

Mediating Role of Psychological Capital in the Relationship between Social Support and Wellbeing of Refugees

Abstract

This study examines the relationship between social support from work and non-work domains and the wellbeing of refugee employees. In addition, it examines the mediating influence of psychological capital on these relationships. Using data from 190 refugee employees living in Australia, we find that while perceived organizational support and perceived family support are positively related to the wellbeing of refugee employees, the relationship between perceived supervisor support and wellbeing is not significant. Additionally, while we find that PsyCap fully mediates the relationship between perceived organizational support and wellbeing, it only partially mediates the relationship between perceived family support and wellbeing.

Introduction

The war in Iraq and Syria has precipitated a refugee crisis. In 2015 the United Nations High Commissioner for Refugees (UNHCR) suggested: 'We are witnessing a paradigm change, an unchecked slide into an era in which the scale of global forced displacement, as well as the response required, is now clearly dwarfing anything seen before' (UNHCR, 2015, p.3). The figures are staggering. The UNHCR estimates that the number of people forcibly displaced worldwide at the end of 2015 was 65.3 million people, up from 59.5 million people 12 months earlier (UNHCR, 2016a). In 2015, on average, 24 people were forced to flee each minute, fourfold higher than one decade earlier (UNHCR, 2016b). Of those forcibly displaced worldwide, just under one-third (21.3 million people) were refugees (UNHCR, 2016a), defined by the Refugee Convention as those displaced outside their home country due to 'a well-founded fear of persecution' (United Nations, 1951).

While such massive people movement, at least in the short-term, has placed a huge strain on receiving countries, it also affords an opportunity for more culturally enriched societies. One factor that is central to the successful integration of refugees, in terms of the health and wellbeing of refugees themselves, as well as for their host societies, is finding employment that is satisfying and rewarding (e.g. Colic-Peisker, 2005; Colic-Peisker and Tilbury, 2007; Fozdar, 2009; Willott and Stevenson, 2013). The OECD (2016) has suggested that successful integration of refugees into host countries depends first on assisting refugees to find reliable and stable employment and, second, on providing social and workplace support once in gainful employment, to assist refugees to settle into and thrive in their new jobs. Studies have identified that refugees tend to have lower levels of psychological wellbeing, perhaps due to the stresses associated with displacement and resettlement, compared with the rest of the population (Beiser and Hou, 2001). Social support is one potential solution that has been found to build and foster psychological wellbeing in both refugee populations (Colic-Peisker, 2009; Fozdar and Torezani, 2008; Young, 2001) and among migrants more broadly (Jasinskaja-Lahti et al., 2006).

Although there has been growing research examining the factors that influence the psychological wellbeing of voluntary migrants (Jasinskaja-Lahti et al., 2006), the factors that influence the psychological wellbeing of non-voluntary migrants, such as refugees, have received limited attention in the literature (Fozdar and Torezani, 2008). In particular, very little is known about the relative importance of different sources of social support to psychological wellbeing, and critically, the processes through which social support enhances psychological wellbeing. More specifically, among the different sources of social support, the importance of workplace support to the psychological wellbeing of refugees in employment has received scant attention from scholars. Such knowledge is particularly valuable to understand how to build supportive organizations that contribute to refugees' success at work.

In the present study, we address these issues by examining whether, and how, social support from work and non-work domains influences the psychological wellbeing of refugees in employment. Drawing on Hobfoll's (1989, 2002) conservation of resources (COR) theory, we examine whether refugee employees' perceptions of organizational support, supervisor support and family support influence their psychological wellbeing through fostering higher levels of psychological capital. Psychological capital, in short PsyCap, refers to an individuals' positive psychological state of development and comprises hope, optimism, resilience and self-efficacy (Luthans and Youssef, 2004). In so doing, we draw on recent work which suggests that contextual resources may foster positive outcomes among employees by assisting them to obtain personal psychological resources (Ten Brummelhuis and Bakker, 2012).

The present study makes three key contributions. First, drawing on COR theory, we theorise and identify psychological processes through which different sources of social support influence the psychological wellbeing of refugee employees. In doing so we address prior calls to examine how the interaction of contextual (social) resources and psychological resources enhance refugees' psychological wellbeing (Ryan et al., 2008). Second, the present study makes a key empirical contribution by determining the relative importance of different sources of social support in both work and non-work domains in influencing refugee well-being. We test and identify whether work based support from the supervisor and organization is more, or less, potent than non-work based support from family members in enhancing refugees' psychological wellbeing. Third, we highlight the key sources of support that refugees draw upon to build wellbeing. Such knowledge is useful to both support agencies tasked with supporting refugees' mental health, and organizations looking to employ individuals from a refugee background.

Literature Review

Social Support and Psychological Wellbeing

In the present study, psychological wellbeing is defined as an individual's cognitive assessment of satisfaction with his/her life circumstances (Diener et al., 1985). There is growing recognition that

although psychological wellbeing is relatively stable over time, it can be influenced by contextual factors such as the provision of social support from others in one's social networks (e.g. Daniels and Guppy, 1994; Gallagher and Vella-Brodrick, 2008; Siedlecki et al., 2014).

Social support refers to the provision of psychological and material resources that assist recipients to cope with stressful events in their daily lives (Cohen, 2004). In recent years, researchers have begun to examine the influence of social support on the psychological wellbeing of migrant groups including both voluntary migrants and refugees. For example, Jasinskaja-Lahti et al. (2006) found that strong social support networks were directly related to voluntary migrants' psychological wellbeing, and buffered the negative effects of perceived discrimination. While Colic-Peisker (2009) and Fozdar and Torezani (2008) found that social support predicted refugees' psychological wellbeing, Young (2001) also found that social support mitigated the negative effects of stress among refugees. Despite growing evidence highlighting the importance of social support to the psychological wellbeing of refugees, prior work has not examined the relative importance of different sources of support in the work and non-work domains to psychological wellbeing. In addition, prior work has not examined the underlying processes through which social support leads to higher levels of psychological wellbeing.

In the following sections, we develop hypotheses based on COR theory linking three distinct sources of social support (perceived organizational support or POS, perceived supervisor support or PSS and perceived family support or PFS), to refugee employees' psychological wellbeing, and examine the mediating role played by psychological capital (PsyCap) in these relationships. The central tenet of COR theory is that people are motivated to increase their resources. Hobfoll (2002) distinguished between contextual resources such as social support, which are located outside the individual and can be found in the social contexts in which the individual operates, and psychological resources, which are intrinsic to the individual and include one's personality traits and developmental states such as self-efficacy, optimism, hope and resilience (Ten Brummelhuis & Bakker, 2012). In the present study, we treat social support as a contextual resource and PsyCap as a psychological resource.

Social Support and Psychological Wellbeing

Perceived Organizational Support

Perceived organizational support (POS) refers to an employee's beliefs concerning the degree to which their employing organization cares about their wellbeing and values their contribution (Eisenberger et al., 1986). Organizational support can be viewed as a contextual resource from which the individual can draw to help achieve his or her goals (Halbesleben et al., 2014). According to the first and third corollaries of COR theory (Hobfoll, 2011), individuals with access to greater contextual resources from the immediate environment (e.g., organizational support) are less vulnerable to resource loss (depletion) and more capable of orchestrating resource gain. This, in turn, means that they are better equipped to deal with their work demands and therefore better able to maintain high levels of psychological wellbeing. Only a small number of studies have established a positive relationship between POS and employees' psychological wellbeing (e.g. Dixon and Sagas, 2007; Newman et al., 2015; Panaccio and Vandenberghe, 2009). The relationship between POS and the psychological wellbeing of refugees has yet to be examined. As highlighted above, in line with COR theory we expect a positive relationship between POS and psychological wellbeing for refugee employees. This leads us to the following:

H1. POS is positively related to refugee employees' psychological wellbeing.

Perceived Supervisor Support

Perceived supervisor support (PSS) refers to an employee's beliefs concerning the degree to which their supervisor cares about their wellbeing and values their contribution to the organization (Maertz et al. 2007). As with POS, PSS has been viewed as a contextual resource from which the individual can draw to help achieve his or her goals (Halbesleben et al., 2014). As with POS, we expect refugee employees with high levels of supervisor support to be less vulnerable to resource loss (depletion) and more capable of orchestrating resource gain in line with the first and third corollaries of COR theory (Hobfoll, 2011). In turn, they should be better able to deal with the demands that they face at work and maintain high levels of psychological wellbeing. Only a limited number of studies have examined the association between PSS and health-related outcomes for employees in the workplace (e.g. Kalliath and Beck, 2001; Newman et al., 2015; Thompson and Prottas, 2005). For example, while Kalliath and Beck (2001)

found that supervisor support helped reduce burnout, both Newman et al. (2015) and Thompson and Prottas (2005) found that it was positively related to psychological wellbeing. The relationship between POS and the psychological wellbeing of refugee employees has yet to be examined. In line with COR theory we expect a positive relationship between PSS and psychological wellbeing for refugee employees. This leads us to the following:

H2: PSS is positively related to refugee employees' psychological wellbeing.

Perceived Family Support

Perceived family support (PFS) refers to an employee's beliefs concerning the degree to which family members support their participation in the workforce through the provision of both material support (e.g. taking on more household responsibilities) and socio-emotional support (e.g. giving advice, encouragement and sympathy) (Nielsen et al., 2017). As with POS and PSS, PFS can be viewed as a contextual resource from which the individual can draw to help achieve his or her goals. Again, in line with the first and third corollaries of COR theory (Hobfoll, 2011), we expect that individuals with greater support from family members are less vulnerable to resource loss (depletion) and more capable of orchestrating resource gain. This, in turn, means they are better able to maintain high levels of psychological wellbeing.

Support from family members has been highlighted in previous work as a key factor that enables individuals to maintain high levels of psychological wellbeing (Adams et al., 1996; Huffman et al., 2015). For example, Huffman et al. (2015) found a strong relationship between family support and psychological wellbeing. Adams et al. (1996) found that while emotional support from family members was positively related to psychological wellbeing, the relationship between instrumental support and psychological wellbeing was insignificant. To our knowledge there are no published studies that examine the relationship between PFS and psychological wellbeing for refugee employees. In line with COR theory we expect a positive relationship between PFS and psychological wellbeing for refugee employees. This leads us to the following:

H3: PFS is positively related to refugee employees' psychological wellbeing.

The Mediating Role of Psychological Capital

Despite growing work highlighting the importance of social support in both the work and non-work domains to employees' psychological wellbeing (Dixon and Sagas, 2007; Kalliath and Beck, 2001; Newman, Nielsen, Smyth, & Hooke, 2015), there has been limited research investigating the mediating mechanisms that underlie this relationship. In the present study, we draw on COR theory to examine the psychological processes through which access to contextual support from others in the work and non-work domains enhance refugee employees' psychological wellbeing. More specifically, we argue that access to contextual resources in the form of organizational, supervisor and family support will enhance refugee employees' psychological wellbeing through bolstering their PsyCap.

PsyCap refers to an individual's positive state of psychological development (Luthans, Youssef, & Avolio, 2007; Newman, Ucbasaran, Zhu, & Hirst, 2014), and has been conceptualized as a higher order construct made up of four key dimensions: hope, resilience, optimism and self-efficacy. Individuals high in PsyCap have the confidence (self-efficacy) to deal with challenges that they face at work, believe that they will be able to succeed in tackling such challenges (optimism), bounce back when faced with adversity (resilience) and be able to redirect paths to facilitate goal achievement (hope) (Luthans et al., 2007). Within the COR framework, Hobfoll (2002) characterizes these dimensions as personal psychological resources that individuals can draw upon to meet their personal objectives.

There is growing evidence that PsyCap is state like in nature and has the potential to be developed (Luthans, 2012). Building on prior work that has highlighted how access to contextual resources in the form of social support and a supportive organizational climate (Au et al., 2009; Karademas 2006) may play a critical role in the development of an individual's personal psychological resources, we argue that access to social support in the work domain will enhance refugee employees' PsyCap. Such an argument is consistent with COR theory, which suggests that access to resources can lead individuals to accumulate additional resources, a process that Hobfoll (2002) called a 'gain spiral'. Drawing on Hobfoll's ideas around 'gain spirals', researchers have begun to examine the interplay between personal

and contextual resources in influencing employees' work outcomes. For example, Ten Brummelhuis and Bakker (2012) argued that employees can draw on one type of resource to preserve, or to increase, another. They used the example of job autonomy, a contextual resource, which can be used to schedule work efficiently, thus saving time (a personal resource).

In the present study, we argue that social support from others in the work domain (one's supervisor and the organization more generally), will enhance refugee employees' psychological wellbeing through bolstering their personal psychological resources or PsyCap. This is likely to happen through several mechanisms. First, advice and material support from others at work is likely to engender high levels of self-efficacy amongst refugee employees as they learn from others' appropriate strategies to succeed at work and cope with the demands that they face in the workplace (Luthans et al., 2008). In particular, supervisors are likely to be salient role models due to the frequent interaction that they have with the employee in their supervisory capacity. In addition to supervisors, support from others in the organization either formally (e.g. through training programs and mentoring) and informally through co-worker relationships outside the formal hierarchical structures, are also likely to foster self-efficacy as refugee employees learn from others how to function effectively at work.

As well as enhancing self-efficacy, support from the supervisor and individuals in the organization more generally is also likely to foster refugee employees' resilience, as they learn how to deal with challenges that they face in the workplace from others who may have overcome similar challenges. For example, when faced with a setback at work, support from others at work, in the form of advice and encouragement, may assist refugee employees to put the setback behind them and persevere with the task at hand. Similarly, support from others at work will also lead refugee employees to try out different approaches to meeting their goals, i.e. the pathway generation characteristic of hope, and be more optimistic about their future in the organization (Luthans et al., 2008). In line with such reasoning, researchers have found that the presence of a supportive organizational environment is positively associated with employees' PsyCap (Luthans et al., 2008; Nigah et al., 2012). There are no studies, however, that have looked at the relative importance of different forms of workplace support (POS and PSS) in influencing refugee employees' psychological wellbeing.

In addition to organizational support and social support, we expect family support to enhance PsyCap. As with the other forms of support, the provision of emotional support and advice from family members is likely to make refugee employees feel more confident in their ability to deal with challenges at work, put setbacks behind them and develop different pathways to achieve their goals. In line with such assertions, prior work has highlighted a strong relationship between family support and PsyCap of postgraduate students at university (Nielsen et al., 2017).

As well as fostering a positive psychological state of development characterized by PsyCap and its constituent resources (self-efficacy, hope, optimism and resilience), we also argue that social support will enhance the psychological wellbeing of refugee employees through enhancing their PsyCap, as PsyCap resources assist individuals to function in a positive manner, and deal with the demands that they face at work. As Avey et al. (2010, p19) explained ‘the presence of [individuals’] positive beliefs and agentic intentions (Bandura, 2008), such as represented by their PsyCap, serve as cognitive resources and a reservoir from which they can draw to influence their wellbeing.’ In support of such a perspective, there is growing evidence of a strong relationship between PsyCap and employees’ psychological wellbeing (Avey et al., 2010; Baron et al., 2013; Culbertson et al., 2010; Luthans et al., 2013). For example, Baron et al. (2013) found that PsyCap enhances individuals’ psychological wellbeing through reducing their perceptions of stress at work.

In summary, consistent with COR theory, we propose that contextual resources in the form of support both at work and in the non-work domain will foster refugee employees’ psychological resources (PsyCap), and, in turn, lead them to experience higher levels of psychological wellbeing.

This leads us to the following hypotheses:

H4: Psychological capital mediates the relationship between POS and psychological wellbeing.

H5: Psychological capital mediates the relationship between PSS and psychological wellbeing.

H6: Psychological capital mediates the relationship between PFS and psychological wellbeing.

Methodology

Sample and Procedure

Data were collected from 190 refugee employees belonging to five ethnic groups (Iranian, Iraqi, Afghanistani (Hazari), Sri Lankan (Tamil) and Pakistani). All participants lived in metropolitan Melbourne, Australia, had work rights courtesy of citizenship, a permanent residence visa, resettlement visa or bridging visa and were in fulltime employment.

In order to assist us in the collection of data, research assistants were hired from each of the ethnic groups. These assistants were migrants themselves, fluent in English, had a university education and had strong connections in the refugee community. We decided to use research assistants from each ethnic group as we felt participants would be more willing to open up and share their experiences with someone from the same ethnic background who had experienced similar challenges on arriving in Australia. Given the difficulties in contacting refugees through formal channels (government agencies do not keep details on clients' refugee status), we used a snowball sampling approach to access participants via the research assistants' networks in their local community.

Data were collected in early 2015. Prior to data collection, professional translators translated our questionnaires from English into each of the languages (Persian, Arabic, Hazara, Tamil and Urdu) and back using the back-translation procedure proposed by Brislin (1993). Before the questionnaires were completed, the nature of the research was explained to the participants, and their consent obtained. Assurances were also given that their responses would be kept confidential.

This procedure provided a heterogenous set of organizations spanning (INSERT industry sectors and percentages). The participants had been working in their organizations for an average of 2.5 years, were just under 33 years of age, and had been living in Australia for 5.4 years on average. Most (85 percent) participants were male. This is not surprising given the low rate of female participation in the workforce amongst refugees from Islamic backgrounds, such as those represented in our sample.¹

¹ For evidence of low female participation rates among migrants, more generally, from Islamic countries see Inglehart and Norris (2009).

Measures

Perceived Organizational Support (POS)

In line with Shanock and Eisenberger (2006), participants rated the perceived support that they obtained from their organization using six items from the short form of the perceived organizational support scale (Eisenberger et al., 1986). Sample items included “Help is available from my organization when I have a problem”. The Cronbach’s Alpha for this scale was .91.

Perceived Supervisor Support (PSS)

Similarly, in line with Shanock and Eisenberger (2006) participants rated the perceived support that they obtained from their supervisor using the same six items used to assess POS, modified by replacing *organization* with *supervisor*. The Cronbach’s Alpha for this scale was .94.

Perceived Family Support

Perceived family support was measured using an adapted version of the 5-item spousal support scale developed by Aryee et al. (1999) where the word spouse was replaced with family members. Sample items included ‘my family members are very supportive of my participation in the work force’ and ‘if my job gets very demanding my family members usually take on extra household responsibilities’. The Cronbach’s Alpha for this scale was .91.

Psychological Wellbeing

Psychological wellbeing was measured using Diener et al.’s (1985) 5-item satisfaction with life scale. Sample items included ‘I am satisfied with my life’ and ‘In most ways my life is close to ideal.’ The Cronbach’s Alpha for this scale was .84.

Psychological Capital (PsyCap)

PsyCap was measured using the PCQ-12 short psychological capital measure. The short measure was developed from the original 24-item psychological capital measure, which was validated by Luthans,

Youssef, and Avolio (2007). Sample items included ‘I feel confident analyzing a long-term problem to find a solution’ (self-efficacy), ‘There are lots of ways around any problem’ (hope), ‘I usually take stressful things at work in my stride’ (resilience), and “I always look on the bright side of things regarding my job” (optimism). The Cronbach’s Alpha for this scale was .84.

Control Variables

We controlled for gender, age, organizational tenure and time working under supervisor. Whereas age, organizational tenure and time working under supervisor were measured as a continuous variable in years, gender was measured using a dummy variable (male=1).

Data Analysis

Our hypotheses were tested using ordinary least squares (OLS) regression, and the PROCESS Macro for SPSS (Hayes, 2013). Whereas OLS regression enables us to test the direct effects of social support on psychological wellbeing, the PROCESS Macro enables us to conduct bootstrapping tests for mediation to assess the indirect effects of social support on psychological wellbeing through the mediating mechanism of psychological capital. Prior to the analysis, all variables were z-standardized to reduce problems associated with multicollinearity (Tabachnick and Fidell, 2013). Evaluation of regression assumptions of normality, homoscedasticity, linearity, and the absence of multicollinearity were satisfactory.

Results

The means, standard deviations, and intercorrelations among the study variables are presented in Table 1.

[Table 1 here]

Construct Validity

Prior to testing the hypotheses, a confirmatory factor analysis (CFA) using LISREL 9.2 was conducted to examine the construct validity of study variables. The hypothesized five-factor model (POS, PSS, PFS, psychological capital and psychological wellbeing) yielded an acceptable fit to the data χ^2 ($df =$

517) = 1032.41, IFI = .87, CFI = .87, RMSEA = .07, SRMR = .07. The fit of alternative models presented in Table 2 were inferior to that of the hypothesized five-factor model, suggesting it fit the data best.

[Table 2 here]

Hypothesis Testing

To test Hypotheses 1 to 3 we conducted OLS regression analysis in SPSS 24. The results are presented in Table 3. In the first step of the regression (model 1), we entered the control variables. None of the control variables was positively related to psychological wellbeing. In the second step of the regression (model 2) we entered the variables measuring social support (POS, PSS and PFS). In line with hypotheses 1 and 3, there was a positive relationship between POS and psychological wellbeing ($\beta = .22, p < .05$), and between PFS and psychological wellbeing ($\beta = .35, p < .01$). However, no support was provided for hypothesis 2 as the relationship between PSS and psychological wellbeing was not significant ($\beta = .15, p > .05$). In the third step of the regression we entered the mediating variable PsyCap (model 3). As expected this variable was positively related to psychological wellbeing. After entering PsyCap into the regression the relationship between POS and psychological wellbeing was no longer significant ($\beta = .11, p > .05$), which suggests that PsyCap fully mediates this relationship. Although the relationship between PFS and psychological wellbeing was still significant ($\beta = .22, p < .01$), it was less significant than when PsyCap was not included, which suggests that PsyCap partially mediates this relationship.

[Table 3 here]

In order to provide more robust evidence in favor of mediation, in line with the recommendations of Preacher and Hayes (2008), we used Model 4 of the PROCESS macro in SPSS (Hayes, 2013). This allows us to examine the significance of indirect effects using the bias-corrected bootstrapping procedure. The results of bootstrapping analysis are presented in Table 4. First, in line with hypothesis 4, we examined whether PsyCap mediated the relationship between POS and psychological wellbeing.

As can be seen in Table 4, controlling for PSS, PFS and demographic variables, a bias-corrected bootstrap of 1000 resamples revealed that the indirect effect of POS on psychological wellbeing through PsyCap was .12 (95% CI = .02 to .26). As zero is not contained in the 95% confidence interval for the indirect effect, Hypothesis 4 was supported. We then tested whether PsyCap fully or partially mediated the relationship between POS and psychological wellbeing, by examining whether the direct effect of POS on psychological wellbeing was statistically significant once the mediator PsyCap was included. The direct effect of POS on psychological wellbeing was not statistically significant when PsyCap was included ($\beta = .10, p > .05$), supporting an inference of full mediation. Second, in line with hypothesis 5 we examined whether PsyCap mediated the relationship between PSS and psychological wellbeing. As can be seen in Table 4, controlling for POS, PFS and demographic variables, a bias-corrected bootstrap of 1000 resamples revealed that the indirect effect of PSS on psychological wellbeing through PsyCap was .04 (95% CI = -.08 to .14). As zero is contained in the 95% confidence interval for the indirect effect, Hypothesis 5 was not supported. Finally, in line with hypothesis 6 we also examined whether PsyCap mediated the relationship between PFS and psychological wellbeing. As can be seen in Table 4, controlling for POS, PSS and demographic variables, a bias-corrected bootstrap of 1000 resamples revealed that the indirect effect of PFS on psychological wellbeing through PsyCap was .13 (95% CI = .06 to .24). As zero is not contained in the 95% confidence interval for the indirect effect, hypothesis 6 was supported. We then tested whether PsyCap fully or partially mediated the relationship between PFS and psychological wellbeing, by examining whether the direct effect of PFS on psychological wellbeing was statistically significant once the mediator PsyCap was included. The direct effect of PFS on psychological wellbeing was statistically significant when PsyCap was included ($\beta = .21, p < .01$), supporting an inference of partial mediation.

[Table 4 here]

Discussion

While PFS and POS were positively related to refugee employees' psychological wellbeing, the relationship between PSS and psychological wellbeing was insignificant. In addition, we found that while PsyCap fully mediated the relationship between POS and PsyCap, it only partially mediated the relationship between PFS and psychological wellbeing.

Our findings highlight important drivers of the relationship between social support and wellbeing. Specifically, two forms of support, namely that from the organization and that from the family unit, act to fortify wellbeing through their effects on PsyCap. This mediated relationship is consistent with the COR notion of a 'gain spiral' (Hobfoll, 2002), in that contextual resources in the form of organizational support influence personal resources in the form of PsyCap, which together then serve as a reservoir that feeds wellbeing (Avey et al., 2010). The positive effects of these forms of support on PsyCap is consistent with prior research that has found contextual resources such as a supportive organizational climate are influential over the development of personal psychological resources (Au et al., 2009; Karademas 2006).

Given that PsyCap subsumes four distinct psychological phenomena, organizational support and family support likely influence PsyCap through multiple processes. For example, organization-led human resource development initiatives, such as employee mentoring are likely to foster the self-efficacy component of PsyCap via modeling processes (see Bandura, 1997). Organization-led training programs that provide high-level training in solving typical workplace problems may also foster resilience by equipping employees with strategies to manage the challenges that they will routinely face in the workplace. Such training could equip employees with the capacity to experiment with different problem-solving techniques, hence giving them hope for eventual success and optimism about their likelihood of success.

Alongside our hypothesis that organizational support would impact wellbeing through its effect on PsyCap, we also expected that a more nuanced form of workplace support, that from the direct supervisor, would act similarly on wellbeing. In particular, we expected that supervisors would be salient role models, due to their proximate relationship with employees. However, contrary to our expectation, supervisor support did not have a significant effect on wellbeing among this refugee

sample. The absence of a significant relationship between supervisor support and wellbeing in this sample might be explained by the nature of the work typically undertaken by refugees. As Willott and Stevenson (2013) reported in the UK context – which mirrors the Australian situation – due to various structural barriers, most refugees, including those with formal professional qualifications, end up in semi-skilled blue-collar occupations in their host country. In such work contexts, supervisors tend to have a more direct line managerial role, rather than a role that encompasses a broader developmental focus. As such, refugees are perhaps more accustomed to direct supervisors who have little or no scope to provide support over and above simple managerial direction.

In work contexts, where supervisors are potentially oriented towards managerial responsibilities, an important question for future research is how important are other stakeholders in providing social support? Social support in the form of co-worker interactions and friendship may be a potent social resource encouraging not just individual but also collective PsyCap. These interactions may build camaraderie, aid in sense making about resident country practices affording social ties to share valuable tacit work and non-work knowledge. We recommend the inclusion of this construct in future research. An even more fine-grained analysis of co-worker support that is within and cross-cultural further helps understand questions of integration and how this build both PsyCap and well-being. Ties and sources of social support to co-workers that are cross-cultural to other refugee groups and resident population co-workers are particularly significant. Fostering these ties and support is likely to enhance broader life satisfaction and well-being that assists integrating refugees fostering relationships that under-pin harmonious multi-cultural societies.

While organizational support is likely to be instrumental and/or designed to build capabilities, family support is more likely to provide both material and emotional support. Indeed, it may be that in the current context, family support to some extent compensates for the absence of a significant supervisor support mechanism. The provision of support from family members is also likely to impact PsyCap through multiple channels. For example, support from the family unit conceivably frees up time and emotional resources to focus on work and to develop workplace capabilities, which in turn engender confidence in the ability to deal with challenges at work, move beyond setbacks and develop different

pathways to goal achievement. Family support may include encouragement, self-esteem enhancements and reiterate the value of sacrifices made in one's employment. Our measure of family support included both tangible support in the form of family assisting when workload demands were high as well as emotional support. Future research may be valuable to distinguish this. From an organizational perspective, family friendly policies may include greater flexibility (e.g. dependent carers leave or assistance), enhanced accessibility of work to a larger percentage of workforce (e.g. transport assistance, childcare arrangement) or recruitment practices that enable hiring of ethnic groups and families, as well as diversity supporting practices that recognize different faiths and the religious commitments of diverse faith employees. Organizations especially professions or regions that struggle to recruit and retain employees these approaches may be particularly useful approaches to attract a broader refugee workforce whilst enhancing their PsyCap and well-being.

Our results have implications not only for organizations that employ refugees, but also for the many governmental agencies and NGOs that support the integration of refugees into host country workplaces. First, our results suggest that mentoring and training programs designed to build workplace capabilities are likely not only to have direct effects on skill development but are also likely to have broader influence on refugee wellbeing through their fortifying influence on PsyCap. Second, to the extent that wellbeing and workplace performance are strongly related (Erdogan et al., 2012), our results imply that micro-interventions (e.g. Luthans et al. 2006) and online interventions (eg. Luthans, Avey, and Paterra 2008) to develop PsyCap beyond such programs are likely to be a good return on investment.

Limitations and Suggestions for Future Research

The present study has some limitations that may be addressed in future research. First, its use of a cross-sectional design meant that we were unable to establish a causal relationship between the sources of social support and psychological wellbeing. As such, we cannot rule out the possibility that those who have higher levels of psychological wellbeing are likely to have more positive perceptions of social

support from others in their network. Future work should encompass a longitudinal design to deal with this problem, and collect data on the independent, mediating and dependent variables at three separate points in time.

Second, our study did not control for alternative explanatory mechanisms of the social support/psychological wellbeing relationship. In future work, researchers might test the relative explanatory power of alternative mediators such as job satisfaction and organizational commitment that have been the subject of previous work (Panaccio and Vandenberghe, 2009).

Finally, our study did not examine the boundary conditions of the relationship between social support and psychological wellbeing. Future research may examine the influence of refugees' personality traits and other individual differences on this relationship. For example, we might expect social support to be less important for individuals who are more extraverted and are more individualistic in nature, as such individuals are typically less reliant on others than individuals who are more introverted and collectivistic in nature.

Conclusion

The present study examined the relationships between refugee employees' access to three distinct sources of social support in the work and non-work domains and their psychological wellbeing, and examined the mediating effects of PsyCap on these relationships. While PFS and POS were found to be positively related to refugee employees' psychological wellbeing, the relationship between PSS and psychological wellbeing was not significant. In addition, we found that while PsyCap fully mediated the relationship between POS and PsyCap, it only partially mediated the relationship between PFS and psychological wellbeing.

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Table 1: Means, Standard Deviations, and Correlations among the Study Variables.

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8
1 Gender	.85	.36								
2 Age	32.95	8.89	.07							
3 Organizational tenure	2.51	2.04	.09	.29**						
4 Time working under supervisor	1.82	1.38	.00	.22**	.65**					
5 POS	3.72	.86	.14	.06	.00	.01				
6 PSS	3.84	.87	.15*	.14	.02	.01	.76**			
7 PFS	4.27	.77	.16*	.26**	.13	.10	.37**	.44**		
8 PsyCap	4.05	.54	.22**	.07	.04	-.03	.54**	.52**	.51**	
9 Psychological wellbeing	3.71	.83	.14	.00	.16	.14	.43**	.44**	.47**	.57**

* $p < .05$, ** $p < .01$.

Table 2: Results of Confirmatory Factor Analysis

Model	X²	Df	IFI	CFI	RMSEA	SRMR
Hypothesized five-factor model	1032.41	517	.87	.87	.07	.07
Five factor model: POS and PSS combined into one factor	1217.51	521	.83	.83	.08	.07
Five factor model- PsyCap and LS combined into one factor	1193.72	521	.84	.83	.08	.07
One-factor model	2271.68	527	.57	.57	.13	.12

IFI is the incremental fit index; CFI, the comparative fit index; RMSEA, the root-mean-square error of approximation; and SRMR, the standardized root mean square residual.

Table 3: Results of Regression Analysis

	Model 1	Model 2	Model 3
	Psychological wellbeing	Psychological wellbeing	Psychological wellbeing
Gender	.10	.02	-.02
Age	-.07	-.17*	-.16*
Organizational tenure	.12	.12	.09
Time working under supervisor	.08	.06	.10
POS		.22*	.11
PSS		.15	.11
PFS		.35**	.22**
PsyCap			.37**
R ²	.04	.36	.44

Note. Standardized regression coefficients reported.

* $p < .05$, ** $p < .01$.

Table 4: Bootstrapping Results for the Indirect Effects

	Boot indirect effect	Boot SE	LL 95% CI	UL 95% CI
POS → PsyCap → Psychological wellbeing	.12**	.06	.02	.26
PSS → PsyCap → Psychological wellbeing	.04	.05	-.08	.14
PFS → PsyCap → Psychological wellbeing	.13**	.04	.06	.24

Note. * $p < .05$, ** $p < .01$