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CULTIVATING PSYCHOLOGICAL CAPITAL TO MITIGATE STRESS AND ENHANCE WELL-BEING IN THAI AVIATION

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Abstract

Commercial aviation exposes flight attendants to immense job demands, significantly elevating occupational stress and degrading subjective well-being. Grounded in the Job Demands-Resources theory, this study robustly evaluates the effectiveness of a structured Psychological Capital Intervention specifically designed to mitigate stress and foster subjective well-being among Thai flight attendants. A quasi-experimental, matched pretest-posttest control group design was conducted with sixty operational flight attendants, equally divided into experimental and control groups. The comprehensive four-week intervention featured weekly face-to-face training sessions incorporating cognitive reframing, resilience training, and mindfulness practices to build hope, efficacy, resilience, and optimism systematically. Analyzing the data using a two-way mixed-design ANOVA revealed statistically significant time-by-condition interactions. The intervention group demonstrated substantial reductions in perceived stress alongside marked improvements in composite subjective well-being, whereas the control group exhibited no significant baseline changes. These compelling empirical findings highlight that the targeted development of psychological capital is a crucial personal resource that effectively buffers against unpredictable occupational stressors. Ultimately, this vital research positions psychological interventions as strategic investments in human resource management for cultivating a resilient and highly engaged workforce in high-stress Asian aviation service environments.

Keywords: Psychological Capital, Subjective Well-Being, Stress Management, Flight Attendants, Human Resource Strategy

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Introduction

The aviation sector currently faces significant challenges related to commercial competitiveness and profit potential, with airlines actively expanding their fleets to transport more passengers globally (Charernnit, 2023). Consequently, flight attendants in commercial aviation endure rising workloads and stress stemming from inappropriate passenger behavior, challenging work environments, and unpredictable schedules (Hu et al., 2023). Since the COVID-19 pandemic, numerous aviation personnel have experienced heightened mental health challenges and increasingly complex operational issues (Han et al., 2022). Flight attendants are particularly concerned about safety—which impacts both passengers and themselves—and adverse air travel conditions, all of which directly influence their job satisfaction. To address these challenges, aviation companies must implement effective solutions to foster positive psychological attributes and enhance their workforce's psychological immunity. A highly effective framework for this is Psychological Capital (PsyCap), which comprises four essential components represented by the acronym HERO: Hope, Efficacy, Resilience, and Optimism (Luthans & Youssef-Morgan, 2017; Youssef-Morgan, 2024). Specifically, Hope refers to the confidence to set clear goals, plan pathways, and maintain motivation; Efficacy is the belief in one's potential to execute tasks and overcome challenges; Resilience denotes the ability to adapt, recover, and learn from adversity to return stronger; and Optimism is a positive attitude that views challenges as opportunities while expecting favorable outcomes (Luthans & Youssef-Morgan, 2017).

Each component plays a crucial role in promoting individual well-being, alleviating negative emotional states, and enhancing work performance, particularly in high-stress environments such as the aviation industry (Luthans & Broad, 2022). When flight attendants elevate their PsyCap, they effectively construct a robust protective armor against the myriad challenges of service provision and emergency safety management, including coping with unexpected in-flight incidents. To systematically cultivate these positive internal resources, this research utilized a structured Psychological Capital Intervention (PCI) (Luthans et al., 2004; Luthans et al., 2007). In practice, bolstering efficacy helps flight attendants feel assured when managing difficult passenger interactions, while optimism and hope drive them to seek creative problem-solving approaches during crises. Furthermore, empirical evidence demonstrates that such positive psychological empowerment significantly elevates work engagement and alleviates stress (Salanova & Ortega-Maldonado, 2019). If airlines strategically prioritize and implement this targeted intervention, it would substantially improve personnel well-being, directly leading to higher-quality service and reduced turnover in this critically important role.

While existing research has established that Psychological Capital Interventions (PCI) enhance well-being across various populations (Zhang et al., 2014), empirical evidence for structured PCIs within the high-stress Asian aviation sector remains scarce (Amornpipat, 2019). To address this significant gap, this study situates a structured intervention within the Job Demands-Resources (JD-R) theoretical framework to robustly evaluate its effectiveness in mitigating stress and enhancing subjective well-being among Thai flight attendants. By employing a quasi-experimental, matched pretest-posttest control group design, this research demonstrates how cultivating hope, efficacy, resilience, and optimism acts as a crucial personal resource buffer against unpredictable occupational stressors. Ultimately, this research illustrates how airlines can strategically leverage targeted development of psychological capital as a vital human resource investment to foster a resilient, highly engaged workforce in the high-demand aviation sector.

Literature Reviews

PsyCap, as a state-like resource, has been widely accepted for its plasticity, malleability, and openness to change and development. This malleability makes PsyCap a crucial construct for

intervention research aimed at mitigating negative psychological outcomes (Luthans & Youssef-Morgan, 2017). More credible evidence comes from systematic literature reviews and meta-analyses from multiple studies over the past two decades, demonstrating the connection between PsyCap and positive attitudes, behaviors, work performance, and well-being (Avey et al., 2011; Dawkins et al., 2013; Donaldson et al., 2019; Newman et al., 2014). The components of PsyCap, when functioning in harmony, can serve as a powerful resource for fostering positive work outcomes across various sample groups. Previous studies have shown the effectiveness of both PsyCap and PCI. Avey et al. (2011) conducted a meta-analysis of 51 studies involving 12,567 workers. They found that programs specifically designed to develop PsyCap can produce statistically significant results and sustain effects in the short- to medium-term. Recent research confirms that various program delivery formats—such as face-to-face, online, and self-directed learning via mobile phones or micro-learning segments—are equally effective when they adhere to the original learning principles and objectives for organizational employees (Carter & Youssef-Morgan, 2022).

Recent empirical evidence underscores the feasibility and adaptability of PCIs across diverse Asian organizational settings, demonstrating their effectiveness in mitigating stress and enhancing well-being within collectivistic cultures. For instance, studies in India and China reveal that PCIs significantly boost employees' PsyCap, reduce anxiety and job insecurity, and foster innovative work behaviors, especially when delivery modes strictly align with industry constraints (Patnaik et al., 2022; Yan et al., 2025). In the specific Thai context, interventions designed for pandemic-affected service personnel have shown immense potential to restore mental well-being (Sumalrot et al., 2023). However, research indicates that foundational organizational resources, such as trust, remain insufficient for high-risk professions like flight attendants during severe crises unless coupled with active psychological strategies, such as mindfulness, to effectively enhance optimism and stress recovery (Suthatorn & Charoensukmongkol, 2023). Collectively, these synthesized findings highlight a clear managerial implication: cultivating PsyCap constitutes a difficult-to-imitate internal resource that effectively reduces psychological distress while promoting sustainable organizational resilience.

Grounded in the Job Demands-Resources (JD-R) theory (Demerouti et al., 2001; Demerouti, 2025), the implementation of this PCI posits that workplace well-being results from the delicate balance between job demands—such as irregular schedules, emotional labor, and passenger conflicts—and essential job resources, including social support, autonomy, and psychological capital. By systematically developing flight attendants' psychological capital—encompassing hope, efficacy, resilience, and optimism—the program functions as a crucial personal resource that buffers against the high-stress demands inherent in airline operations. The JD-R theory thus provides the foundational rationale for targeting PsyCap development as an intervention strategy; it directly addresses the resource side of the demands-resources equation, enabling flight attendants to effectively manage their challenging work environments, maintain psychological health, and reduce turnover intentions despite continual job pressures.

Furthermore, PCIs deliver strategic benefits that extend far beyond basic employee retention. Flight attendants with enhanced PsyCap provide superior service quality through confident problem-solving (efficacy), authentic warmth (optimism), creative solutions during service failures (hope), and consistent performance under stress (resilience)—factors that directly impact customer satisfaction and corporate revenue. Regarding safety compliance, elevated PsyCap increases adherence to protocols, alertness during long flights, and proactive hazard reporting, thereby significantly reducing incidents and rule violations. Additionally, PsyCap enhances team cohesion by improving coordination, fostering organizational citizenship behaviors, and reducing interpersonal conflicts, ultimately ensuring operational efficiency and maintaining on-time performance (OTP). Collectively, this positions PsyCap development as

an organizational-level strategic investment that cultivates competitive advantage through service differentiation, safety excellence, and organizational agility in volatile aviation markets.

Despite these strategic advantages, a recent meta-analysis indicates that interventions exclusively targeting PsyCap are often less effective than multimodal programs incorporating supplementary positive psychological strategies, such as leadership or mindfulness (Loghman et al., 2025). Consequently, the intervention designed for this study integrates daily mindfulness practices to improve self-awareness, regulate negative emotions, and catalyze overall PsyCap development (Luthans & Broad, 2022; Luthans & Youssef-Morgan, 2017). Furthermore, the program synergizes gratitude journaling, positive self-talk, and introspective writing directly with the four core PsyCap components: utilizing hope to visualize and actively achieve future goals (Li, 2018), efficacy to boost confidence in overcoming professional obstacles, resilience to robustly adapt to adversity (Yu et al., 2022), and optimism to foster enduring attitudes that support mental health and organizational commitment (Varas & Silgo, 2021). This comprehensive, multimodal mental strengthening ultimately equips flight attendants to cope more successfully and sustainably with highly demanding working conditions.

Research Methodology

Research Design and Participants

To rigorously evaluate the effectiveness of the PCI in mitigating stress and increasing subjective well-being among commercial flight attendants, this study utilized a quasi-experimental pretest-posttest control group design. The primary independent variable was the administration of the 28-day structured Psychological Capital Intervention, while the dependent variables were the participants' self-reported levels of perceived stress and subjective well-being. The study hypothesized that the intervention group would demonstrate significantly lower stress and higher subjective well-being scores at posttest compared to pretest, whereas the control group would exhibit no significant changes.

The target population comprised operational-level flight attendants from a commercial aviation company, responsible for providing in-flight services and ensuring passenger safety. Inclusion criteria required participants to be at least 25 years of age, hold Thai nationality with proficient communication skills, and exhibit baseline stress scores above the 50th percentile on the DASS-Stress Scale (Iamsupasit et al., 2001). The appropriate sample size was determined a priori using G*Power software. Based on a two-way mixed ANOVA with a between-factors design and a projected effect size of 0.6, a minimum of 28 participants per group was required (Da et al., 2020; Lupşa et al., 2020). To account for potential attrition, 60 eligible volunteers were equally assigned to the experimental and control groups (n=30 each). The study protocol was officially approved by the Institutional Review Board for Human Research Ethics, Multi-Institutional Group, Chulalongkorn University (Research Project 660211). All participants provided written informed consent after being thoroughly briefed on the project's objectives, procedures, and confidentiality measures, with the participating airline providing essential logistical support and work-schedule accommodations.

Intervention Procedure

The experimental group participated in a comprehensive 28-day PCI, structured as four weekly 6-hour face-to-face sessions totaling 24 contact hours. Aligning with Bolier et al.'s (2013) meta-analytical findings on optimal intervention duration, the program integrated established PsyCap development approaches (Luthans et al., 2004; 2006) with positive psychology interventions—including forgiveness writing, gratitude journaling, and goal setting (Rashid & Seligman, 2018)—alongside regular mindfulness training to systematically reduce stress and promote subjective well-being. Facilitated by the lead researcher and four trained assistants,

who used a strict fidelity checklist, the 13 major exercises were meticulously tailored to the aviation context. Specifically, the curriculum fostered hope by guiding flight attendants to establish SMART goals that integrate service performance and mental health; built efficacy through mastery experiences such as emergency simulations and vicarious learning from senior crew members; enhanced resilience by establishing emotional support networks; and cultivated optimism by reframing setbacks as learning opportunities. Concurrently, the control group maintained their standard daily routines without exposure to the intervention.

Data Collection Instruments

Identical assessment instruments were administered to both groups at the same times, both before and after the intervention.

1) Psychological Capital (PsyCap): Evaluated using a 24-item scale adapted from Luthans & Youssef-Morgan (2017), consisting of 21 positive and 3 negative statements. Second-order confirmatory factor analysis (CFA) demonstrated an excellent model fit ($\chi^2 = 0.484$, $df = 1$, $\chi^2/df = 0.484$, $p = .487$, $GFI = .999$, $AGFI = .994$, $NFI = .999$, $NNFI = 1.000$, $CFI = 1.000$, $RMR = .001$, $SRMR = .002$, $RMSEA = .000$). Composite reliability ($CR > .70$) and average variance extracted ($AVE > .50$) confirmed that the instrument robustly represents the PsyCap construct (Suwanvatin et al., 2025).

2) Perceived Stress: Measured via the 7-item stress subscale of the short-form DASS-Stress Scale, translated into Thai by Iamsupasit et al. (2001). This subscale demonstrated adequate internal consistency and item homogeneity, with corrected item-total correlations ranging from .42 to .69 and a Cronbach's α of .828 (Supañño et al., 2020).

3) Subjective Well-Being (SWB): Assessed using Isaranon's (2008) scale, which builds upon Diener's (1984) framework to evaluate cognitive and affective life evaluations. The instrument incorporates the Satisfaction with Life Scale (SWLS) (Pavot & Diener, 1993) and the 20-item Positive Affect and Negative Affect Scale (PANAS). In a comparable Thai sample, the scale maintained strong reliability ($\alpha = .826$) and robust item discrimination, with all Corrected Item-Total Correlations (CITC) exceeding the acceptable threshold of .23 ($p < .05$) (Tanakornnuwat et al., 2019). A composite SWB index was subsequently generated by averaging the standardized z-scores for life satisfaction and affect balance.

Research Results

Demographic analysis revealed that the sample consisted predominantly of females (22 participants, 36.70%) compared to males (8 participants, 13.30%). The age distribution indicated that 13 participants (21.70%) were 26-35 years old, 10 (16.70%) were 36-45 years old, and 7 (11.70%) were 46 years or older. A majority held bachelor's degrees (20 participants, 33.30%), followed by master's degrees (10 participants, 16.70%). Regarding professional tenure, most participants (15, 25.00%) possessed 6-12 years of work experience, followed by 8 (13.30%) and 7 (11.70%) with 13-18 years and over 18 years, respectively. Current cabin class assignments were primarily business class (18 participants, 30.00%), followed by economy class (7 participants, 11.70%) and first class (5 participants, 8.30%). Crucially, the personal and professional characteristics of the sample were evenly balanced across all dimensions between the experimental and control groups. This baseline equivalence enhances internal validity and mitigates selection bias, ensuring that subsequent analytical comparisons are highly accurate and reliable.

The researcher compared PsyCap scores before and after the intervention between participants who received the PCI (experimental group) and those who did not (control group); the results revealed that the PCI produced a significant improvement in the experimental group: posttest scores ($M = 4.313$) were significantly higher than pretest scores ($M = 3.604$; $p < .01$). No significant pre-post difference was observed in the control group. The researcher calculated the

mean and standard deviation of stress and subjective well-being for the experimental and control groups to describe pretest and posttest scores; Table 1 shows the results.

Table 1 Means and standard deviations of stress and subjective well-being for the experimental and control groups at pretest and posttest.

Variables	Experimental ($n_1 = 30$)				Control ($n_2 = 30$)			
	Pretest		Posttest		Pretest		Posttest	
	$\bar{X}$	<i>SD</i>	$\bar{X}$	<i>SD</i>	$\bar{X}$	<i>SD</i>	$\bar{X}$	<i>SD</i>
Stress	1.657	0.148	0.552	0.337	1.667	0.160	1.600	0.203
Subjective Well-being	5.280	0.886	7.220	0.884	5.506	0.570	5.350	0.650

As shown in Table 1, at pretest, the experimental and control groups had comparable mean stress scores ($M = 1.657$ vs. 1.667). For subjective well-being, the experimental group's mean was slightly lower than the control group's ($M = 5.280$ vs. 5.506), and this difference was not statistically significant ($t = -1.178$, $df = 58$, $p = .244$). At posttest, the experimental group exhibited lower mean stress than the control group ($M = 0.552$ vs. 1.600) and higher mean subjective well-being ($M = 7.220$ vs. 5.350).

Prior to conducting the inferential analyses, fundamental statistical assumptions were rigorously evaluated. Specifically, Levene's test confirmed the homogeneity of variance across groups for both baseline stress and subjective well-being scores. Furthermore, preliminary analyses verified that the experimental and control groups did not differ significantly in their initial levels of stress or subjective well-being, successfully establishing robust baseline equivalence.

The researcher conducted a two-way mixed-design ANOVA with condition (experimental vs. control) as the between-subjects factor and time (pretest vs. posttest) as the within-subjects factor to evaluate the program's effect on flight attendants' stress. There was a significant main effect of condition, $F(1, 58) = 122.492$, $p < .001$, partial $\eta^2 = .679$, indicating overall differences in stress between groups. There was also a significant main effect of time, $F(1, 58) = 312.271$, $p < .001$, partial $\eta^2 = .843$, showing overall reductions in stress from pretest to posttest. Importantly, the condition $\times$ time interaction was significant, $F(1, 58) = 245.231$, $p < .001$, partial $\eta^2 = .809$, indicating that the pattern of change over time differed by group. Specifically, the experimental group showed a marked decrease in stress following the PCI, whereas the control group exhibited minimal change (Table 2).

Table 2 Two-way mixed-design ANOVA for stress: effects of condition (experimental vs. control), time (pretest vs. posttest), and their interaction.

Source of Variation	SS	df	MS	F	p-value	Partial η^2
Between-Subjects						
condition	8.382	1	8.382	122.492	< .001	0.679
Error (Between)	3.969	58	0.068	-	-	-
Within-Subjects						
time	10.292	1	10.292	312.271	< .001	0.843
time x condition	8.082	1	8.082	245.231	< .001	0.809
Error (Within: Time)	1.912	58	0.033	-	-	-

As shown in Figure 1, the experimental and control groups had comparable stress scores at pretest. At posttest, the experimental group exhibited markedly lower stress than the control group.

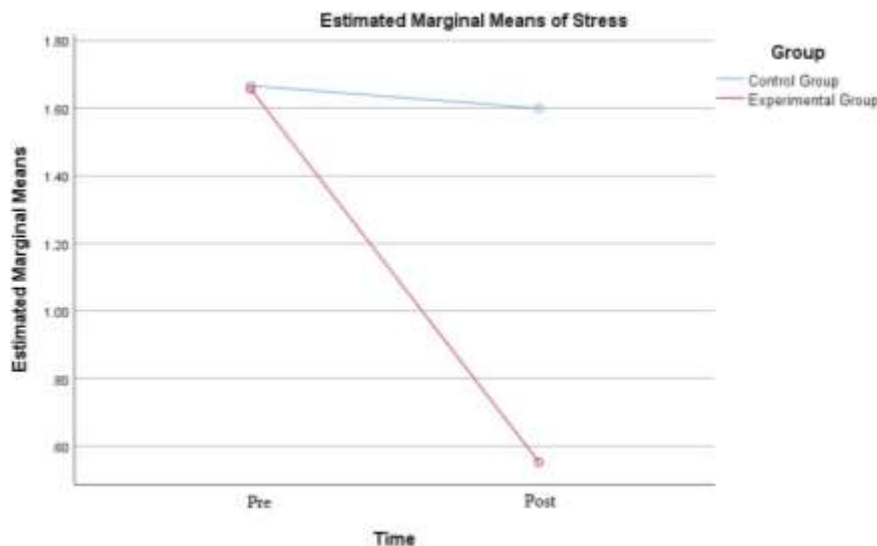


Figure 1 Changes in stress scores from pretest to posttest for the experimental and control groups.

The researcher conducted a two-way mixed-design ANOVA to test the effect of the PCI on subjective well-being, with condition (experimental vs. control) as the between-subjects factor and time (pretest vs. posttest) as the within-subjects factor; the results are shown in Table 3.

Table 3 Two-way mixed-design ANOVA for subjective well-being: effects of condition (experimental vs. control), time (pretest vs. posttest), and their interaction.

Source of Variation	SS	df	MS	F	p-value	Partial η^2
Between-Subjects						
condition	20.254	1	20.254	17.365	< .001	0.230
Error (Between)	67.648	58	1.166	-	-	-
Within-Subjects						
time	23.852	1	23.852	107.822	< .001	0.650
time x condition	32.970	1	32.970	149.039	< .001	0.720
Error (Within: Time)	12.831	58	0.221	-	-	-

As shown in Table 3, subjective well-being differed significantly by condition, $F(1, 58) = 17.365$, $p < .001$, partial $\eta^2 = .230$, and increased significantly over time, $F(1, 58) = 107.822$, $p < .001$, partial $\eta^2 = .650$. The significant condition $\times$ time interaction, $F(1, 58) = 149.039$, $p < .001$, partial $\eta^2 = .720$, indicates that the experimental group exhibited a pronounced pre-post gain in subjective well-being following participation in the PCI, whereas the control group showed minimal change.

As shown in Figure 2, the experimental and control groups had comparable stress scores at pretest. At posttest, the experimental group exhibited markedly lower stress than the control group.

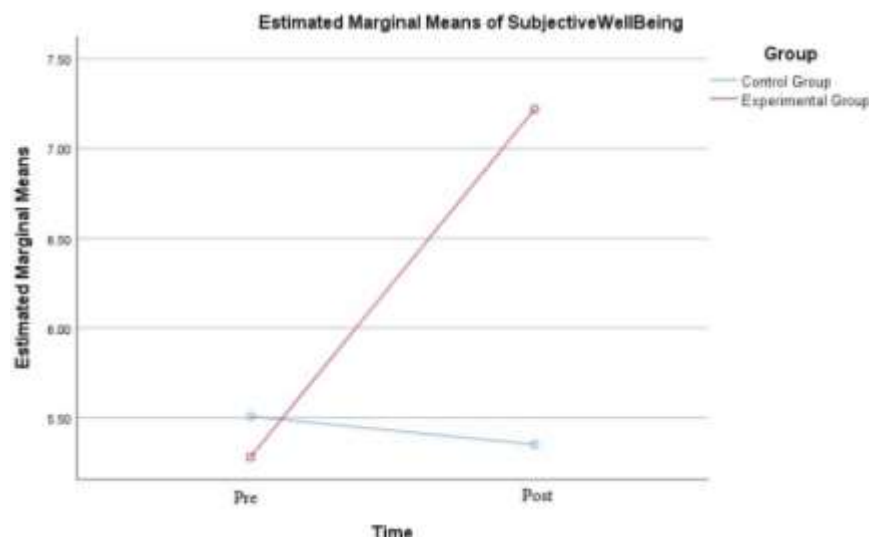


Figure 2 Changes in subjective well-being scores from pretest to posttest for the experimental and control groups

Conclusion and Discussion

Stress Reduction Findings: Theoretical Consistency and Contextual Interpretation

The significant reduction in stress among flight attendants following the PCI aligns with the Job Demands-Resources theory's prediction that personal resources effectively buffer against job demands (Demerouti, 2025). Notably, the magnitude of this effect (partial $\eta^2 = .809$) substantially exceeds those reported in previous PCIs among healthcare workers (Varas & Silgo, 2021) and tourism personnel (Sumalrot et al., 2023). This amplified effect may be attributed to specific contextual factors unique to the aviation industry. First, flight attendants face highly unpredictable stressors—such as difficult passengers, medical emergencies, and weather disruptions—that are particularly amenable to hope-based pathway thinking and resilience training, in contrast to the more routine, albeit intense, stressors encountered in healthcare.

Second, the collectivistic culture inherent in Thai aviation organizations likely amplified the benefits of the intervention's group-based activities, such as shared goal-setting and peer support exercises. These collaborative approaches resonate more strongly in Asian contexts than in individualistic Western settings, where the majority of prior PsyCap research has been conducted (Amornpipat, 2019). Finally, incorporating mindfulness training alongside traditional PsyCap components successfully addressed a critical gap identified by Loghman et al. (2025), who noted that multimodal interventions yield larger effects than standalone PsyCap programs. The synergistic combination of cognitive reframing (e.g., the ABCDE technique) and present-moment awareness likely created complementary mechanisms for stress reduction that neither approach could achieve in isolation.

Subjective Well-Being Enhancement: Divergence from Prior Research and Mechanistic Explanations

While the significant increase in subjective well-being (partial $\eta^2 = .720$) is consistent with Zhang et al.'s (2014) findings among Chinese employees, the current study demonstrates a notably steeper trajectory of improvement. This divergence warrants careful interpretation. Unlike previous interventions that primarily targeted overall life satisfaction, the current intervention explicitly addressed both the cognitive (life satisfaction) and affective (positive and negative affect balance) components of subjective well-being through distinct, targeted activities. By successfully incorporating gratitude journaling for positive affect, forgiveness writing for negative affect reduction, and strengths-based exercises for life satisfaction, this

comprehensive approach likely explains why the observed effect size exceeds those reported in studies focusing exclusively on single well-being dimensions.

Furthermore, the mechanistic pathways underlying this improvement merit careful consideration. According to Pompuang et al. (2019), PsyCap not only directly affects well-being but also operates indirectly through work engagement as a critical mediator, with efficacy demonstrating the highest coefficient of indirect effect. The current intervention's deliberate emphasis on mastery experiences and vicarious learning—achieved through repeated emergency simulations and behavioral modeling by experienced attendants—may have particularly strengthened participants' efficacy. This robust efficacy development likely triggered an engagement-mediated pathway to enhanced well-being, highlighting the nuanced psychological processes at play. Consequently, future research should explicitly test this mediation hypothesis within the specific aviation context to further elucidate these complex relationships.

Cultural and Organizational Context: Explaining Similarities and Differences

The consistency of these findings with Asian studies (Liang et al., 2018; Song et al., 2019; Yan et al., 2025), but their divergence from Western research patterns, suggests that cultural context moderates PCI effectiveness. In collectivistic Thai culture, the program's group-based format and emphasis on social support may have activated culturally congruent values of interdependence and harmony, enhancing participant engagement and program adherence. Conversely, Western interventions often emphasize individual achievement and autonomy, which may resonate less strongly with Asian participants. The hierarchical structure of Thai Airlines, in which senior flight attendants mentor junior ones, naturally supports the vicarious learning aspect of efficacy development. This is a structural advantage that is not always found in flatter Western organizational cultures. This cultural-structural alignment may explain why the intervention produced effects comparable to or exceeding those in other Asian contexts despite the unique stressors of aviation work.

Organizational Implications: PsyCap as Strategic Resource Investment

From a strategic human resource management perspective, these compelling empirical findings illustrate that cultivating psychological capital serves as a vital organizational resource investment rather than merely an individual psychological tool. The substantial effect sizes lead to measurable organizational outcomes: reduced stress buffers against absenteeism and turnover (Han et al., 2022), while improved subjective well-being is intrinsically linked to enhanced customer service quality and safety compliance. Importantly, the intervention's effectiveness in the high-stress Thai aviation sector strongly supports the Job Demands-Resources (JD-R) theory's assertion that strategically cultivating employee resources helps maintain the critical balance between occupational demands and personal well-being.

For airlines navigating labor shortages, rising customer expectations, and post-pandemic operational pressures, this targeted development of psychological capital provides a proactive, capacity-building human resource strategy. It targets the root causes of occupational distress rather than merely addressing surface symptoms, and it seamlessly aligns with the broader objectives of cultivating a resilient, agile, and highly engaged workforce.

In addition, Pompuang et al. (2019) demonstrated that PsyCap and job resources work together to enhance work engagement and flow, with engagement serving as a mediator for performance outcomes. Our PCI offers a proactive administrative solution that addresses the psychosocial risk factors identified by Samrong (2018) and applies the framework of Pompuang et al. (2019) in aviation contexts. This approach illustrates how nurturing PsyCap is essential for enhancing engagement and subjective well-being in high-demand service environments. Therefore, human resource policies should adopt a dual strategy: implementing ergonomic workspace designs and work support systems to alleviate physical stressors, while also providing targeted PsyCap training and organizational resources—such as autonomy, social support, and

feedback—to prevent burnout and encourage job absorption. These findings suggest that airlines' human resource departments should consider integrating PsyCap training into mandatory professional development programs. Such initiatives could lead to reduced absenteeism, fewer stress-related incidents, and potentially improved customer service ratings, thus impacting operational efficiency and financial performance.

Recommendations

While the matched-control design enhances internal validity, the relatively small sample size (N=60) and female majority limit generalizability to broader populations (Liu et al., 2020; Da et al., 2020). Future research should employ larger, gender-balanced samples across multiple airlines to determine how varying contextual factors and organizational cultures influence program efficacy (Amornpipat, 2019). Furthermore, the reliance on self-report measures introduces potential social desirability bias, particularly given participants' awareness of the intervention. Although the 28-day program—featuring four weekly 6-hour face-to-face sessions—was successfully integrated into flight attendants' schedules with management support, future studies should investigate alternative delivery modalities. Exploring shorter sessions, online modules, or flexible micro-learning and mobile-based formats while preserving core psychological principles could optimize the balance between operational feasibility and well-being enhancement (Townesley et al., 2023). Additionally, longitudinal assessments extending beyond one week are essential for monitoring the intervention's sustained impact, complemented by in-depth qualitative interviews to capture lived experiences and refine the program to align with airline-specific organizational characteristics (Suthatorn & Charoensukmongkol, 2023).

Finally, the program's demonstrated effectiveness within Thai aviation suggests robust applicability to other Asian contexts characterized by collectivist cultures, where group-based activities and hierarchical mentoring structures naturally resonate with cultural values. However, meticulous adaptations may be required to address subtle differences in organizational hierarchies, communication styles, and workplace norms across various Asian nations (Amornpipat, 2019). Future scholarship should delve into the causal mechanisms linking Psychological Capital to organizational outcomes by examining mediating variables such as work engagement, social support, and specific human resource policies. By clarifying these psychological processes and conducting cross-cultural comparisons, organizations can discern which components are universally effective and which require context-specific tailoring. Because PsyCap is inextricably linked to organizational success, embedding these interventions within strategic human resource management frameworks requires continuous methodological innovation and interdisciplinary collaboration (Elufioye et al., 2024) to ensure their efficacy across complex and diverse workplace realities.

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