations with leader’s appreciation, colleagues’ appreciation, Work Gratitude, and Coaching-Leadership

Construct	Supervis. appr. (ρ)	Peer appr. (ρ)	Appreciation (ρ)	Work Grat. (ρ)	CBL (ρ)
PsyCap	0.323	0.284	0.346	0.310	0.341
Self-efficacy	0.195	0.205	0.228	0.167	0.218
Hope	0.274	0.273	0.301	0.288	0.326
Resilience	0.221	0.186	0.232	0.165	0.248
Optimism	0.327	0.263	0.335	0.380	0.330
cPsyCap	0.376	0.313	0.399	0.482	0.462
cSelf-efficacy	0.391	0.354	0.430	0.442	0.442
cHope	0.277	0.301	0.318	0.431	0.354
cResilience	0.223	0.170	0.234	0.285	0.283
cOptimism	0.277	0.172	0.266	0.369	0.364
Org.thriving	0.461	0.375	0.482	0.561	0.591

Note: all correlations at $p < 0.001, N = 372$

Similarly, CBL has also demonstrated moderate relationships with Collective PsyCap ($\rho = 0.462, p < 0.001$), suggesting that Coaching-Based Leadership may help boost the collective

psychological resources of teams, including collective efficacy, resilience, hope and optimism ($\rho = 0.442, p < 0.001$).

As with individual Psychological Capital (PsyCap), the correlations are more modest ($\rho = 0.341, p < 0.001$), indicating that this leadership type could potentially be effectively associated with enhancing overall Psychological Capital, particularly with hope ($\rho = 0.326, p < 0.001$) and optimism ($\rho = 0.330, p < 0.001$).

3.5. The Role of Work Gratitude

Exploring the impact of Work Gratitude in the workplace, the statistical analysis has demonstrated that the strongest correlation was again found with Organisational Thriving ($\rho = 0.561, p < 0.001$). This highest observed link highlights the significant relationship and demonstrates that this resource might likely play a role in perceiving whether and how much their organisation is thriving.

As pertains to collective Psychological Capital, Work gratitude had higher moderate relationships with cPsyCap ($\rho = 0.482, p < 0.001$), collective self-efficacy ($\rho = 0.442, p < 0.001$), and collective hope ($\rho = 0.431, p < 0.001$), which suggests that gratitude not only benefits individual employees but also strengthens the collective state and collective efficacy, which can indicate that work gratitude may also indicate a higher perception of collective self-efficacy and capacity to find multiple paths to common goal achievement.

The moderate though weaker links are observed between Work gratitude and overall PsyCap ($\rho = 0.310, p < 0.001$), suggesting that employees who have a grateful disposition may demonstrate higher individual PsyCap, including higher levels of optimism ($\rho = 0.380, p < 0.001$), which may mean that gratitude tends to encourage an optimistic mindset among staff.

3.6. The Role of Appreciation at Work

If we look at the appreciation scale, the relationship between this construct and **Organisational Thriving** in this dataset could be defined as a moderate positive correlation ($\rho = 0.482, p < 0.001$), indicating that higher levels of appreciation within an organisation associated with greater organisational thriving, with leader's appreciation higher ($\rho = 0.461, p < 0.001$), and peer appreciation slightly lower ($\rho = 0.375, p < 0.001$).

Moreover, the correlations range from moderate to weak when examining the connections between **collective Psychological Capital** (cPsyCap) and Appreciation at work. Scale combined appreciation correlates moderately with cPsyCap ($\rho = 0.399, p < 0.001$), cEfficacy ($\rho = 0.430, p < 0.001$), and weaker with cHope ($\rho = 0.318, p < 0.001$). Leader appreciation correlates moderately with cPsyCap ($\rho = 0.376, p < 0.001$) and collective self-efficacy ($\rho = 0.391, p < 0.001$), indicating that among the components of cPsyCap, the belief in the team's ability to encounter challenges proactively could be closely associated with receiving acknowledgement from leaders. Peer appreciation correlates moderately with cPsyCap ($\rho = 0.313, p < 0.001$), collective efficacy ($\rho = 0.354, p < 0.001$) and collective hope ($\rho = 0.301, p < 0.001$).

Between appreciation and overall **individual PsyCap**, a more modest but significant positive correlation ($\rho = 0.346, p < 0.001$) suggests possible affiliation. If we narrow down to separate forms of appreciation, peer and supervisor, the following trends could be observed: leaders ($\rho = 0.323, p < 0.001$) while colleagues correlate weakly ($\rho = 0.284, p < 0.001$). They are relatively weaker than expected but still could be considered worth further exploration. A modest positive correlation can be observed between appreciation in relation to individual subconstructs, such

as hope ($\rho = 0.301, p < 0.001$) and optimism ($\rho = 0.335, p < 0.001$), showing that appreciation might be associated with higher hope and optimism. These findings may signify that higher levels of individual PsyCap and colleagues' appreciation may not be sufficient – their supervisors must also appreciate the workforce.

The analysis also illustrates the interplay between leader and colleague appreciation within organisations by a moderate correlation coefficient ($\rho = 0.495, p < 0.001$), likely indicating a culture of reciprocal appreciation. Additionally, the relationship between leader appreciation and work gratitude is moderately strong ($\rho = 0.496, p < 0.001$). This suggests that there might be a link between the appreciation of leaders and the sense of gratitude employees feel towards their work, highlighting the possible beneficial impact of leadership recognition on employee satisfaction and engagement.

4. Discussion

These findings highlight the complex and multifaceted nature of individual and collective psychological resources, Organisational Thriving, Coaching-Based Leadership, and a culture of Appreciation and Work Gratitude. Despite varied strength of correlations, it indicates the opportunities for organisational strategies that nurture an environment of gratitude, appreciation, and supportive leadership to promote a more positive and productive work culture.

4.1. Acceptance of Hypotheses

Hypotheses 1, 2, and 3 were supported by the positive links between Coaching-Based Leadership (CBL) and individual and collective PsyCap and Organisational Thriving. Although CBL showed stronger relationships with Organisational Thriving and collective PsyCap, its correlations with individual PsyCap components were somewhat weaker than anticipated. This may lean towards the findings from a study at a Norwegian Fortune 500 company branch, which reported that Coaching-Based Leadership had no significant impact on goal setting, self-efficacy, or causal attribution among executives and middle managers, except for an increase in successful attributions to ability (Moen & Federici, 2012), albeit previous studies suggested that leadership could be pivotal in cultivating PsyCap among followers (Avey et al., 2011; Peláez Zuberbühler et al., 2023). On the other hand, even though the current data is not as strong, it still suggests that this type of leadership could potentially foster individual positive psychological states within teams. More research is needed to support these tendencies. While leaders' approaches to developing psychological resources are valuable, additional strategies might be required to build individual Psychological Capital.

Noteworthy, Coaching-Based Leadership indicated stronger relationships with Organisational Thriving and collective Psychological Capital, which may imply a more substantial potential to explore how this particular leadership style may contribute to more collective states within an organisational context.

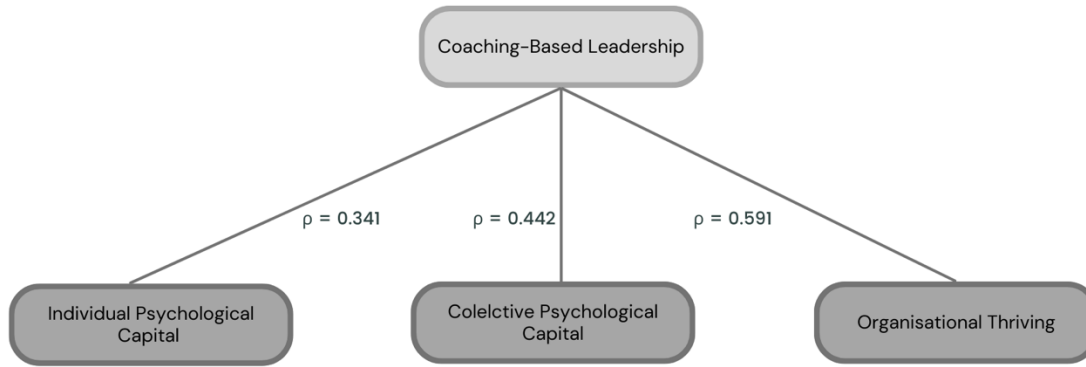


Figure 1. Illustrated Correlational (Spearman rho) Relationships between Coaching-Based Leadership and Individual, Collective PsyCap and Organisational Thriving

Note: $p < 0.001$, $N = 372$

Hypotheses 4, 5, and 6 posited that **Work Gratitude** in the workplace is positively associated with both individual and collective PsyCap and Organisational Thriving. This study demonstrated Work Gratitude's potential as an incentive for psychological resource development in organisational settings. However, the weaker-than-expected relationships indicate that Work Gratitude may not be the principal factor in enhancing positive individual resources. Nevertheless, it correlates positively with key PsyCap components such as self-efficacy, hope, resilience, and optimism, supporting prior research (Wood et al., 2010). The influence of gratitude on collective psychological constructs was more pronounced, with moderately strong correlations between collective PsyCap constructs and Work Gratitude. This aligns with Di Fabio et al. (2017), who found that gratitude significantly enhances team capabilities and optimism, supporting research on gratitude's role in strengthening social bonds (Di Fabio et al., 2017). These findings highlight gratitude's impact on collective psychological dynamics, suggesting it is essential for enhancing collective states and fostering a positive orientation within teams. Furthermore, the link with Organisational Thriving seems to be even stronger, suggesting that in the broader context of organisational behaviour literature, the findings on gratitude's impact align with existing theories emphasising the role of positive emotions in enhancing the workplace (Algoe, 2012). The research community increasingly acknowledges that gratitude not only benefits personal well-being but also enhances collective aspects like team cohesion and morale, and it resonates with studies suggesting positive emotions support social bonds and collaborative work environment dynamics (Bono & Sender, 2018; Spence et al., 2014; Youssef-Morgan et al., 2022).

Thus, the study tentatively suggests that adopting a gratitude-driven approach in organisations could enhance individual and collective PsyCap, contributing to a more resilient, hopeful, and optimistic workforce and hinting at the idea that it might serve as a bridge and “social glue” between individual and collective positives to enhanced Organisational Thriving. Given the stronger correlations between Work Gratitude and collective aspects of PsyCap as well as particularly with Organisational Thriving, future research could focus more on understanding what mechanisms underpin Work Gratitude’s relationship with psychological collective states within teams and organisations.

Hypotheses 7, 8, and 9 suggested that employee appreciation in the workplace is positively linked to individual and collective PsyCap and Organisational Thriving. Leader appreciation moderately correlated with Organisational Thriving.

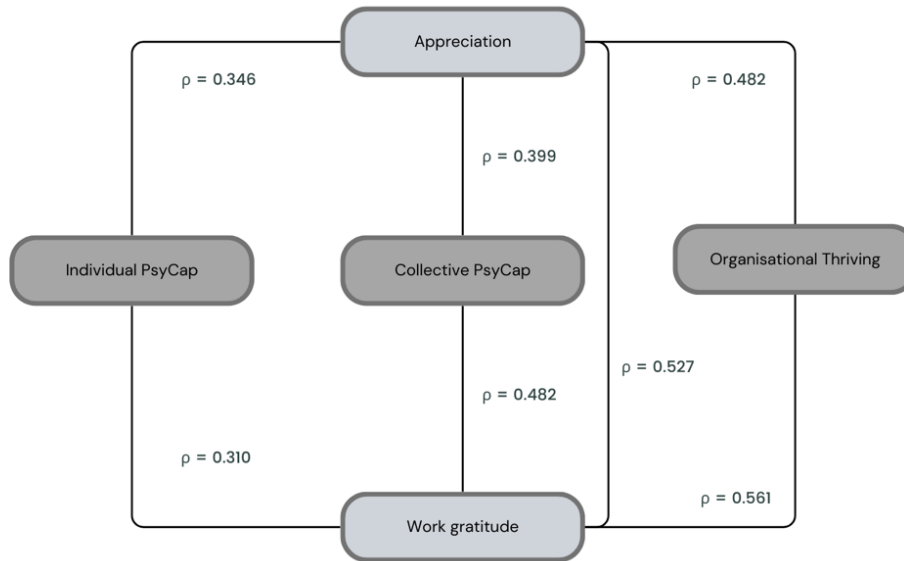


Figure 2. Illustrated Correlational (Spearman rho) Relationships between Appreciation at work, Work gratitude and individual, collective PsyCap and Organisational Thriving
 Note: $p < 0.001$, $N = 374$

The diagram illustrates that Appreciation at Work has notable positive correlations with particularly Organisational Thriving ($\rho = 0.482$), followed by collective Psychological Capital ($\rho = 0.399$), (PsyCap), and weaker with individual PsyCap ($\rho = 0.346$). These findings highlight the significant role of appreciation in promoting both individual and collective psychological resources and Organisational thriving within an organisation. Weaker than expected links perhaps may be explained, that the questions were related to appreciation expression by peer colleagues and supervisor within the specified time frame of the last two weeks, which might not necessarily indicate the depth of appreciation culture. Overall, the findings indicate a positive trend of Appreciation in the workplace, suggesting it could be crucial in creating a thriving organisational culture. These findings relate to the positive effects of appreciation on employee well-being, engagement, and Psychological Capital (Bregenzer et al., 2022; Wiroko & Sugiharti, 2022) and somewhat align with research which highlights the fundamental need for appreciation to grow employees' sense of accomplishment and belonging (Fagley & Adler, 2012; Geh, 2022). Also, although these results are weaker, they are significantly positive and may be consistent with literature emphasising the positive effects of appreciation on employee psychological capital (Bregenzer et al., 2022; Sihag & Sarikwal, 2015; Wiroko & Sugiharti, 2022).

4.2. Implications for Practice

Based on the findings of this dataset, we can observe that Organisational Thriving benefits the most from Coaching-Based Leadership, Work Gratitude, and Appreciation, followed by Collective Psychological Capital. Individual PsyCap also shows potential trends, but to fully establish the antecedents, more constructs need to be explored. Nevertheless, organisations could benefit from strategies that incorporate practices such as coaching-based leadership, appreciation, and gratitude.

Coaching-Based Leadership. This study indicates the potential role of Coaching-Based Leadership in fostering a thriving organisational culture, moderately correlating with increased levels of collective Psychological Capital (PsyCap) and Organisational Thriving. The findings suggest that leaders who adopt coaching principles could positively impact their workforce's individual PsyCap, though these effects are significant but weaker. Consequently,

organisations could invest in leadership development programmes to equip leaders with more coaching skills and train them to adopt a coaching mindset that focuses on developing employees' strengths and capabilities rather than a directive approach (Anderson et al., 2009). Managers could integrate coaching into their daily leadership practices, creating opportunities for constructive and positive feedback, setting clear development goals, and encouraging self-reflection among team members (Ladyshevsky & Taplin, 2018).

Work Gratitude. This study shows that Work Gratitude is significantly associated with higher levels of individual and especially collective PsyCap, and particularly Organisational Thriving. It demonstrates that fostering an attitude of gratitude within the workplace can enhance employees' psychological states and contribute to a more resilient and optimistic organisational climate. Despite the links not being as strong as expected, these insights suggest that organisations aiming to cultivate a thriving environment should promote a culture of gratitude among employees. Work gratitude can be cultivated through regular recognition actions and acknowledging individual and team contributions (Algoe et al., 2013). Structured gratitude practices, such as gratitude journals or boards where employees could post what they are grateful for, could also be integrated (Roberts, 2004).

Appreciation by supervisors and colleagues emerges as a potential component for cultivating a thriving work environment, with positive links to both individual and collective PsyCap and Organisational Thriving. Managers should integrate appreciation into daily interactions by acknowledging employees' strengths and efforts and reinforcing positive behaviours (Algoe et al., 2013). Although the connections with individual PsyCap are less robust than anticipated, appreciation remains an important factor in promoting Organisational Thriving. Organisations could consider incorporating structured appreciation practices to reinforce a positive and supportive workplace culture.

4.3. Limitations

Despite its contributions to Positive Organisational Scholarship, several limitations of this study must be acknowledged. The cross-sectional design and reliance on self-reported data may have introduced response biases and could not establish causality. The predominance of female respondents and the Lithuanian sample limit the generalisability of the findings across genders, cultural and economic contexts. Future studies should consider a more diverse array of approaches to deepen the understanding of the mechanisms underlying the constructs studied, thereby enriching practical applications.

Additionally, expanding the sample to include a broader range of cultures would enhance the generalizability of the findings. Sector-specific studies could provide insights into specific values and enable more targeted recommendations. Experimental designs incorporating gratitude, appreciation, and coaching-based leadership practices could clarify the mechanisms and tangible impacts of these factors. Moreover, exploring more quantifiable outcomes, such as productivity and employee retention, in relation to appreciation, gratitude, and Coaching-Based Leadership represents another important avenue for future research.

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