

PSYCHOLOGICAL CAPITAL ARCHITECTURE, POWER DISTANCE ORIENTATION, AND ADAPTIVE PERFORMANCE IN NIGERIAN ORGANIZATIONS

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Article History	Abstract
<p>Original Research Article</p> <p>Received: 03-03-2026</p> <p>Accepted: 01-04-2026</p> <p>Published: 16-04-2026</p> <p>Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.</p> <p>Citation: Nnordee Bariagara King David; Nafisa Iya Abubakar & Albert Green Ulutort. (2026). PSYCHOLOGICAL CAPITAL ARCHITECTURE, POWER DISTANCE ORIENTATION, AND ADAPTIVE PERFORMANCE IN NIGERIAN ORGANIZATIONS. UKR Journal of Multidisciplinary Studies (UKRJMS), 2(4), 60-68.</p>	<p><i>Organizations in dynamic and frequently changing contexts need adaptive performance. Psychological Capital (PsyCap), Power Distance Orientation (PDO), and adaptive performance in Nigerian firms are examined in this research. Hope, self-efficacy, resilience, and optimism psychological capital influence employees' attitudes, motivation, and behavioral responses to workplace obstacles. However, adaptive performance shows individuals' ability to adapt to new jobs, unexpected situations, technological developments, and organizational needs. While PsyCap has been shown to improve employee performance, cultural factors like power distance orientation have been overlooked in shaping how these psychological resources translate into adaptive behaviors, especially in emerging economies. This article uses positive organizational behavior and cultural dimension theory to link PsyCap to adaptive performance and identify power distance orientation as a moderating factor. Hierarchical systems and centralized authority may limit employees' initiative and flexibility, reducing psychological resources in high power distance contexts. Organizations that minimize hierarchical obstacles and support participative leadership are more likely to allow employees to use PsyCap for flexibility. The study emphasizes the need to combine psychological resource development with culturally sensitive leadership in Nigerian firms. Strengthening employees' psychological capital and overcoming hierarchical restrictions improves adaptive performance. The essay offers theoretical insights and practical advice for organizational leaders, human resource practitioners, and policymakers wanting to improve workforce flexibility and organizational resilience in Nigeria's dynamic economy.</i></p> <p>Keywords: Psychological, Capital, Architecture, Power, Distance, Orientation, Adaptive, Performance, Nigerian, Organizations.</p>

Introduction

In contemporary organizational environments, the ability of employees to adapt effectively to change has become a critical determinant of organizational success. Rapid technological evolution, globalization, and economic shifts compel organizations to develop a workforce capable of responding to dynamic conditions. Central to this adaptability is the concept of Psychological Capital (PsyCap), which represents a set of positive psychological resources hope, self-efficacy, resilience, and optimism that employees leverage to achieve personal and organizational objectives. PsyCap is rooted in positive organizational behavior theory, emphasizing measurable and developable

psychological states that enhance individual performance and organizational effectiveness.

Equally significant is the role of Power Distance Orientation (PDO), a cultural dimension defined by Hofstede, which reflects the extent to which individuals accept hierarchical authority and unequal distribution of power in organizational settings. In high PDO cultures, employees often rely on leaders for guidance and decision-making, which can influence how they utilize their psychological resources (Li & Rasiah, 2025). Conversely, low PDO environments encourage autonomy,

collaboration, and shared decision-making, potentially enabling employees to exercise PsyCap more fully.

Adaptive performance, defined as the capacity of employees to modify their behavior in response to changing circumstances, emerges as a crucial organizational outcome in this context. Unlike traditional performance measures that focus on routine tasks, adaptive performance encompasses handling emergencies, learning new skills, interpersonal flexibility, and coping with stress (Parida, 2025). In organizations operating under volatile and unpredictable conditions, adaptive performance not only ensures survival but also fosters innovation and competitive advantage.

In Nigeria, organizations operate within a complex socio-economic and cultural landscape characterized by high power distance, hierarchical structures, and emerging market dynamics. Studies have indicated that Nigerian employees often face rigid managerial hierarchies, limited autonomy, and inconsistent access to resources, which can influence the effectiveness of psychological interventions aimed at enhancing adaptive performance (Okponung et al., 2025). Understanding the interplay between PsyCap and PDO is therefore essential for designing interventions that optimize individual and organizational outcomes in Nigeria.

Despite the growing recognition of PsyCap as a predictor of performance, limited research has examined its role in shaping adaptive performance within high power distance contexts such as Nigerian organizations. Most existing studies focus on developed economies with low-to-moderate power distance cultures, potentially limiting the generalizability of their findings. Moreover, there is a gap in understanding how cultural orientations like PDO interact with PsyCap to influence adaptability, particularly in sectors facing economic and operational uncertainties.

For Nigerian organizations, where hierarchical structures are entrenched and employee autonomy is often restricted, the effectiveness of PsyCap may vary significantly depending on PDO. Employees with high PsyCap might still underperform in environments that suppress initiative or fail to encourage adaptive behaviors (Sharma & Soundararajan, 2025). Conversely, organizations that leverage cultural insights to align PsyCap development with their hierarchical structures may achieve enhanced adaptability, resilience, and sustained competitiveness.

This knowledge gap presents both a theoretical and practical challenge. Theoretically, it limits the development of culturally contextualized models of adaptive performance. Practically, it constrains organizational leaders and human resource managers in implementing

evidence-based strategies to enhance workforce adaptability in Nigeria.

The primary aim of this article is to explore the relationships between PsyCap, PDO, and adaptive performance within Nigerian organizational contexts. Specific objectives include: To examine the relationship between Psychological Capital and adaptive performance in Nigerian organizations. To investigate the moderating effect of Power Distance Orientation on the PsyCap–adaptive performance relationship. To identify which components of PsyCap (hope, self-efficacy, resilience, optimism) most strongly predict adaptive performance in high and low PDO contexts. To propose a conceptual framework that integrates PsyCap and PDO to enhance adaptive performance among Nigerian employees.

This study seeks to answer the following questions: Does Psychological Capital positively influence adaptive performance in Nigerian organizations? How does Power Distance Orientation affect the relationship between PsyCap and adaptive performance? Which PsyCap dimensions contribute most significantly to adaptive performance under varying levels of PDO? What practical interventions can be derived from the interaction between PsyCap and PDO to improve adaptability in Nigerian organizations?

This research offers several contributions to both theory and practice: By integrating PsyCap and PDO in the study of adaptive performance, this article advances the understanding of how cultural orientations influence psychological resources and work outcomes in Nigeria. It extends positive organizational behavior theory to high power distance contexts and provides a culturally relevant framework for future research.

The findings can guide human resource managers, organizational leaders, and training specialists in designing targeted interventions that enhance adaptive performance. Understanding the moderating role of PDO allows organizations to implement PsyCap development programs that are culturally sensitive and contextually effective.

Insights from this study can inform organizational policies that promote employee resilience, optimism, and self-efficacy, particularly in environments where hierarchical structures and limited autonomy may otherwise constrain performance.

Nigeria's unique socio-cultural and economic context provides a valuable setting to examine the interplay of psychological and cultural factors, offering lessons applicable to other emerging economies with similar organizational dynamics.

Literature Review

Psychological Capital (PsyCap) is a fundamental concept in positive organizational behavior, comprising four psychological resources: hope, self-efficacy, resilience, and optimism (Luthans et al., 2007). PsyCap is both a state-like psychological resource and a developmental, quantifiable construct that firms can cultivate to improve employee performance.

Hope denotes the ability to establish attainable goals, formulate strategies for their realization, and sustain motivation in the pursuit of objectives, despite encountering challenges. In business contexts, hope enables individuals to address intricate difficulties and sustain concentration amid uncertainty.

Self-efficacy denotes the confidence in one's capacity to harness cognitive and emotional resources to attain particular outcomes (Aziz et al., 2024). Employees possessing elevated self-efficacy tackle projects with resolve, tenacity, and proactive problem-solving skills.

Resilience is the capacity to rebound from adversity, recuperate from setbacks, and sustain performance under duress. Resilient people are more adept at navigating organizational change, economic fluctuations, and operational interruptions (George & Odubo, 2024).

Optimism denotes a constructive attribution style, in which employees anticipate advantageous results and perceive obstacles as transient or manageable. Optimism cultivates perseverance, creativity, and proactive involvement with obstacles.

Empirical studies indicate that PsyCap positively predicts employee performance, job satisfaction, commitment, and organizational citizenship behavior (Sri Ramalu & Janadari, 2022). For instance, in Nigerian banking and manufacturing sectors, employees with higher PsyCap demonstrated better problem-solving abilities, stress management, and innovation in routine and non-routine tasks. This suggests that PsyCap is a critical determinant of adaptive performance, especially in volatile, resource-constrained, or high-pressure environments common in Nigerian organizations (Obour et al., 2025).

Power Distance Orientation (PDO)

Power Distance Orientation, one of Hofstede's cultural dimensions, describes the extent to which individuals accept hierarchical order, unequal power distribution, and authority in organizations. In high PDO environments, employees typically defer to authority, expect clear instructions, and demonstrate less initiative in decision-making. Conversely, low PDO cultures encourage egalitarianism, participatory decision-making, and autonomous problem-solving.

Nigeria is widely recognized as a high power distance society, where hierarchical structures in both public and private organizations are strongly institutionalized. In such contexts, employees' autonomy is often limited, and the ability to act independently may be constrained by deference to authority. Studies have shown that Nigerian employees in high PDO settings may rely on managerial direction, which can either hinder or enhance the application of PsyCap, depending on organizational practices.

The interaction between PDO and PsyCap is critical. While PsyCap equips employees with internal psychological resources, PDO shapes the environmental context in which these resources are expressed (Ye et al., 2025). High PDO may suppress initiative, limiting the potential benefits of PsyCap, whereas lower PDO or moderated hierarchical practices may enable employees to leverage PsyCap for adaptive performance more effectively.

Adaptive Performance

Adaptive performance refers to the ability to alter behaviors and methods in reaction to evolving organizational requirements and environmental variables (Rachmad, 2022). In contrast to routine task execution, adaptive performance necessitates flexibility, innovation, and proficient coping strategies (Banu & Rani, 2025). Typical dimensions of adaptive performance encompass: Managing emergencies or stress — the capacity to react efficiently to unforeseen challenges or disturbances. Acquisition of new tasks or skills — ability for ongoing learning and development of new capabilities. Interpersonal adaptation involves managing relationships and functioning efficiently within changeable social environments. Cultural adaptation entails adapting suitably to varied organizational and societal cultures. Innovative problem-solving, formulating original answers under unclear circumstances.

Empirical research indicates that adaptive performance is affected by psychological resources including resilience, optimism, and self-efficacy (Kruger et al., 2023). Employees with robust Psychological Capital are more inclined to foresee changes, sustain motivation amid challenges, and participate in proactive problem-solving, which are essential activities for flourishing in dynamic organizational environments.

In Nigeria, adaptive performance is crucial in areas such as banking, IT, public service, and manufacturing, where operational unpredictability, technology disruption, and resource limitations necessitate flexible and responsive workforce behaviors. Nigerian firms that adeptly utilize PsyCap and manage PDO dynamics are more likely to attain enduring adaptability, innovation, and competitive advantage.

Integrating PsyCap, PDO, and Adaptive Performance

The literature suggests a synergistic relationship between PsyCap and PDO in shaping adaptive performance: Direct effect: Higher PsyCap directly enhances adaptive performance through increased resilience, motivation, and optimism. Moderating effect of PDO: Power distance orientation can either strengthen or attenuate the PsyCap–adaptive performance relationship. For example, in high PDO contexts, hierarchical control may limit opportunities for employees to exercise initiative, potentially weakening the impact of PsyCap. Conversely, when managers encourage participatory decision-making within hierarchical structures, PsyCap may translate more effectively into adaptive behaviors.

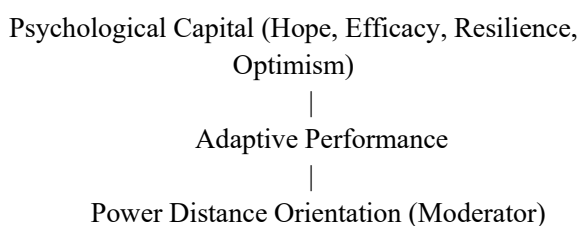
Despite these insights, there is a notable gap in Nigerian-focused empirical studies that examine this interaction comprehensively. Most existing studies either focus on PsyCap in isolation or on cultural dimensions without integrating adaptive performance outcomes. Addressing this gap is essential for developing culturally contextualized frameworks that optimize employee performance in Nigerian organizations.

Conceptual Framework

Based on the reviewed literature, the conceptual framework posits the following relationships:

1. **Psychological Capital → Adaptive Performance:** Employees with high levels of hope, self-efficacy, resilience, and optimism exhibit enhanced adaptability in dynamic organizational environments (Goel & Wani, 2024).
2. **Moderating Role of PDO:** The effect of PsyCap on adaptive performance is influenced by employees' power distance orientation. High PDO may constrain the expression of PsyCap, while low PDO or moderated hierarchies enhance its effect.
3. **Component-Level Influence:** Specific PsyCap dimensions (e.g., resilience and self-efficacy) may have stronger predictive power in certain PDO contexts, suggesting nuanced interventions for HR and leadership development.

Diagram (conceptual representation):



Hypotheses:

H1: PsyCap positively predicts adaptive performance.

H2: PDO moderates the PsyCap–adaptive performance relationship.

H3: Specific PsyCap dimensions exhibit differential effects on adaptive performance across PDO levels.

Theoretical Foundations

Positive Organizational Behavior (POB) Theory by Luthans (2002)

Positive Organizational Behavior (POB), developed by Luthans (2002), provides the foundational framework for understanding Psychological Capital (PsyCap). POB focuses on measurable, developable, and manageable psychological resources that contribute to positive work outcomes (Luthans & Broad, 2025). Unlike traditional psychological traits, PsyCap is state-like, meaning it can be cultivated through training, coaching, and supportive organizational practices. Hope aligns with POB's emphasis on goal-directed energy and pathways thinking, enabling employees to navigate challenges. Self-efficacy corresponds to confidence in one's capability to mobilize resources toward goal achievement (Bandura, 2023). Resilience reflects the capacity to recover from setbacks, consistent with POB's focus on sustainable psychological resources. Optimism underscores positive expectation management, critical for motivation and engagement.

In Nigerian organizations, POB is particularly relevant because employees often face resource constraints, hierarchical decision-making, and organizational uncertainty. By leveraging PsyCap, organizations can equip employees to navigate volatility and maintain high adaptive performance despite systemic limitations. For example, in Nigerian manufacturing firms, resilient and optimistic employees are better able to adjust to supply chain disruptions and evolving market demands.

POB theory justifies the direct link between PsyCap and adaptive performance and underscores the importance of development-focused interventions to enhance employee adaptability.

Hofstede's Cultural Dimensions Theory by Hofstede (1980)

Hofstede's Cultural Dimensions Theory is critical for understanding Power Distance Orientation (PDO) in organizational contexts. Hofstede (1980) identifies power distance as the degree to which less powerful members of organizations accept hierarchical inequalities (Abbate et al., 2025). In high PDO societies, hierarchical structures are accepted as natural; authority is centralized, and subordinates may be hesitant to challenge or question decisions. In low PDO societies, power is more equally distributed, and participatory decision-making is encouraged.

Nigeria consistently scores high on Hofstede's power distance dimension, reflecting deep-rooted respect for hierarchy and authority. Employees in such environments may defer to managers, limiting their autonomy and ability to apply psychological resources effectively.

Integrating Hofstede's theory into the study helps explain how cultural orientation can moderate the PsyCap adaptive performance relationship. For instance, high self-efficacy may not translate into adaptive behavior if hierarchical norms discourage initiative (Bandura, 2023). Conversely, organizations that promote empowerment and reduce rigid hierarchical barriers may enable PsyCap to flourish, enhancing adaptive performance.

This framework provides a comprehensive explanation for the observed phenomena in Nigerian organizations: employees with high PsyCap are likely to perform adaptively, but the magnitude of this effect depends on the cultural orientation toward hierarchy and authority.

Relevance to Nigerian Organizational Context

Nigeria's organizational environment is characterized by: High hierarchical structures in both private and public sectors. Limited employee autonomy in decision-making. Exposure to economic volatility, technological disruption, and market uncertainty.

By grounding the study in POB and Hofstede's theories, the framework provides both theoretical and practical lenses to understand how Nigerian employees can leverage PsyCap for adaptive performance. For example, in banking or IT sectors, where rapid technological changes demand continuous learning, employees' resilience and self-efficacy are crucial for adapting to new systems, but the hierarchical culture may either facilitate or constrain this adaptation depending on managerial support.

Methodological Considerations

This study adopts a conceptual and analytical research design, typical in social science scholarship aiming to develop theoretical frameworks and propose testable relationships. Conceptual research allows for the integration of existing literature, theories, and contextual insights to examine the interplay between Psychological Capital (PsyCap), Power Distance Orientation (PDO), and adaptive performance in Nigerian organizations.

A cross-sectional analytical perspective is suggested for empirical follow-up, where organizational employees' PsyCap levels, PDO perceptions, and adaptive performance outcomes could be measured at a single point in time. This approach is particularly suitable for dynamic organizational environments in Nigeria, as it captures current interactions between individual psychological resources and cultural orientations.

The target population for potential empirical validation includes employees across diverse Nigerian organizations, such as: Banking and finance, characterized by regulatory oversight, hierarchical structures, and frequent technological innovations. Manufacturing, where production processes are tightly controlled, and adaptability is essential due to supply chain and operational challenges. Information technology (IT) and telecommunications, dynamic sectors requiring rapid learning and innovation. Public service organizations, often highly hierarchical, with entrenched bureaucratic structures and limited flexibility.

The selection of these sectors is informed by their relevance to adaptive performance and the prevalence of high power distance cultural patterns in Nigeria. Employees in these sectors face both environmental uncertainty and hierarchical constraints, making them ideal subjects for examining the PsyCap-PDO-adaptive performance relationship.

A target of 200–400 employees is recommended for meaningful statistical analysis using techniques such as regression or structural equation modeling (SEM). The sample should be drawn proportionally across sectors to ensure representativeness. Stratified random sampling is ideal to capture diversity across organizational levels (junior staff, middle management, senior management) and across sectors, ensuring coverage of different PDO experiences. Employees with at least one year of organizational experience, ensuring familiarity with organizational hierarchies and exposure to work-related challenges requiring adaptability.

The constructs of interest can be measured using validated scales: Psychological Capital Questionnaire (PCQ), a 24-item scale assessing hope, self-efficacy, resilience, and optimism. Example items: "I can think of many ways to reach my current work goals" (hope), "I feel confident analyzing a long-term problem to find a solution" (self-efficacy). Power Distance Orientation (PDO). Adapted from Hofstede's Power Distance Index (PDI) or validated organizational power distance scales. Items measure employee acceptance of hierarchy, authority deference, and decision-making autonomy.

To understand mean scores, standard deviations, and distribution of PsyCap, PDO, and adaptive performance among employees. To examine initial relationships between PsyCap dimensions and adaptive performance. To test the moderating effect of PDO, using techniques such as hierarchical regression or interaction term analysis in SEM. Examine which PsyCap dimensions (e.g., resilience, optimism) are most strongly associated with adaptive performance in varying PDO contexts.

Even in a conceptual study, referencing these techniques provides a blueprint for future empirical validation and demonstrates methodological rigor to academic reviewers.

Discussion

The review and theoretical grounding strongly suggest that Psychological Capital (PsyCap) is a critical determinant of adaptive performance (Ain et al., 2023). Nigerian employees endowed with hope, self-efficacy, resilience, and optimism are better equipped to navigate dynamic and uncertain work environments (Goel & Wani, 2024).

Hope drives goal-directed behavior, enabling employees to identify alternative pathways when facing obstacles. In Nigerian organizations, where operational unpredictability is common such as supply chain disruptions in manufacturing or regulatory changes in banking hopeful employees can sustain motivation and maintain performance. Self-efficacy empowers employees to take initiative, solve problems creatively, and approach new tasks confidently (Peng et al., 2024). For instance, IT professionals implementing new systems in Nigerian tech firms rely on self-efficacy to adapt quickly to evolving technologies.

Resilience allows employees to recover from setbacks and maintain composure under stress (Basu & Rani, 2025). In hierarchical public organizations, where bureaucratic delays and resource constraints are prevalent, resilience ensures that employees continue contributing effectively despite challenges. Optimism influences employees' interpretation of challenges, encouraging proactive coping rather than avoidance. Optimistic employees view disruptions as surmountable, increasing the likelihood of adaptive solutions and innovation (Miller, 2025).

Collectively, PsyCap enhances behavioral flexibility, learning agility, and interpersonal adaptability core components of adaptive performance (Devassy & Jindal, 2024). The implication is that Nigerian organizations seeking to improve employee adaptability should prioritize the development of PsyCap through targeted training, coaching, mentoring, and recognition programs.

Power Distance Orientation (PDO) emerges as a crucial contextual factor that shapes the effectiveness of PsyCap (Li & Rasiah, 2025). Nigerian organizations typically exhibit high PDO, meaning hierarchical structures and centralized authority are deeply entrenched.

In high PDO environments, employees with strong PsyCap may face structural or cultural barriers that limit their ability to act independently (Bandura, 2023). Even confident, resilient, or hopeful employees may defer to authority, suppress initiative, or avoid proactive problem-solving due to hierarchical expectations. Conversely, in low-to-

moderate PDO contexts where managers encourage participatory decision-making and autonomy PsyCap is more likely to translate into observable adaptive performance (Shahzad, 2022). Employees are empowered to exercise judgment, innovate, and respond flexibly to challenges.

This moderating effect suggests that PsyCap development alone may not suffice in high PDO settings. Organizational leaders must also consider cultural interventions, such as reducing rigid hierarchies, promoting inclusive leadership, and encouraging constructive feedback, to maximize the utility of PsyCap for adaptive performance.

The interaction between PsyCap components and PDO highlights nuanced implications for adaptive performance: Resilience is particularly critical in high PDO settings because it enables employees to maintain performance under restrictive hierarchical structures and resource constraints.

Self-efficacy interacts with PDO to determine whether employees feel empowered to take initiative. High self-efficacy in low PDO environments leads to more adaptive behaviors, whereas in high PDO environments, its effects may be muted unless managerial support is present. Hope and optimism facilitate persistence and positive framing of challenges, which remain beneficial across PDO contexts but may be more influential when employees have some latitude to act.

These insights underscore the importance of tailored interventions. Organizations should prioritize resilience-building programs where hierarchical barriers are strong, while fostering self-efficacy and hope in more participatory contexts to maximize adaptive performance.

Nigerian managers should be trained to recognize and leverage PsyCap in employees, balancing hierarchical norms with participatory practices to enhance adaptability. Programs designed to cultivate hope, resilience, optimism, and self-efficacy can enhance adaptive performance, particularly when integrated with organizational cultural adjustments. Shifting from rigid hierarchies to moderated power distance structures allows employees to exercise PsyCap effectively, improving responsiveness to change.

Adaptive performance metrics should be incorporated into employee evaluations, rewarding flexibility, innovation, and problem-solving behaviors. For banking, IT, and manufacturing sectors, interventions can focus on resilience and learning agility, while public sector organizations may emphasize optimism and constructive coping in high PDO contexts.

This discussion integrates Positive Organizational Behavior, Hofstede's cultural dimensions, and adaptive

performance theories into a coherent framework applicable to Nigerian organizations. It clarifies how psychological resources interact with cultural orientations to produce adaptive outcomes, filling a significant gap in cross-cultural organizational psychology literature. Organizations can leverage this framework to design culturally sensitive interventions that enhance employee adaptability. By addressing both psychological and cultural factors, managers can improve workforce performance in contexts characterized by economic volatility, hierarchical constraints, and operational uncertainty.

The discussion demonstrates that adaptive performance in Nigerian organizations is a product of both individual psychological resources and organizational cultural context. PsyCap provides the internal capacity for adaptability, while PDO shapes whether this capacity can be effectively expressed in the workplace.

Conclusion

This article examined the relationship between Psychological Capital (PsyCap), Power Distance Orientation (PDO), and adaptive performance within the context of Nigerian organizations. The central argument of the study is that employees' psychological resources specifically hope, self-efficacy, resilience, and optimism play a significant role in enhancing their ability to respond effectively to changing organizational demands. In dynamic and uncertain environments such as those experienced by many Nigerian organizations, adaptive performance has become an essential capability for sustaining productivity, innovation, and competitiveness. Employees who possess strong psychological capital are more capable of navigating workplace challenges, learning new skills, and maintaining performance under pressure.

However, the study also highlights that the effectiveness of psychological capital does not occur in isolation from the broader organizational and cultural environment. Power Distance Orientation, which reflects the degree to which hierarchical authority and unequal power distribution are accepted within organizations, significantly shapes how psychological resources translate into observable workplace behaviors. In Nigeria, where hierarchical structures are often deeply embedded in both public and private sector institutions, employees may experience limitations in exercising initiative, creativity, and independent decision-making. Consequently, even individuals with high levels of PsyCap may find it difficult to fully express their adaptive potential when organizational norms discourage autonomy or participation in decision-making.

The interaction between PsyCap and PDO therefore represents a critical dynamic in understanding employee

adaptability in Nigerian organizations. While psychological capital equips employees with the internal motivation and confidence needed to respond to change, the organizational culture determines the extent to which such capabilities can be effectively utilized. Organizations that combine PsyCap development with leadership practices that encourage empowerment, communication, and participation are more likely to cultivate a workforce capable of responding flexibly to emerging challenges. Ultimately, the integration of psychological resources and supportive organizational culture provides a comprehensive framework for improving adaptive performance in Nigeria's evolving economic and institutional landscape.

Recommendations

1. Organizations should invest in structured training programs aimed at developing employees' psychological capital. Workshops, mentoring initiatives, and professional development programs that focus on building resilience, self-efficacy, hope, and optimism can significantly enhance employees' ability to adapt to organizational changes.
2. Managers and organizational leaders should receive training that encourages balanced leadership approaches. While hierarchical structures may remain necessary for organizational coordination, leaders should cultivate participatory management styles that allow employees to express ideas, contribute to problem-solving, and take initiative.
3. Organizations should revise their performance management systems to include indicators of adaptive performance. Traditional evaluations often focus solely on routine task completion, but modern workplaces require employees who can respond to unexpected challenges and learn new skills.
4. Creating a workplace culture that values experimentation, learning, and constructive feedback can strengthen the relationship between PsyCap and adaptive performance. Organizations should encourage employees to view mistakes as learning opportunities and to engage in continuous skill development.
5. Further empirical studies should be conducted across multiple sectors in Nigeria to test and refine the conceptual relationships proposed in this article. Longitudinal studies and sector-specific

analyses can provide deeper insights into how psychological capital and power distance orientation interact over time.

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