

## Introduction

Contemporary work environments are undergoing rapid transformations—digitalization, remote work, flexible forms of employment, and growing expectations regarding employee autonomy and engagement all contribute to making professional well-being not only an ethical imperative but also a strategic organizational objective. Increasingly, the role of individual psychological resources—such as psychological capital, self-regulation, courage, and self-esteem—is being recognized as vital in protecting and enhancing the quality of professional life.

The latest thematic issue of the *Review of Psychology* we present to our Readers focuses on precisely this topic: the relationship between psychological capital and professional well-being, considering both individual predispositions and organizational conditions.

The structure of this issue has been designed to present employee psychological well-being in a multidimensional manner—ranging from theoretical and empirical foundations, through developmental perspectives, to organizational risks and opportunities for systemic support. The issue opens with articles that closely examine the link between psychological capital and well-being, and then gradually expands to address individual resources, environmental threats, and finally, applied institutional solutions.

The first article explores the moderating role of work mode in the relationship between psychological capital and professional well-being. In the era of widespread remote and hybrid work, this study offers both theoretical insights and practical implications—it demonstrates that the effectiveness of psychological resources depends on the organizational context. As such, it lays a foundation for further exploration of workplace well-being and its diverse determinants.

Continuing the theme of psychological resources, the second article examines the relationship between self-regulation and job crafting. The authors argue that the individual capacity to manage oneself in relation to goals and expectations enables more active modification of the work environment, promoting better professional adjustment and the maintenance of well-being. This article bridges psychological capital with practical strategies for workplace engagement.

The following section turns to professional development and the role of individual predispositions. The article on courage and career construction in young adults illustrates how personal resources—namely courage and systems of

promotion and prevention-focused self-regulation—support career decision-making, exploration of professional roles, and preparation for the labor market. This developmental approach complements the earlier organizational perspective, emphasizing that the foundations of professional well-being are formed in the early stages of one's career path.

The third section addresses negative environmental factors that threaten employee well-being and mechanisms for their mitigation. The article on mobbing and job satisfaction highlights that perceived organizational support (POS) can only partially buffer the effects of workplace violence—its protective effect is limited, and in some cases, it may even have unintended negative consequences. This contribution serves as a necessary counterpoint to overly optimistic narratives that portray support as a panacea.

Furthering this critical reflection, the next article investigates the role of self-esteem in the relationship between organizational climate and experiences of humiliation at work. The authors show that high self-esteem—typically regarded as a protective factor—can, under certain conditions, act ambivalently, increasing vulnerability to negative emotions and reduced well-being. This article extends the discussion to the boundaries of the adaptive functions of personal resources in toxic organizational contexts.

The issue concludes with an article on the European Federation of Psychologists' Associations (EFPA) recommended model of psychological competence. Although it does not focus on a single aspect of well-being, this article plays an important applied role. It demonstrates how developing psychologists' professional competencies can foster psychological capital within organizations, thereby supporting employee well-being. The authors discuss the challenges of implementing the European model in the Polish educational system—a matter of great significance for the quality of psychological support in the workplace.

We hope that the contributions presented in this issue will deepen understanding of the psychological determinants of professional well-being and inspire further research, practical applications, and systemic initiatives that promote healthy and adaptive work environments. A unifying theme across the articles is the conviction that well-being at work is not solely the result of external circumstances or individual traits, but rather a dynamic outcome of interactions between the individual and the organizational environment.

Anna Paszkowska-Rogacz and Marta Znajmiecka  
*University of Lodz, Institute of Psychology*