

**ANP-JSSH**

ISSN 2773-482X eISSN 2785-8863

DOI: <https://doi.org/10.53797/anp.jssh.v6i1.5.2025>

Psychological Capital and Adaptive Performance Among E-Commerce Employees: An Analytical Review

Yuzi, Zhou, Zainol, Zuraidah^{1*} & Ailing, Shi

¹Faculty of Management and Economics, Universiti Pendidikan Sultan Idris, 35900 Tanjong Malim, Perak, MALAYSIA

*Corresponding author: zuraidah@fpe.upsi.edu.my

Available online: 28 May 2025

Abstract: In today's dynamic digital marketplace, e-commerce companies require employees who can rapidly adapt to change. This paper examines the relationship between psychological capital (PsyCap) and adaptive performance in the e-commerce sector. Drawing on recent empirical studies and theory, this paper proposes a clear conceptual framework in which PsyCap (independent variable) positively influences employees' adaptive performance (dependent variable) through enhanced Self-efficacy, optimism, hope, resilience. The evidence indicates that high PsyCap employees handle stress better, learn new skills faster, and embrace workplace changes more readily, leading to superior adaptive performance. also discuss how adaptive performance contributes to organizational agility, innovation, and competitiveness in the fast-paced e-commerce industry. The review synthesizes findings from multiple contexts – hospitality, healthcare, IT, and service sectors – to extract relevant insights for e-commerce. Practical implications are outlined for human resource management, including interventions to develop PsyCap (e.g. training in resilience and optimism) and organizational strategies to foster an adaptive workforce. In conclusion, the study underscores PsyCap as a key lever for boosting adaptive performance, offering e-commerce companies a pathway to greater employee adaptability and sustained competitive advantage.

Keywords: Psychological Capital; Adaptive Performance; E-Commerce; Employee Adaptability; Human Resource Development; Positive Organizational Behavior

1. Introduction

The rise of e-commerce has intensified the need for a workforce that can swiftly adjust to new technologies, market trends, and organizational changes. E-commerce employees must demonstrate high adaptive performance to keep pace with industry evolution (Moroz, 2024). Adaptive performance (AP) refers to an employee's ability to adjust effectively to change, acquire new skills, creatively solve novel problems, and handle unpredictable work situations (Park & Park, 2021). It extends beyond traditional task performance, encompassing behaviors like interpersonal adaptability, dealing with crises, and continuous learning (Moşteanu, 2024). In dynamic, uncertain environments, adaptive performance has become a critical component of overall job performance and a key factor in organizational success (Park et al., 2020). For instance, research in hospitality and service sectors shows that when workplaces are unpredictable, employees' "role flexibility requirements" increase, making adaptability essential for meeting new challenges (Luo et al., 2022).

Concurrently, psychological capital (PsyCap) has emerged as an important construct in positive organizational behavior that may foster such adaptability (Luthans & Broad, 2025). PsyCap is a state-like positive psychological resource characterized by self-efficacy (confidence in one's ability to take on and put in the necessary effort to succeed at challenging tasks), hope (perseverance toward goals and redirecting paths to goals when necessary), optimism (positive attribution about succeeding now and in the future), and resilience (ability to bounce back from adversity) (Aslam et al., 2022). Unlike fixed traits, these facets of PsyCap are malleable and can be developed through training and experience, making PsyCap a practical target for interventions (Luo et al., 2022). High-PsyCap individuals tend to remain confident, optimistic, and persistent even in difficult conditions, and they approach challenges with a problem-solving mindset (Bass et al., 2024). This suggests strong potential for PsyCap to enhance how employees cope with change and complexity at work.

Recent studies across various industries have begun to connect these concepts, finding that employees with greater psychological capital often exhibit better adaptive performance. For example, in China's hotel industry, Luo et al. (2021)

found that employees' PsyCap had a significant positive impact on their adaptive performance. Similarly, Luo et al. (2022) reported that hotel employees with higher PsyCap were more ready to handle workplace changes and ultimately achieved higher adaptive performance, in part by being more change ready. In the healthcare sector, Aslam et al. (2022) observed that psychological capital moderated the factors influencing thriving (a state of growth and vitality), which in turn supported adaptive performance of doctors. Devassy & Jindal (2024) demonstrated in the Indian IT industry that PsyCap boosts innovative work behavior, leading to improved adaptive performance among IT employees. These findings hint at a consistent pattern: positive psychological resources enable employees to better adapt in rapidly changing contexts. However, there is a paucity of research focusing explicitly on the e-commerce sector. Given the e-commerce industry's breakneck speed of change and competition, examining the PsyCap–adaptive performance relationship in this context is both relevant and timely.

This paper provides an academic analysis of how and why psychological capital influences adaptive performance, with a focus on e-commerce employees. The study extends a clear conceptual framework grounded in theory and recent empirical evidence. The study then explains the mechanisms by which PsyCap affects adaptive performance, discuss the significance of adaptive performance for e-commerce firms, and offer practical human resource implications. By synthesizing multi-industry research insights and tailoring them to e-commerce, the study aims to contribute to both theory and practice on building an adaptive, resilient workforce.

2. Conceptual Framework

2.1 Psychological Capital as a Driver of Adaptability

The central proposition of this framework is that an employee's psychological capital positively influences their adaptive performance. Conservation of Resources (COR) theory provides a useful lens for understanding how this influence occurs. COR theory posits that individuals strive to obtain and protect resources that help them handle stress and demands. PsyCap represents a set of personal psychological resources that employees can draw upon when facing change. Employees high in PsyCap are “resource abundant” – they possess a surplus of coping resources and positive mental energy that they can translate into effective adaptation on the job (Dickinson, 2021). Self-efficacy instills confidence to take initiative in unfamiliar situations, hope provides perseverance and goal-oriented energy during challenges, optimism encourages positive expectations and interpretations of change, and resilience equips employees to recover quickly from setbacks. Together, these facets enable a mindset that views change as an opportunity rather than a threat.

Empirical evidence strongly supports the direct link between PsyCap and adaptive performance. Dickinson (2021), for example, found that employees with higher PsyCap demonstrated greater adaptive performance, even after accounting for job stress and family-to-work conflict. Likewise, Luo et al. (2021) reported a significant positive effect of PsyCap on hotel employees' adaptive performance, explaining that psychological capital “stimulates employees' potential” to acquire new knowledge, handle stress, and adjust to multicultural interactions in a dynamic service environment. High PsyCap thus equips individuals with the mental readiness and motivation needed to meet evolving work demands.

2.2 Mechanisms of Influence

While the direct relationship is evident, this framework also identifies key mechanisms through which PsyCap exerts its influence on adaptive performance.

2.2.1 Enhancing Positive Mindset and Change Readiness

Al PsyCap fosters a positive mindset that makes employees more receptive to change. Luo et al. (2022) observed that psychological capital heightened employees' readiness for change, which then translated into better adaptive performance in their roles. In that study, change readiness partially or fully mediated the impact of PsyCap on different facets of adaptive performance, meaning that one reason PsyCap-rich employees performed adaptively was because they were mentally prepared and willing to embrace organizational changes. A positive, optimistic outlook (stemming from high PsyCap) likely reduces fear of the unknown and increases openness to new work methods or roles. This aligns with the idea that state-like capacities such as optimism and confidence can be actively cultivated to improve adaptability, as opposed to relying solely on fixed personality traits.

2.2.2 Psychological Resilience to Stress and Setbacks

Change often comes with uncertainty and stress, which can impede performance if not managed. PsyCap provides employees with resilience – the “capacity to bounce back” – thereby mitigating the negative impact of stress on performance. Aslam et al. (2022) highlighted that employees high in PsyCap are less likely to be adversely affected by workplace stressors like incivility or abusive supervision. Even in unpleasant or high-pressure settings, such employees remain hopeful, focus on positives, and have faith in their ability to overcome challenges. By buffering these negative influences, PsyCap allows individuals to maintain functionality and adapt rather than becoming demoralized.

This buffering effect was evident during the COVID-19 pandemic: a study of young Malaysian service workers found that PsyCap remained a critical factor for maintaining adaptive performance during the crisis (Hassian et al., 2022).

Interestingly, that study noted one nuance – among the four PsyCap components, hope alone did not show a significant effect on adaptive performance during the pandemic, whereas self-efficacy, resilience, and optimism did. One possible explanation is that in extreme uncertainty (like a pandemic), simply having willpower and goal-oriented hope may not directly translate to adaptiveness unless accompanied by confidence (self-efficacy) and realistic positivity (optimism) about employees's situation. Overall, resilience and related PsyCap resources shield employees from stress-induced performance decrements, enabling them to continue adapting effectively.

2.2.3 Stimulating Proactive Behavior and Learning

PsyCap can energize employees to go beyond passive coping and proactively shape their environment, which is crucial for adaptation. Devassy & Jindal (2024) provide evidence that in the IT sector, psychological capital significantly boosts innovative work behavior, which in turn leads to higher adaptive performance. When employees feel confident and optimistic, they are more likely to experiment with new ideas and solutions – a behavior that not only solves problems but also helps them adjust to new circumstances creatively. In Devassy and Jindal's study, PsyCap had both a direct positive effect on adaptive performance and an indirect effect through innovation, indicating partial mediation. This suggests that one-way PsyCap enhances adaptivity by fostering a mindset of innovation and continuous improvement. Similarly, studies have linked PsyCap to employee thriving – a state of feeling energized and learning-oriented on the job – which can drive adaptability.

Aslam et al. (2022) found that thriving mediated the relationship between certain work factors and adaptive performance in Pakistani healthcare employees, and that PsyCap played a moderating role in this process. Employees with higher PsyCap experienced greater thriving at work (characterized by growth and momentum), which in turn translated to better adaptability. This reflects the broaden-and-build theory of positive emotions: PsyCap's positive emotions may broaden employees' thought-action repertoires, encouraging exploration and skill acquisition that build enduring adaptive capabilities. In sum, psychological capital motivates proactive learning and innovative behaviors – whether it's seeking out new knowledge (a facet of "new knowledge acquisition" adaptability) or trying novel approaches – thereby equipping employees to perform adaptively in the face of change.

In the context of e-commerce companies, our conceptual model posits that an employee's psychological capital leads to improved adaptive performance through a combination of these mechanisms. A PsyCap-rich e-commerce employee approaches new e-commerce software, shifting customer preferences, or workflow changes with confidence and optimism, experiences less anxiety about the change, proactively learns and innovates to handle the new situation, and draws on colleagues or mentors for support (Moroz, 2024). By contrast, an employee low in PsyCap might feel overwhelmed or threatened by changes (low change readiness), dwell on negatives, resist learning new methods, or lack a support system, resulting in poorer adaptive performance. Thus, psychological capital provides psychological resources and motivation that make adaptive performance possible. Fig. 1 illustrates PsyCap as the independent variable feeding into adaptive performance as the outcome.

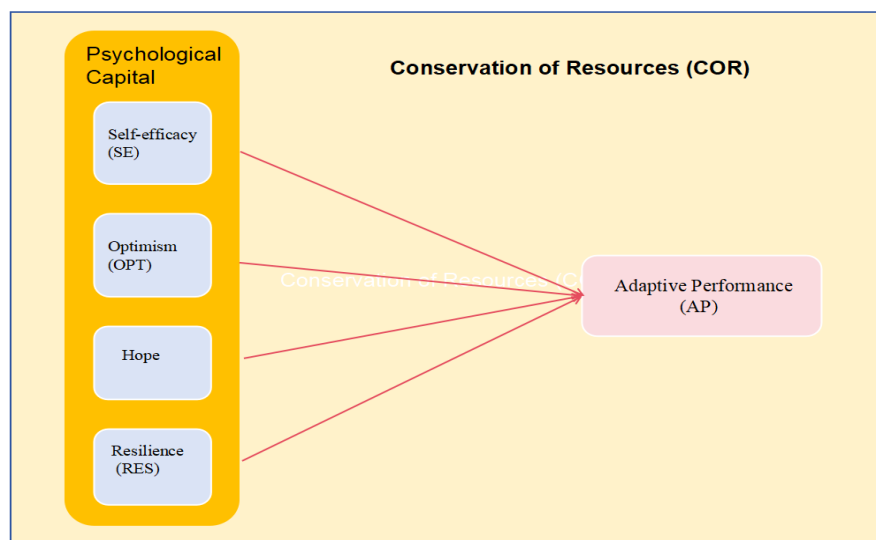


Fig. 1: Proposed conceptual model (Luo et al., 2022)

2.3 The Significance of Adaptive Performance in E-Commerce

Adaptive performance is more than just a personal competency – it is a strategic asset for organizations, especially in the fast-moving e-commerce industry. As businesses face rapid technological changes, evolving consumer behaviors, and unexpected disruptions (such as a global pandemic or supply chain crisis), having employees who excel at adaptive performance can make the difference between thriving and failing in the market. This section examines the effects and significance of the adaptive performance of employees, linking individual adaptability to organizational outcomes in e-commerce.

2.4 Contribution to Organizational Agility and Competitiveness

Adaptive performance at the individual level aggregates to greater organizational agility. When e-commerce employees readily embrace new tools (e.g., an updated e-commerce platform or AI-driven analytics), adjust to changes in product lines or policies, and handle novel customer service scenarios effectively, the organization as a whole can pivot faster in response to external changes. Research shows that adaptability has become indispensable for companies to remain competitive. A recent systematic review by Setiyadi et al. (2024) emphasized that adaptability, originally studied as an individual trait, “has evolved to become indispensable for organizations,” enabling proactive adjustments and creative problem-solving that promote innovation and quality (Setiyadi et al., 2025). At the organizational level, high adaptive performance manifests in improved change management, organizational learning, and even increased customer satisfaction. This is particularly relevant for e-commerce firms that must frequently update their websites, adopt new fulfillment strategies, and respond to customer feedback in real-time. An organization filled with adaptive performers is better equipped to implement strategic changes (like adopting a new inventory management system or shifting to a remote work model) quickly and smoothly, thus staying ahead of competitors.

Notably, companies known for innovation and agility often consciously cultivate adaptive performance in their culture. For instance, Amazon – a giant in the e-commerce arena – has built a culture that fosters experimentation and risk-taking, allowing them to rapidly innovate and adapt to evolving consumer demands (Addanki, 2024). This organizational emphasis on adaptability trickles down to employees: they are encouraged to be flexible, try new approaches, and learn from failures, which exemplifies adaptive performance on a broad scale. The result is a company that can continuously adjust its offerings and operations to maintain market leadership (Park & Park, 2021). Thus, adaptive performance in employees is directly linked to an e-commerce firm’s capacity to innovate and respond to market shifts.

2.5 Individual-Level Benefits – Performance and Career Success

For employees themselves, being adaptive can enhance their performance evaluations, job security, and career prospects. Many organizations have started to recognize adaptive performance as a key performance criterion, sometimes explicitly incorporating it into appraisal systems (Chen et al., 2020). In contexts like hospitality and likely e-commerce, adaptable performance becomes an important aspect of performance appraisal, meaning that employees who demonstrate flexibility and learning are rated higher and rewarded (Park & Park, 2021). This incentivizes adaptability as a valued behavior. Additionally, adaptive individuals tend to acquire skills and knowledge that make them more versatile and valuable to the company (Feng, 2025). They become go-to problem solvers and are often first to be considered for promotions or new roles that require agility. Hassian et al. (2022) note that at the individual level, adaptive performance can lead to enhanced performance capability and career success for employees. In the volatile e-commerce sector where new job roles (like UX optimizer, data privacy analyst, etc.) emerge rapidly, employees who can adapt are better positioned to seize these opportunities. Conversely, those who cannot adapt may struggle as their skill sets become obsolete with technological advancement.

2.6 Team and Customer Outcomes

Adaptive performance also has ripple effects on team dynamics and customer outcomes in e-commerce. Teams composed of adaptable members are more likely to successfully implement process improvements or recover from setbacks (Moroz, 2024). For example, a customer support team in an e-commerce company that quickly adjusts its communication style and solutions in response to an unexpected surge in customer complaints can maintain high service quality, preserving customer satisfaction. Setiyadi et al. (2024) found that at the team level, adaptive performance emerges through repeated cycles of adaptive behavior leading to positive outcomes, and that team leaders play a crucial role in fostering this adaptability among members. Such teams can better coordinate during peak seasons or when troubleshooting technical glitches on the website, thereby maintaining smooth operations. On the customer side, an adaptive workforce is better at meeting changing customer expectations – whether it’s adapting to a new social media trend in marketing or personalizing services on the fly – which improves customer experience and loyalty. In summary, adaptive performance is significant not only for internal efficiency but also for delivering consistent value to customers in a domain where customer expectations evolve quickly.

2.7 Long-Term Organizational Resilience

Perhaps one of the most significant effects of nurturing adaptive performance is building a resilient organization. If e-commerce has taught businesses anything, it is to expect the unexpected (e.g., sudden spikes in online demand, cybersecurity threats, regulatory changes for digital transactions). Organizations that have invested in employees' adaptive capabilities can weather shocks more effectively. Employees with high adaptive performance can take on unfamiliar tasks or extra responsibilities when the situation calls for it, ensuring business continuity. As one example, during the COVID-19 pandemic, many retailers had to pivot to e-commerce almost overnight. Companies that succeeded often had employees who could quickly learn new digital tools, adapt to remote collaboration, and develop new workflows. Empirical studies during the pandemic underscore this: employees' adaptability, supported by psychological resources like PsyCap, was critical in maintaining performance under unprecedented conditions (Hassian et al., 2022). Thus, adaptive performance contributes to organizational resilience in crises, which in turn protects the business and jobs.

In sum, adaptive performance is a linchpin for effective functioning and strategic success in e-commerce companies. It operates on multiple levels – improving individual job performance and growth, enabling teams to implement changes, enhancing customer satisfaction, and fortifying the organization against change and disruption. The significance of adaptive performance justifies why companies should actively seek ways to enhance it. As our framework suggests, psychological capital is one promising lever to do so. By boosting PsyCap, organizations can indirectly reap the benefits of a more adaptive workforce. In the next section, the study turns to practical implications, outlining how e-commerce firms can develop PsyCap and shape supportive conditions to improve adaptive performance among their employees.

3. Implications for Human Resource Management and Employee Development in E-Commerce

Understanding the PsyCap–adaptive performance relationship equips managers and HR practitioners with actionable strategies to cultivate an agile and high-performing workforce. The following implications and recommendations emerge from the conceptual analysis and findings.

3.1 Invest in Psychological Capital Development

Since psychological capital is both malleable and beneficial for adaptive performance, e-commerce companies should treat PsyCap development as a strategic HR initiative. Training and Development Programs can be designed to enhance the four components of PsyCap. For example, resilience training workshops can teach coping skills and stress management techniques; goal setting and pathway planning exercises can strengthen hope; success visualization and mastery experiences (through guided challenges) can build self-efficacy; and cognitive reframing interventions can foster optimism. Luo et al. (2021) suggest implementing “psychological training programs, mentoring systems, and PsyCap education” to build employees' psychological capital. These could take the form of positive psychology seminars, coaching sessions, or e-learning modules focused on building a growth mindset. Importantly, such programs not only increase PsyCap but also signal to employees that the organization values their well-being and adaptability. Over time, a workforce with higher aggregate PsyCap should exhibit stronger adaptive performance, as our review predicts.

3.2 Integrate PsyCap into HR Practices

Human resource management can also capitalize on PsyCap by considering it in recruitment, selection, and appraisal processes. While psychological capital should not necessarily be used to exclude candidates, assessing aspects of PsyCap during hiring can inform onboarding and training needs. Luo et al. (2021) advise that when recruiting frontline service employees, managers should pay attention to applicants' psychological state and consider psychological capital as a factor in hiring. In the e-commerce context, interviews or assessments could probe how candidates have handled past uncertainties or learned new technologies—indirect indicators of their resilience and self-efficacy. Similarly, HR can incorporate adaptive goals and PsyCap development into performance management. For instance, annual reviews might include discussions on how employees adapted to changes and how they demonstrated optimism and persistence. By rewarding adaptive behavior and growth, organizations reinforce the importance of these qualities. Some organizations may even include the development of competencies like resilience or learning agility as part of leadership development and succession planning, ensuring that future managers model high PsyCap and adaptive performance.

3.3 Foster a Supportive and Change-Ready Organizational Culture

The organizational environment plays a moderating role in how effectively PsyCap translates to adaptive performance. E-commerce companies should strive to create a culture that supports experimentation, learning, and psychological safety. As seen, PsyCap-rich individuals thrive in environments that allow them to exercise their proactive tendencies (e.g., to innovate or seek social support). Management should encourage employees' positive behaviors and internal motivation by recognizing adaptive efforts and reframing failures as learning opportunities. Leadership can take cues from companies like Amazon in establishing cultural norms of adaptability – for example, setting up cross-functional

innovation teams or “hackathon” days where employees can apply their creative problem-solving (leveraging self-efficacy and optimism) to real challenges.

Additionally, involving employees in decision-making during change processes can increase their internalization of change (thus boosting change readiness) and make them feel valued. A positive organizational climate that pays attention to employees’ psychological states and provides emotional support will amplify the effects of PsyCap. Conversely, organizations should mitigate toxic elements like abusive supervision or workplace incivility, which can undermine even high-PsyCap employees. Aslam et al. (2022) indicated that PsyCap can buffer negative effects of such toxicity on employee thriving, but it is preferable for HR to address the root causes by promoting respectful management and peer support. In practice, training managers in positive leadership and inclusive behaviors can help maintain an environment where psychological capital flourishes and is effectively utilized for adaptive outcomes.

3.4 Enhance Job Resources and Engagement, and Honor Psychological Contracts

Beyond individual PsyCap, e-commerce firms should ensure that sufficient job resources are in place to facilitate adaptive performance. According to the Job Demands-Resources model (JD-R), resources such as autonomy, feedback, social support, and opportunities for professional development lead to greater work engagement, which in turn drives adaptive performance (Naveed & Qamar Zia, 2024). Naveed and Qamar Zia (2024) found that in the hospitality sector, job resources were positively related to adaptive performance, and this link was mediated by employees’ work engagement. For e-commerce companies, providing robust support (for example, IT support when new systems are launched, training when roles expand, mentoring for new challenges) will help employees remain engaged and willing to adapt. Moreover, these authors highlight that psychological contract fulfillment – i.e., keeping promises to employees regarding their growth and well-being – can strengthen the impact of resources by further boosting engagement.

E-commerce HR should therefore communicate transparently during changes (to fulfill perceived obligations) and follow through on commitments such as career advancement opportunities or work-life balance accommodations (Aswani, 2024). When employees feel the organization is meeting its promises, they are more likely to reciprocate with extra effort and adaptability. In summary, combining high PsyCap individuals with a well-resourced, trustworthy work environment creates a powerful synergy for adaptive performance: employees have both the internal drive and external support to adapt successfully.

3.5 Leverage Adaptive Performance in Training and Career

Because adaptive performance itself can be improved through practice and feedback, HR should incorporate adaptive challenges in training programs. Simulations, role rotations, and stretch assignments that push employees out of their comfort zones can serve as “exercise” for adaptability, simultaneously building PsyCap components (Luthans et al., 2024). For example, rotating an e-commerce employee through a short-term assignment in a different department (marketing to operations, or UX design to customer analytics) forces the development of new skills (feeding curiosity and confidence) and exposes the person to moderate stress in a controlled way, bolstering resilience. Providing coaching or reflection sessions during these assignments can help employees harness hope and optimism.

As employees succeed in these adaptive challenges, their self-efficacy and mastery grow, creating a positive feedback loop. Organizations can also identify high-PsyCap, high-adaptability employees and position them as change champions or mentors for others. These champions can model adaptive behaviors and encourage a growth mindset among colleagues, gradually raising the overall adaptive capability of teams. Notably, Setiyadi et al. (2024) suggest developing employees’ emotional intelligence and continuous learning opportunities as ways to promote adaptive performance organization-wide. HR can respond by offering courses on emotional intelligence and by institutionalizing continuous learning. Such resources ensure that employees have avenues to continually update their skill sets, keeping them adaptable.

3.6 Monitor and Evaluate Adaptive Performance Metrics

Finally, HR and managers should include adaptive performance indicators in their evaluations to track progress and identify areas for improvement. Given that adaptive performance can be somewhat abstract, companies might develop specific metrics or behavioral indicators, i.e., Employee adopts new software with minimal drop in productivity within X weeks or peer assessments of one’s flexibility and problem-solving in the face of change (Kerzner, 2023). Some research instruments already exist, such as the I-ADAPT scale or Adaptive Performance rating scales that can be adapted to the e-commerce context (Gajdzik et al., 2023). Regular employee surveys could include items on confidence in handling changes or perceived support for innovation, which reflect the PsyCap and environmental aspects of our framework. By measuring these, organizations can identify if low PsyCap or poor climate hinders adaptability in certain departments and intervene accordingly (for example, targeted training or leadership changes). Additionally, success stories of adaptation – whether quantitative (reduced error rates after a process change) or qualitative (employee testimonials of overcoming a challenge) – should be celebrated and disseminated. This not only reinforces adaptive performance as a core value but also shows concretely the payoff of investments in PsyCap and adaptability.

In implementing these implications, it is important for managers to tailor approaches to their specific e-commerce context (size of company, nature of products, workforce composition). However, the overarching theme is universal: building psychological capital and a supportive climate yields more adaptive, change-capable employees, which in turn helps e-commerce organizations navigate the turbulent waters of the digital economy. This paper set out to analyze the relationship between psychological capital and adaptive performance, focusing on employees in the e-commerce industry. Through a synthesis of contemporary research and theoretical perspectives, the study extends a conceptual framework explaining how and why PsyCap serves as a driver of adaptive performance. The evidence is compelling that employees who possess higher levels of hope, efficacy, optimism, and resilience are better equipped to learn, adjust, and thrive amid workplace changes – an ability of paramount importance in the fast-paced e-commerce sector. Psychological capital empowers individuals by providing the mental resources (confidence, positivity, persistence, flexibility) needed to embrace change rather than resist it, thereby directly enhancing adaptive performance. Additionally, PsyCap triggers beneficial processes such as increased change readiness, innovative work behavior, greater work engagement, and the building of social support networks, all of which further contribute to adaptability. The study also highlighted the significance of adaptive performance as a key outcome: it leads to improved innovation, customer satisfaction, and organizational agility, which are critical for e-commerce companies to maintain competitiveness and respond to evolving market demands.

The conceptual framework presented is clearly applicable to e-commerce contexts, characterized by rapid technological innovation and shifting consumer expectations. It suggests that by investing in employees' psychological capital and fostering a positive, resource-rich work environment, e-commerce firms can enhance their employees' adaptive performance at both individual and collective levels. The practical implications for human resource management underscore actionable steps – from training interventions and supportive leadership to structural changes in culture and job design – that can create a virtuous cycle of positivity and adaptability within organizations. For example, cultivating a culture of continuous learning and risk-taking not only directly encourages adaptive behavior but also reinforces the development of PsyCap, as employees gain mastery and confidence from overcoming new challenges.

4. Conclusion

In conclusion, psychological capital can be seen as the psychological fuel that powers adaptive performance. As e-commerce companies continue to face rapid change, the ability of their workforce to adapt quickly and effectively will remain a crucial determinant of success. By focusing on building this psychological fuel in their employees and removing barriers to its utilization, organizations can achieve a more resilient and agile performance from their teams. Future research might build on this analysis by examining the PsyCap–adaptability link in specific e-commerce roles or by exploring team-level PsyCap dynamics in adaptive outcomes, as well as integrating other factors such as inclusive leadership or digital competencies. Nonetheless, the current evidence provides a strong foundation for both scholars and practitioners to recognize PsyCap as a key lever in unlocking adaptive performance. E-commerce firms that heed these insights can better “thrive in an ever-evolving landscape”, turning the challenges of change into opportunities for growth and innovation.

References

- Addanki, S. (2024). *Dynamics of Corporate Entrepreneurship in Technology Companies: A Study of Strategic Practices and Governing Frameworks Shaping Entrepreneurial Ecosystems* (Doctoral dissertation, Massachusetts Institute of Technology). Scribbr. <https://dspace.mit.edu/handle/1721.1/155611>
- Aslam, M. S., Awan, T. H., Nasir, N., & Anwar, M. J. (2022). The role of thriving and determinants of adaptive performance: A moderated mediated model in the health sector of Pakistan. *iRASD Journal of Management*, 4(1), 61-76. <https://doi.org/10.52131/jom.2022.0401.0062>
- Aswani, R. (2024). Current Challenges and Opportunities in HR Policy Implementation within the E-commerce Industry. *International Journal of Innovative Research in Technology and Science*, 12(2), 312-319.
- Bass, A. E., Huang, L., Milosevic, I., & Paterson, T. A. (2024). From startup to success: The power of PsyCap for new venture growth. *Organizational Dynamics*, 53(4), 101083. <https://doi.org/10.1016/j.orgdyn.2024.101083>
- Chen, R. R., Ou, C. X., Wang, W., Peng, Z., & Davison, R. M. (2020). Moving beyond the direct impact of using CRM systems on frontline employees' service performance: The mediating role of adaptive behaviour. *Information Systems Journal*, 30(3), 458-491. <https://doi.org/10.1111/isj.12265>
- Devassy, S., & Jindal, P. (2024). The impact of psychological capital, cognitive diversity and temporal ambidexterity on adaptive performance through innovative work behaviour among IT employees in India. *Global Knowledge, Memory and Communication*. <https://doi.org/10.1108/GKMC-04-2024-0196>
- Dickinson, E. A. (2021). *Psychosocial work influences on adaptive performance*, (pp. 1-9). <https://digitalcommons.wku.edu/theses/3490/>

- Feng, Z. (2025). *Fostering Innovation through Entrepreneurship: Insights into Organizational Behaviour and Human Resource Management Practices*, (pp. 1-10).
- Gajdzik, B., Jaciow, M., & Wolny, R. (2023). Types of E-consumers and their implications for sustainable consumption—a study of the behavior of polish E-consumers in the second decade of the 21st century. *Sustainability*, 15(16), 12647. <https://doi.org/10.3390/su151612647>
- Hassian, U. K., Samuel, R., & Norane, S. (2022). Impact on Psychological Capital and Adaptive Performance During Pandemic: A Study of Malaysia Young Professionals in Malaysia Service Sectors Context. *International Journal of Academic Research in Business and Social Sciences*, 12(1), 1657-1666. <https://doi.org/10.6007/IJARBS/v12-i1/12059>
- Kerzner, H. (2023). *Project management metrics, KPIs, and dashboards: a guide to measuring and monitoring project performance*. John Wiley & sons.
- Luo, C. Y., Tsai, C. H. K., Su, C. H. J., Kim, H. J., Gao, J. L., & Chen, M. H. (2022). How does hotel employees' psychological capital promote adaptive performance? The role of change readiness. *Journal of Hospitality and Tourism Management*, 51, 491-501. <https://doi.org/10.1016/j.jhtm.2022.05.006>
- Luthans, F., & Broad, J. D. (2025). Positive Organizational Behavior and Psychological Capital: An Evidence-Based 20-Year Journey. In *Advancing Positive Organizational Behaviour* (pp. 7-36). Routledge. <https://doi.org/10.4324/9781032619385-2>
- Luthans, F., Luthans, K., Luthans, B., & Peterson, S. (2024). Psychological, physical, and social capitals: A balanced approach for more effective human capital in today's organizations and life. *Organizational Dynamics*, 53(4), 101080. <https://doi.org/10.1016/j.orgdyn.2024.101080>
- Moroz, M. A. (2024). Increasing the efficiency of personnel in e-commerce: Approaches and methods [Master thesis, Sumy State University]. *Scribbr*. <https://essuir.sumdu.edu.ua/handle/123456789/98007>
- Moşteanu, N. R. (2024). Adapting to the unpredictable: Building resilience for business continuity in an ever-changing landscape. *European Journal of Theoretical and Applied Sciences*, 2(1), 444-457. [https://doi.org/10.59324/ejtas.2024.2\(1\).37](https://doi.org/10.59324/ejtas.2024.2(1).37)
- Naveed, M., & Qamar Zia, M. (2024). Exploring the interplay between job resources, employee engagement, and adaptive job performance with a focus on psychological contract fulfillment. *Journal of Asia Business Studies*, 18(3), 767-783. <https://doi.org/10.1108/JABS-09-2023-0379>
- Park, S., & Park, S. (2021). How can employees adapt to change? Clarifying the adaptive performance concepts. *Human Resource Development Quarterly*, 32(1), E1-E15. <https://doi.org/10.1002/hrdq.21411>
- Park, Y., Lim, D. H., Kim, W., & Kang, H. (2020). Organizational support and adaptive performance: The revolving structural relationships between job crafting, work engagement, and adaptive performance. *Sustainability*, 12(12), 4872. <https://doi.org/10.3390/su12124872>
- Setiyadi, D., Septiarini, E., Kurniasih, N., Wijaya, A., Boyke, H., & Umadato, H. Determinants of Adaptive Performance at Individual, Team, and Organizational Levels: A Systematic Review of Empirical Studies. *Journal of Logistics, Informatics and Service Science*, 11(12), 39-70. <https://doi.org/10.33168/JLISS.2024.1203>