

**THE IMPACT OF POSITIVE ORGANIZATIONAL BEHAVIORS
ON PERFORMANCE OF ENTERPRISE KNOWLEDGEABLE
EMPLOYEES OF BEIJING CHINA**



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EMPLOYEES OF BEIJING CHINA

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ABSTRACT

Title of Dissertation	THE IMPACT OF POSITIVE ORGANIZATIONAL BEHAVIORS ON PERFORMANCE OF ENTERPRISE KNOWLEDGEABLE EMPLOYEES OF BEIJING CHINA
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At present, with the promotion enterprise's talent competition consciousness, human resource management has become the important content of enterprise management. Reasonable and effective human resource management plays an important role in improving the overall performance of the organization. Therefore, how to improve the efficiency of human resource management has become a common concern of scholars and entrepreneurs. The purpose of this study: first, in order to study the positive organizational behavior and performance characteristics. Second, to study the correlation between the psychological capital of enterprise knowledgeable employees and job performance. Third, in order to study the influence of positive organizational behavior on the psychological capital of knowledgeable employees. Fourth, to study the correlation between social capital and job performance of knowledge-based employees.

This paper mainly adopts the combination of qualitative and quantitative research methods, such as literature research, semi-structured interview, grounded theory data coding technology and questionnaire survey. The main methods of data statistics are exploratory factor analysis and correlation analysis model test. The core contents and important conclusions of the paper are mainly reflected in the following aspects:

First, the behavioral characteristics of positive organizations have a positive impact on the psychological capital of knowledgeable employees. The psychological capital level of knowledgeable employees should be improved if they create higher job performance level. The organization should provide the necessary help to the knowledgeable employees when they encounter difficulties.

Second, the knowledgeable employees' psychological capital is directly related to job performance. Psychological capital management and intervention for knowledgeable

employees will become an effective way for organizations to survive and develop in the future. Both the organization and individual employees should consciously acquire, maintain and improve it.

Thirdly, the social capital of knowledgeable employee is directly related to job performance. Nowadays, both psychological capital and social capital of human resources are of great importance to organizations. However, no matter what kind of capital, only reasonable management of knowledgeable employees, as well as the cultivation and attention of their psychological capital and social capital, can make the job performance of organizations or enterprises flourish.

Finally, on the basis of theoretical and empirical analysis, it is proposed that in the future should focus on enterprise management practice and deepen the concept of knowledgeable employees' job performance, development of psychological capital and social capital of the knowledgeable employees, cohesion strength between staff, realize win-win of employees' performance and enterprise development.

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Protracted Ph D thesis is finally completed, and the many years of stressful PhD study is coming to an end. However, the end of this phase also heralded the beginning of the path of academic research in my life trajectory.

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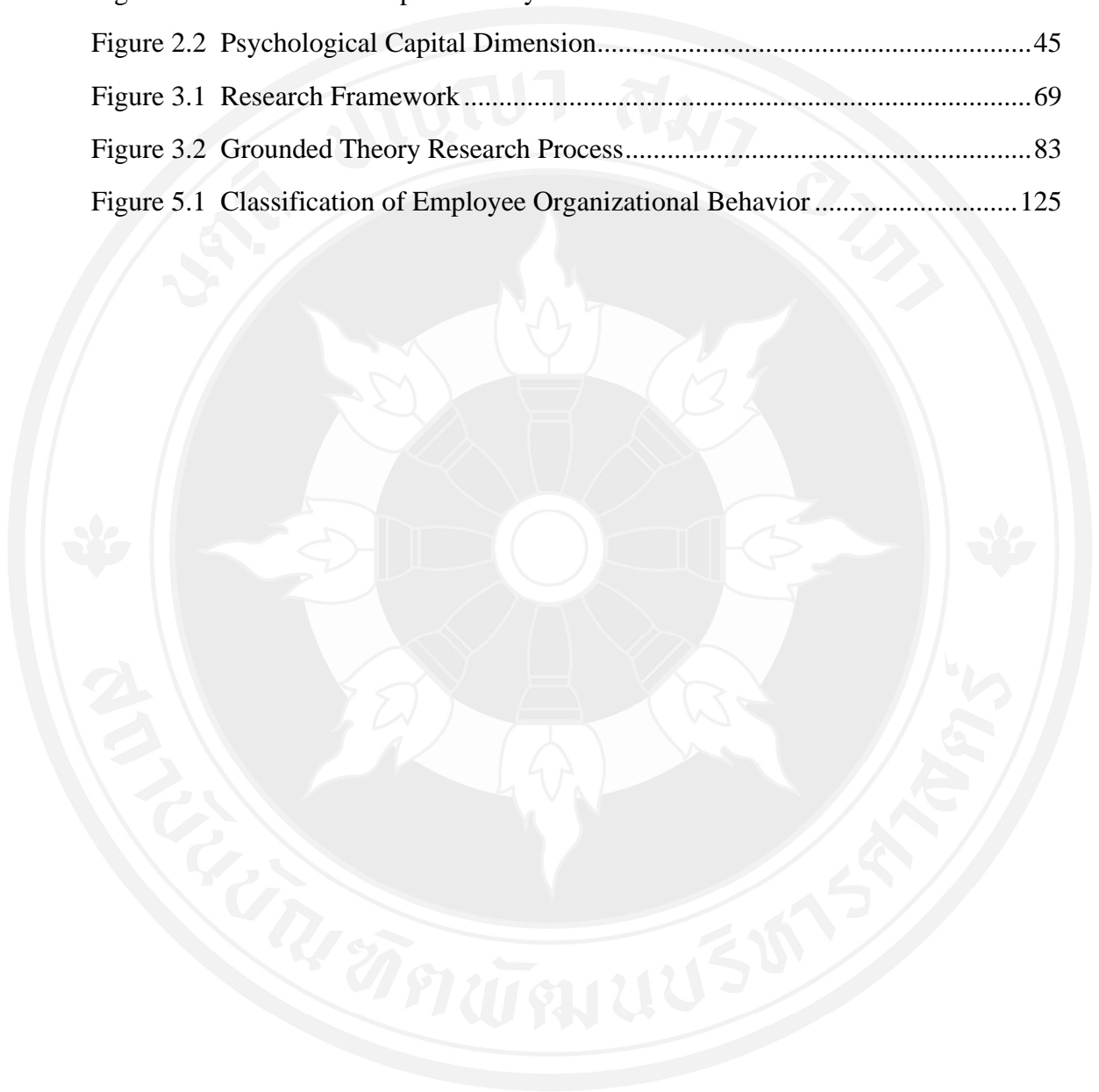
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CHAPTER 1

INTRODUCTION

1.1 The Research Background and Significance

1.1.1 Research Backgrounds

With the increasing competition among modern enterprises, the organizational structure of enterprises is also adjusting to adapt to the development of The Times. However, no organizational structure can be perfect, and it will be difficult to achieve organizational goals only by the behavior within each employee's role as defined by the organization. This requires employees in the organization to give full play to their subjective initiative and the spirit of cooperation, to do more behaviors beneficial to the organization, so as to help the organization make up for various defects and promote the improvement of organizational performance. In other words, the organization encourages employees through various methods and enhances their enthusiasm, so as to encourage employees to voluntarily do more behaviors beneficial to the organization (i.e. positive organizational behaviors), which has become an important source of cultivating sustainable competitive advantages of the enterprise, and is crucial to the survival of the enterprise. Therefore, how to effectively improve the performance of employees and improve the performance of the enterprise has increasingly become the enterprise management to think hard and urgently solve the problem. The theoretical and applied research on employees' job performance and its influencing factors has always been the focus of business management researchers. In recent years, in the field of organizational behavior and human resource management, the research on the relationship between positive organizational behavior and job performance is a hot topic in the field of job performance.

In the theoretical field, since the early 1980s, the relationship between enterprises and employees has increasingly become one of the hot spots concerned by scholars (H. Chen & Wang, 2011). In this period, the research on the relationship between enterprises and employees mainly starts from the perspective of individuals

and carries out positive discussions on such concepts as perceived organizational support, organizational commitment, job satisfaction, job involvement and psychological capital. In recent years, the two variables of perceived organizational support and job involvement have been mentioned in the research fields of organizational equity, social exchange in organizations and individual response patterns. Then, how to integrate the concepts such as perceived organizational support, job involvement and job performance into a unified analytical framework to enrich the cross-study of relevant theories, so as to describe the relationship between enterprises and employees more clearly, has gradually aroused the interest of scholars

However, previous studies did not in-depth analysis and interpretation of organizational support on organizational citizenship behavior mechanism. Generally, the important role of psychological factors in explaining individual behaviors in complex organizational environment is ignored, especially the important effect of positive psychological factors. However, there is a sense of "losing control" when faced with the opportunities, resources and flexibility that knowledgeable employee need to grow, learn and develop sustainably. This leads to a decline in job involvement, health and well-being of knowledgeable employee, which leads to a decline in organizational performance and morale. Psychological capital, as a concentrated embodiment of positive psychological factors of employees, provides a new perspective for us to explore the influence mechanism of positive organizational behavior on employee behavior. When they feel the support from the organization, knowledgeable employees will be more confident and fuller of hope, thus showing more behaviors beneficial to the organization. In other words, employees' organizational citizenship behaviors will be improved, and employees will take the initiative to use their potential to efficiently complete the performance tasks of the organization. Therefore, the practice of enterprise human resource management needs to change the negative emotion, job burnout and psychological factors of knowledgeable employees. Seek a positive guidance and the support of the innovation ability and the knowledgeable employees' positive psychological forces into the optimization of human resource management system. Through the factors related to the specific environment, which can be accumulated, renewable and hard to be imitated, human resources can be transformed into effective capital to obtain

sustainable competitive advantages. The promotion of psychological capital can promote the strong need of knowledgeable employees to realize their self-value, help them to deal with the uncertainty of their work and problems and risks in work, and promote their potential to play. Therefore, it is necessary for both organizational management and human resource management to study the potential psychological driving mechanism that can affect the performance of knowledgeable employee (Ivancevich & Matteson, 1990). but for this research, there are relatively few academic studies in China

Thus, it can be seen that the psychological capital of enterprise employees has become a bottleneck to restrain the growth of enterprise performance. Based on the above background, this paper will take the theory of positive organizational behavior and psychological capital as the basis for the study of knowledgeable employees and provide new ideas for the improvement of individual work behavior and enterprise performance. This paper attempts to integrate positive organizational behavior (perceived organizational support), psychological capital and employee performance into the same research framework, so as to clarify the relationship among the three, and explore the influence and incentive mechanism of employee organizational citizenship behavior, as well as the role of psychological capital in this process. Key performance indicators (kpis) are used to extract a number of key indicator systems that best represent organizational behavior and psychological capital performance. Finally, the balanced scorecard (BSC) is used to make a unique performance appraisal mode. The BSC and KPI are combined and applied to build a new performance appraisal model and improve the company's performance appraisal system. This paper has a strong sense of The Times and a high practical value for enterprises, which will be of great significance for management practice and related theoretical research (Steers, 1984).

1.1.2 Research Significance

1.1.2.1 Theoretical Significance

This study enriches and further develops the behavioral theory of Perceived Organizational Support, psychological capital theory and job performance theory, which has certain theoretical significance.

Positive organizational behavior was born with the rise of positive psychology and has been developing ever since. Some scholars pay more attention to it and explore and expand its theoretical system. The research on positive organizational behavior is also in the ascendant, but the theoretical system of positive organizational behavior is still very incomplete, that is, there is a great need to improve and enrich the space. This paper combines the theory of perceived organizational support, the theory of psychological capital and the theory of job performance to explore the mechanism of the influence of perceived organizational support on knowledgeable employees. Moreover, the introduction of psychological capital, an intermediary variable, is also a supplement to the theoretical research on perceived organizational support. At the same time, taking knowledgeable employees as the object of study, we pay attention to the influence mechanism of their job performance, so as to expect that the research results can be beneficial to explore the development and management of human resources in Chinese enterprises, as well as the ways to improve employees' job performance. This will improve the enterprise's own operating efficiency and organizational performance has a certain practical application and reference value. Finally, organizational behavior is taken as the outcome variable of psychological capital to expand the scope of psychological capital. This will pave the way for future research.

1.1.2.2 Practical Significance

The research of "employee-organization" relationship is not only to build models, but also to provide guidance for management practice. In today's society, the competition among enterprises, especially the competition for talents, is increasingly intensified, and the research in this paper is helpful for enterprise managers to better understand the relationship between employees and organizations (Vaiman, Scullion, & Collings, 2012). With the deepening of knowledge economy, it has become an important source for enterprises to obtain their own sustainable competitive advantages by encouraging employees to exhibit more organizational behaviors to promote the improvement of organizational performance. Through the empirical analysis of the influence of Perceived Organizational Support and psychological capital on job performance, the paper clarifies the influence of organizational support on job performance and the mediating effect of psychological capital.

This study is helpful for enterprises to better understand the influence of organizational support behavior on the psychological capital and job performance of knowledgeable employees. Increasing the intensity of organizational support behavior is conducive to the positive work attitude and behavior of employees, so that the psychological protection of employees, thus affecting the performance of employees and the realization of organizational goals. Therefore, this research result is conducive to promoting enterprises to increase the sense of support for employees. On this basis, the balanced scorecard (BSC) and KPI (Martin, Price, & Mueller, 1981) are comprehensively used to build a new performance appraisal model for the human resources department of the enterprise, so as to further clarify and improve the performance appraisal indicators of the enterprise, providing theoretical guidance for the enterprise to strengthen organizational management, improve the efficiency of human resources management, improve organizational performance and obtain sustainable competitive advantages (Owens, 1995).

Therefore, in this paper the research not only further enrich the relevant research of organizational behavior theory and psychological capital theory, but also could help Chinese enterprises to achieve positive incentive for employees, retain talents, improve corporate performance, and point out a new direction for the implementation of scientific and effective human resource management, which has important practical significance.

1.2 Research Objective

- 1) In order to study positive organizational behavior and the characteristics of job performance;
- 2) In order to study the correlation between psychological capital and job performance of knowledgeable employees in enterprises;
- 3) In order to study the influence of positive organizational behavior on the psychological capital of knowledgeable employees;
- 4) In order to study the correlation between social capital and job performance of knowledgeable employees in enterprises;

1.3 Research Scope

1.3.1 The Content Ranges

This research includes positive organizational behavior, psychological capital, social capital, job performance and key performance indicators (KPI).

1.3.2 The Research Area

This paper focuses on Beijing, China.

1.3.3 The Time Ranges

The data collected in this study were samples of Chinese enterprise organizations from 2015 to 2018.

1.4 Expected Results of the Study

- 1) Defining positive organizational behavior and the characteristics and contents of job performance.
- 2) To clarify the relationship between the psychological capital of enterprise knowledgeable employees and job performance.
- 3) To clarify the impact of positive organizational behavior on the psychological capital of knowledgeable employees.
- 4) Applying the research results to develop a new assessment model to improve the performance of knowledgeable employees.
- 5) Clarify the working principle of knowledgeable employees and social capital.

1.5 Keywords Explanation

Organizational behavior: a social psychologist Eisenberger think so-called perceived organizational support, is refers to the employees about their contribution to an organization and concerned about the interests of a general perception and belief. In a nutshell, is what employees feel support from organizations. This concept has

two core elements: first, employees' perception of whether the organization values their contributions; The second is employee's perceptions of the organization is focused on its benefits. When employees have a positive cognitive experience of organizational support, they also have a positive view and belief in the organization itself.

Psychological capital: psychological capital, referred to as PCA, refers to an individual's positive psychological state in the process of growth and development. It is a core psychological element beyond human capital and social capital and a psychological resource to promote personal growth and performance improvement.

With the increasing speed of enterprise competition pressure and change, more and more enterprise managers have realized that employees generally have work pressure and ideological burden. They pay more attention to their own growth and progress while focusing on compensation and benefits. They can accept the reality of heavy work and lower pay, but urgently need psychological comfort. Therefore, many enterprise managers emphasize to create a positive, healthy and sunny psychological environment among employees, instead of waiting for employees to solve psychological problems. Thus, derived the employee psychological capital management this proposition.

Social capital: social capital refers to the connections between individuals or groups -- social networks, reciprocal norms, and the resulting trust. It is the resources brought to people by their position in the social structure. Although the social capital is social scientists first proposed a concept, but the academic circles have not yet formed a unified concept. Different scholars have made different definitions of the concept of social capital from the perspective of their own research, mainly forming three research levels: micro, medium and macro.

Job performance: a specific description of the expectations placed on employees and of a continuous goal-oriented program designed to improve employee performance. Goal setting is an effective strategy to improve job performance. It can make job responsibilities clearer and point employees in the direction of their efforts. There are four main factors that affect job performance, namely, encourage, skills, environment and opportunities of employees. The first two are subjective factors of employees themselves, while the second two are objective factors.

CHAPTER 2

LITERATURE REVIEW

In the first chapter, the purpose, significance and research scope of this study are introduced, and the related concepts of organizational behavior, social capital, psychological capital and job performance are systematically introduced, and the background is sorted out. This chapter will search the research database, consult the relevant research literature of various countries, systematically sort out the relevant studies on positive organizational behavior, psychological capital, social capital and job performance, sort out the development context, and make a logical deduction based on this, finally get the theoretical model diagram of this paper.

2.1 Human Capital Theory

Since the 1960s, the theory of human capital has successfully extended the concept of capital from material to human body (Blaug, 1976). Human capital refers to the sum of individual's ability, physique, psychology and other quality factors to acquire knowledge and skills with economic value through acquired efforts, which has great value to the organization. These elements should be required for the operation of the organization and must be consistent with the strategic objectives of the organization. The organization should treat human capital as investment in machines, that is, the cost of training, incentive, promotion and retention of employees should be regarded as investment in human capital within the organization, so that physical capital investment and human capital investment together constitute the capital investment of the organization (Schultz, 1961). According to the value of the two ways to bring the comprehensive prediction, the organization will make a comparison between external recruitment and internal training, in order to realize the strategic decision about human capital development.

Human capital theory emphasizes the improvement of work productivity through investment in employees, which provides a basic approach to understand the impact of human resource management on performance. Based on the human capital theory, human capital is regarded as the variable of human resource management and performance, and the human resource management practice of an enterprise can improve the knowledge and skills possessed by employees, thus improving the human capital content of the organization (Youndt & Snell, 2004). When the human capital contained in employees can produce value to the product sales, it becomes the source of the enterprise to obtain the competitive advantage.

2.1.1 The Meaning of Knowledgeable Employees

In the 1950s, Peter F. Drucker (The Master of Modern Management) put forward in his book *Landmarks of Tomorrow* that knowledgeable employees are those who master and use symbols or concepts to work with knowledge or information. They can make full use of modern scientific and technological knowledge to improve work efficiency and have strong ability to learn and innovate knowledge (Greenwood, 1981). This paper will systematically elaborate scholars' understanding of knowledgeable employees.

2.1.1.1 The Main Views of International Experts and Scholars.

The concept of knowledgeable employees was first put forward by the American management scholar Peter F. Drucker. It mainly refers to "those who master and use symbols and concepts to work with knowledge or information". "what they produce is not material products, but knowledge and ideas". Francis hereby, a famous consultant in Canada, believes that "knowledgeable employees mean that the value created by their wisdom is higher than that created by their hands" (Kakabadse, Kakabadse, & Kouzmin, 2003). The main difference between knowledgeable employees and non-knowledgeable employees is that knowledgeable employees can realize value through their intelligence (Blackler, 1995). Some Chinese scholars have classified knowledgeable employees from the perspective of occupation and education level and put forward a broad and narrow distinction in the definition of knowledgeable employees. Generalized knowledgeable employees is corresponding to the concept of manual workers, it refers to employees who mainly mental work of

enterprises and institutions. Narrow sense refers to the knowledgeable employees have higher educational level, information collection, information processing and information processing, labor process and labor results have certain creative staff. According to this understanding, general transactional mental workers, because they mainly engage in some simple repetitive mental work, will not be classified as knowledgeable employees. There are also many problems in judging knowledgeable employees only by their occupation and level of education.

There is also a relatively narrow sense of knowledgeable employees refers to the staff with a higher degree of education (college degree or above), mainly including all kinds of management personnel, professional technical personnel and sales personnel. Although this understanding is more convenient to operate. However, due to some historical reasons, some managers, technicians and sales personnel (especially those over the age of 45) do not have a college degree or above. Therefore, they cannot be deemed not to be knowledgeable employees. In order to grasp the general situation and law of knowledgeable employees' perceived organizational support, this study adopts a relatively narrow definition of knowledgeable employees.

2.1.1.2 The Main Views of Chinese Experts and Scholars.

Chinese scholars Xing-Cheng Wang and others in his book "knowledge economy" is put forward, knowledgeable employees have higher human capital stock, they not only have the knowledge reserves, also can work by combining with the knowledge innovation. They are engaged in the production, the innovation, the development and application of knowledge work and innovative contributions for the enterprise knowledge capital appreciation. In the study, Wang-Jun Zhang and Jian-Feng Peng believed that knowledgeable employees mainly focus on enterprises engaged in marketing, legal affairs, product development, finance, management consulting and other fields. Ti-Qin Zhang pointed out that knowledge employees refer to those who bring added value to the enterprise through their own creativity, analysis, judgment, synthesis and design, rather than through manual labor or repetitive labor. Zhen-lei Shi believes that knowledgeable employees increase the value of products with intelligence and knowledge, instead of using the body to produce or promote products, or create knowledge, the application of knowledge of enterprise employees. Innovation is generated on the basis of knowledge, but

knowledge is not the same as innovation, innovation is the measure of knowledgeable employees. Jie Yang, Wen-Quan ling and Li-Luo Fang proposed that knowledgeable employees are those engaged in knowledge work, which represents higher degree of specialization, faster innovation rate, higher educational level and better quality (杨杰, 方俐洛, & 凌文铨, 2000).

Although there are different expressions on the definition of knowledgeable employee, it is not difficult to find through analysis that the core elements of these definitions are consistent, that is, knowledgeable employee refers to the person who can use wisdom and knowledge to carry out innovative work and bring added value to the enterprise. Therefore, based on the research results of Ti-Qin Zhang, this paper defines knowledgeable employees as employees who bring added value to the enterprise through their own creativity, analysis, judgment, synthesis and design, instead of manual labor or repetitive labor. Different scholars have different research perspectives on knowledgeable employees, but the essence is the same. Knowledgeable employees have common characteristics: they have high professional quality; Contempt for authority and self-management; Strong learning ability and innovation ability; Unique personality, strong self-actualization needs; Clear goal, strong achievement incentive; High staff turnover, low loyalty. In terms of work, their work process is difficult to monitor and measure; Strong job autonomy; Work results are difficult to identify; The way we work is constantly changing. At present, most researches on knowledgeable employees focus on the analysis of management and incentive mode of knowledgeable employees, but lack of researches on innovation behavior of knowledgeable employees. Representative Chinese and foreign scholars have systematically sorted out and summarized the definition of knowledgeable employees (see table 2.1).

Table 2.1 Chinese and Foreign Scholars List the Definitions of Knowledgeable Employees

Scholars (Time)	Definition of Knowledgeable Employees
Davis (1991)	It is mainly people who use their own and external knowledge to produce the output characterized by information.
Thomas, H.Davenport (1996)	An employee who creates knowledge or uses it profitably at work.
Woodruffe (1999)	A person who possesses knowledge and applies it to creative work.
Frances, Horibe (2000)	People who use their brains more than their hands to create wealth. They bring added value to products through their own creativity, analysis, judgment, synthesis and design.
Pepitone (2002)	It should be combined with job autonomy.
Xing-Cheng Wang, Ji-Chuan	Knowledgeable employees, also known as
Lu and Yao-Zong Xu (1999)	"knowledgeable employees", refer to the activities of producing, creating, expanding and applying knowledge. A person who brings knowledge capital appreciation to an enterprise or organization and takes it as a career.
Zhen-Lei Shi (2003)	It is "the workers who use wisdom and knowledge to increase the added value of products, instead of using limbs to produce or sell products" or "the employees who create and use knowledge".
Jie Yang, Wen-Chun Ling, Li-Luo Fang (2004)	A person who "does knowledge work," which can be summarized as higher specialization, faster innovation, higher entry level education, and higher quality.

Source: Researcher

According to the references in this paper, combining the characteristics of knowledgeable employees, they can be divided into two categories: first, grassroots, middle and senior managers in enterprises; The second type of knowledgeable employees are those who possess knowledge and the ability to learn knowledge, and use the integration, application and innovation of knowledge and technology in their work to create value for the organization.

2.1.2 The Characteristics of the Knowledgeable Employees

As a special group that master's information and knowledge and creates wealth and value by integrating and applying them, knowledgeable employees have different characteristics from non-knowledgeable employees. Their characteristics can be summarized in a word as follows: pursuit of independence, independence of personality, diversity of needs and courage to innovate. They pay more attention to the "internal reward" of work and the embodiment of their own value (Huang, 2011).

Characteristics of knowledgeable employees

1) Strong independent consciousness

Every knowledgeable employee has the inherent requirement of independence. The stronger the working ability of the individual, the more likely they want in a job to have high autonomy. Because of the standardization, systematization and scientization of the education, as well as the knowledge and skills accumulated in the training and practice, knowledgeable employees often show their ability and desire to take charge of their own tasks.

2) Confidence in self-worth

The self-value that knowledgeable employees can realize stems from the current complex and intense enterprise competition environment and the high quality and efficient production demand, and the contradiction between the lack and scarcity of corresponding knowledge and professional technology. This phenomenon can be analyzed from the perspective of human capital investment. Knowledgeable employees have paid a high cost in the process of knowledge and technology accumulation, including time, money and energy. As a result, they have correspondingly high expectations of the benefits or rewards of their knowledge and skills.

3) Strong demand for knowledge

Knowledgeable employees named by its power of knowledge, its characteristic and value is that they are the carrier of knowledge and skills. Only by constantly learning and updating knowledge can they maintain their own characteristics and advantages, and ensure that their self-worth is worthy of the name and continuous existence. Today's society is an increasingly updated society with rapid development of science and technology. If knowledgeable employees follow the old ways and are satisfied with the current situation, they cannot consolidate and update the existing knowledge system and master the cutting-edge technologies in professional fields. In such a long run, they will not be able to adapt to the development needs of the enterprise and the increasing job demand (Greene & Myerson, 2011).

In this paper, knowledgeable employees are taken as a prerequisite and background to study the organizational behavior of knowledgeable employees in organizations. Therefore, the research method is not to make a direct comparison between knowledgeable employees and non-knowledgeable employees, so as to study the special problems applicable only to knowledgeable employees but not to non-knowledgeable employees.

2.2 Theory of Positive Organizational Behavior

2.2.1 Definition and Development of Positive Organizational Behavior

1) Theoretical development of positive organizational behavior

Organizations are important sources of material and social emotional support for employees. This has been recognized by researchers for more than a hundred years. At the beginning of the 20th century, the research on organization mainly discussed the material and benefit support of employers to employees (Taylor, 1911). However, Hawthorne's research in the 1930s showed that organization was also an important source of employees' social emotions (Dickson, 1939). Employees tend to be more productive and have a better attitude toward work when the organization gives them signals of support, such as work awareness, vacation time and flexible working hours.

Mayo extends Hawthorne's work by suggesting that organizations provide social emotional support to employees to help them cope with some social changes. Such as the large-scale industrialization that took place in the 1940s. This is because individuals who are used to living in small towns and villages and doing simple, special tasks and transactions quickly lose the self-esteem and identity that used to come from work when they move to big cities. To address this loss of identity, employees increasingly turn to the organization and its surrounding colleagues for support, self-esteem, and identity (Lewis, Mayo, & Hulse, 1945).

In the 1960s, organizational support became very important when society changed or the geographical location where employees lived changed. This is because when people move away from their friends and family, they lose a valuable source of support and respect (Eisenberger, Huntington, Hutchison, & Sowa, 1986). At this point, they want compensation from the organization in terms of support and respect. In this regard, Levinson established the relevant theory that employees will personify the organization that employs them and assign organizational personality characteristics, so that the behavior of those who can represent the organization may be considered as the intention of the organization. The reason for this is that: (1) the organization is legally, financially and ethically responsible for the actions of its agents; (2) the organization of the precedent, traditional, policy and ethics will be the role of agent behavior; (3) organizations through its agent the exercise of power to his employees.

Levinson's research work can be said to further explain the broader connotation of the relationship between the organization and employees. In the global competitive business environment of the 1970s and 1980s, when all organizations want to cultivate and retain high-performance employees to gain competitive advantage, the relationship between organizations and employees becomes more and more important. Therefore, the relevant research has also changed: from the perspective of employees on organizational treatment to how to make employees produce commitment to the organization. The employee's commitment to the organization (or organizational commitment) is defined as the employee's identification and work commitment to a particular organization (Mowday, Steers, & Porter, 1979). Organizational commitment is undoubtedly an extremely important

variable for both researchers and managers. Because organizational commitment is closely related to work efficiency, job rotation, and turnover. Eisenberger et al. integrated the relationship between how employees perceive the organizational treatment they receive and the organizational commitment of employees from the perspective of social exchange. According to Eisenberger and his colleagues, it takes an organization's commitment to employees first, and then an employee's commitment to the organization (Eisenberger et al., 1986) and an organization's commitment to employees is organizational behavioral support.

2) Definition of positive organizational behavior

The concept of positive organizational behavior was first proposed by Eisenberger et al in 1986. Research suggests that perceived organizational support refers to employees' overall perception and belief in how the organization perceives their contributions and cares about their interests. In other words, the organizational support that employees feel. Perceived organizational support came from the organization for employees by recognition and support, can satisfy the social needs of employees, improve the perceived organizational support staff to struggle hard for the organization's goals, they will be more into the realization of organizational goals (Eisenberger et al., 1986).

The theoretical basis of positive organizational behavior is social exchange theory, reciprocity principle and organizational personification. Both the concept of social exchange and the principle of reciprocity hold that individuals will positively repay those who have been kind to them, and at the same time establish corresponding connections with other individuals to realize their own best interests. If employees can get the attention and preferential treatment from the leaders of the organization, it will strengthen their feeling of being supported by the organization, so that employees will make greater efforts to achieve the goals of the organization. On the contrary, if employees do not feel valued and respected by the leaders of the organization, this will lead to negative emotional experience of employees, and employees will not do their best to achieve the goals of the organization.

The concept of positive organizational behavior provides a new perspective for examining the relationship between an enterprise and its employees, overcoming the limitation of emphasizing the unilateral responsibility of employees while neglecting the responsibility of the organization (Arthur, 1994). Its significance lies in that the importance and support of the organization to employees is an important reason for reducing employees' turnover intention and making them willing to work hard for the realization of organizational goals. So organizational support concept is put forward, scholars from all over the world is produced strong interest and the extensive and in-depth research.

2.2.2 Positive Organizational Behavior in the International Research and Theoretical Basis

1) The theoretical basis of positive organizational behavior

Social exchange theory

The theory of social exchange was first proposed by George C. Homans in 1974. The main representatives of this theory include Peter M. Blau, James S. Coleman, R. Merton and Opie and Johann Nepomuk Hummel of federal Germany. The theory thought origin, mainly including B. F. Skinner's behaviorism psychology, Adam Smith's classical economics and anthropology (Homans, 1974). George Casper Homans, the founder of exchange theory, explicitly stated in his monograph on Social behavior: Its elementary forms that his theory of exchange was derived from the fields of psychology and economics, and believed that people's basic Social behavior could be explained from the perspective of rewards and costs. His theory of exchange has the following six famous basic hypotheses in the following table (Emerson, 1976).

Table 2.2 Six Basic Propositions

Proposition	Content
The success proposition	When a person is rewarded for an action, he will repeat it. The more rewarding an action is, the more often it is repeated.
The stimulus proposition	The same stimulus may lead to the same or similar behavior.
The value proposition	The more valuable an action is to oneself, the more likely the person is to repeat the same action.
The deprivation-satisfaction proposition	The more an individual (or group) receives the same reward, the less valuable it is to him (or the group); Or he may engage in the activity for which the profit is greatest as a result of the action.
The aggression-approval proposition	One is that when an individual's actions do not receive the expected reward or punishment, they may generate anger and thus aggressive behaviors. The other is that an individual whose actions are expected to be rewarded or more than expected endorses them.
The rationality proposition	Individuals will choose actions that produce valuable results.

Source: Researcher

Organizational behavior supports theory

If the thought of the above scholars is just the rudiment of the theory of organizational behavior, then R. Likert put forward the principle of active organizational support very systematically. After studying the problem of management effectiveness, he found that the traditional authoritative managers are far inferior to the managers who actively support Perceived Organizational Support (they are more able to encourage their subordinates to obtain higher work achievements) (Eisenberger, Cummings, Armeli, & Lynch, 1997). Through his research, he believes

that the working mode of efficient managers is different from that of mediocre and inefficient managers, mainly reflected in the following aspects:

In the treatment of other members, the treatment of superiors, the treatment of work, the treatment of the organization (treatment of all aspects of work), relative to each member of the organization should adopt a more praiseworthy attitude. This attitude of praise reflects the high level of mutual trust that runs through the organization. The attitude of praising the organization and its work is not simply complacency, but a perception based on a deep understanding of the organization and its goals. It is also the result of a high level of awareness of the need to achieve organizational goals. This will lead to the perception that work objectives are demanding and that it is unsatisfactory whenever they are not met.

This purpose of the organization and its objectives can be approached with a high degree of clarity and cooperation through the effective mobilization of all major positive motivators. These positive forces have a powerful impact on the organizational environment and are likely to emerge through a cooperative, complimentary attitude that does not simply emphasize economic incentives. On the contrary, behavioral incentives, especially self-incentive, are fully utilized, and they come into play in the form of accumulation and reinforcement, generating an attitude of praise. Self-incentive is the desire to achieve and maintain a sense of personal worth and meaning.

Measurement of organizational performance is primarily used for self-direction, not for external control. Cooperation and positive incentive rather than hostile attitude should be chosen, and participation in decision-making is widely used (Cho & Yu, 2015).

Reciprocity principle, reward principle and organizational personification

The reciprocity principle is that an exchange occurs only if it is mutually beneficial (Coyle-Shapiro & Shore, 2007). In the exchange process, both parties calculate the relationship between the reward they receive and the cost they pay. If the difference between the rewards and the costs of both parties is not less than 0, the exchange relationship may continue. In the exchange within the organization, this principle means that the organization should not unilaterally emphasize the

contribution and take, but should create good conditions for employees to gain from the organization, and seek to maximize the organization's interests under this premise. The so-called reward principle, that is, People's Daily life said in return, according to the social norms, when the grace of dripping water should be reciprocated by a gushing spring, people should repay those who have given their help and benefits. If the principle of equity mainly reflects the immediacy of social exchange rules. So, the principle of reward mainly reflects the law of delay of social exchange. In the social exchange within the organization, it means that if the organization treats employees well, employees should be worthy of their own units and the work done, and actively strive to return to the organization. Feedback theory originates from the conditioned reflection of behaviorism psychology, which mainly emphasizes the results of behavior.

Organizational anthropomorphism was first proposed by Leinson, who believed that employees do not regard the organization as an inanimate material institution, but tend to project human characteristics onto the organization, and then contact with the organization with human characteristics in their mind (Levinson, 2009). Employees tend to interpret the actions and intentions of organizational agents as organizational intentions rather than merely ascribing them to the personal incentives of the agents. Employees will take the supportive or non-supportive measures taken by the organization's agents as the basis for judging whether the organization attaches importance to their contributions and cares about their welfare.

Equity theory

The equity theory called the theory of social comparison, it is American behavioral scientist Stasi Adams in "workers on wages unfair inner conflict with its productivity relationship" (1962, with Rosen co-wrote), "wages unfair on the impact on quality of work" (1964, with Jacobsen co-wrote), "social exchange of unfair" (1965) and other works of a kind of incentive theory (Adams, 1965). In short, positive organizational behavior focuses on the interaction between the organization and its employees. The basic assumption is that in the organization and employee interaction, both sides of the mutual benefit each other, constitute the essence and power relations. The theoretical basis of the research on organizational support behavior is mainly social exchange theory, equity theory and support theory about

interpersonal relationship, and also involves reciprocity principle, reward principle and supportive anthropomorphism (Folger & Cropanzano, 2001).

2) Major theoretical viewpoints of international experts and scholars

In the mid-1980s, Robert Eisenberger, a famous American social psychologist, and others proposed the concept of Perceived Organizational Support (POS) based on social exchange theory and reciprocity principle after doing a lot of researches on employee incentive mechanism. It is defined as the employees' overall view of the organization that values their contribution and pays attention to their happiness (Eisenberger et al., 1986). Employees will organize attitude to its corresponding emotion judgment, to determine whether the organization attaches great importance to their value and care about their interests, and change their work attitude and behavior. Other scholars have carried on the supplement to this definition, Perceived Organizational Support not only including the employees feel close Support and respect for Support, but should also include the instrumental Support staff to finish their task (including for employees to work quickly manpower, financial and material resources, etc.).

Based on the above viewpoints, Eisenberger defines the concept of perceived organizational support: that is, employees' perceived organizational evaluation of their contributions and their sense of happiness will form employees' comprehensive and holistic cognition of organizational support. This holistic perception is called perceived organizational support. The concept of positive organizational behavior proposed by Eisenberger contains two main points: first, the organization attaches importance to employees' efforts and contributions, which reflects employees' need to be recognized by the organization; Second, the organization attaches importance to the happiness of employees, which reflects that employees expect the organization to meet their social emotional needs. Organizational support can be seen as the organization's commitment to employees, which creates a corresponding sense of obligation. Therefore, Eisenberger believes that perceived organizational support is an important determinant of employees' commitment to the organization. Employees feel organizational support is higher, the easier it is to see themselves as the "relational" relationship between and organization; On the contrary, it is easier to see the relationship between oneself and the

organization as "transactional". The perceived organizational support will affect employees' recognition of their relationship with the organization. Frijda believes that when employees encounter adverse situations in the organization, they tend to analyze and summarize, and the results of such analysis and summary will directly affect employees' emotions (Frijda, 1988). Employees with a high Perceived Organizational Support tend to make favorable attributions for the organization, that is, to find reasonable reasons and explanations for the organization from an Organizational standpoint (for example, the organization may have to do so due to a bad situation). This indicates that employees with a relatively high Perceived Organizational Support regard their relationship with the organization as "relational" and will not easily shake their positive emotions towards the organization. The higher the Perceived Organizational Support is, the more employees tend to think that the organization can meet their "social emotional needs" and their value can be recognized by the organization. Thus, they are willing to reward the organization with more efforts and better achieve the organizational goals (Eisenberger, Jones, Aselage, & Sucharski, 2004). Perceived Organizational Support describes the "giving" and "paying" of an organization to its employees. However, it is the perceived organizational "giving" that really motivates employees. Therefore, organizational support functions through employees' "perception", which cannot be ignored. Eisenberger & Huntington believed that through the "perception" of organizational support, employees analyzed and identified the "intention" of the organization, thus forming the overall cognition of organizational attitude.

3) Major theoretical viewpoints of Chinese experts and scholars

In China, there are relatively few researches on the concept of positive organizational behavior. Considering the Chinese cultural background, Perceived Organizational Support refers to employees' perception and perception of whether the organization supports and respects them and cares for them, including employees' perceived organizational support for their work, interest concern and value identification (Li & Ling, 2008). To be specific, it means the guarantee of material life, being recognized and respected by the organization, and making achievements in work to realize oneself. In return, employees will remain loyal to the organization,

give full play to their subjective initiative, work actively and do more behaviors beneficial to the organization.

2.2.3 Research on the Current Situation of Positive Organizational

Behavior

1) Antecedent variables of positive organizational behavior

Eisenberg et al. showed that the generation of organizational behavioral support of employees can be influenced by four important antecedent variables, including "procedural justice", "support from superiors", "reward from the organization" and "supportive working conditions". Shore et al. believe that after the promotion and salary increase of employees, employees can evaluate procedural justice through their understanding of organizational policies, and employees will spontaneously generate a perceived organizational support through their continuous feeling of procedural justice (Baker & Shore, 1995). Aselage and Linden et al. concluded in their respective studies in 2003 that the most important influencing factor of Perceived Organizational Support is organizational justice (Aselage & Eisenberger, 2003).

The supporters of the organizational support theory also advocate that employees will embody the support from the organization to the organization's agents and represent the organization's attitude toward them by the way their superiors treat them. Such as lead or supervisor to show support and care and attention. Therefore, employees' feelings of support from their superiors can directly lead to employees' perceived organizational support. Perceived Supervisor Support (PSS) is an already recognized construct that refers to the concern, attention and help that employees can feel from their superiors (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

In addition, the employee receives from the organization's reward, and organizations provide the help of their work in the working environment, conditions, methods and tools, etc., can also be brought about the naissance of the employee's perceived organizational support. Such as providing appropriate and necessary skill training for employees, timely delegating power to enable employees to arrange work independently, providing smooth and transparent career development channel, and

enabling employees to feel the recognition and recognition of their work value from superiors, etc.

2) Outcome variables of positive organizational behavior

At present, researchers' researches on perceived organizational support outcome variables mainly focus on employees' work attitude and organizational behavior, including organizational commitment, job-related emotion, job involvement, job performance, sense of pressure, willingness to stay in the organization, withdrawal behavior, organizational citizenship behavior and other forms.

Previous studies mostly take perceived organizational support as a mediator to study the direct relationship between perceived organizational support and outcome variables, but often ignore the mediator or moderator variables between perceived organizational support and outcome variables. Such research conclusions often lead people to believe that there is a direct relationship between perceived organizational support and outcome variables, and that employees' corresponding work behavior after they feel organizational support is a "direct exchange" between employees and enterprises, and such a model is biased.

Therefore, the Chinese researchers improved the phenomenon in subsequent studies. Ming-Jian Zhou and Gong-Min Bao examined the indirect effects of perceived organizational support and leader-lmx on employee turnover intention by taking employee emotional commitment and job satisfaction as mediators (Ming-Jian, Zhou, 2005). Li-Ping Qu, (2006) took job satisfaction and emotional commitment of employees as mediators to study the influence of organizational behavior of technicians in high-tech enterprises on turnover intention and job performance. In Feng Song 's master's thesis (2007), psychological contract violation was introduced as a mediator between perceived organizational support and job performance for research. In Yan Zeng's master's thesis (2008) studied the mediating role of work values of knowledgeable employees in the relationship between organizational support behavior and job performance.

According to the research of David M. Sluss et al., leader member exchange of subordinates is positively correlated with POS of subordinates and regulated by LLX. LLX refers to the leader-leader exchange, that is, the exchange relationship between the immediate superior leader and the upper leader. High-quality LLX relationships can bring tangible and intangible resources to direct leadership. Direct supervisors can reallocate these resources to their subordinates (Sluss & Ashforth, 2008).

Table 2.3 Positive Organization Supported International Research Process

Researcher	Contents Summary	Researcher	Contents Summary
Eisenberg Huntington (1986)	Employees will belief for organization as a whole, to measure organization's emphasis on employee contribution degree of care and welfare.	Lewis and Tayior (2000)	Discover that organizational behavior has an impact on out-of-role behavior and organizational commitment.
Davis La Msstro (1990)	Organizational behavior causes employees (1) to perform their due duties (2) to have strong emotional involvement (3) to expect direct rewards or praise, and still to innovate in the organization for the benefit of the organization	Ming-Jian, Zhou (2005)	Compare the influence of organizational support on work dedication under the concept of "exchange of interests" and "community of interests".

Researcher	Contents Summary	Researcher	Contents Summary
Smore and Wayne (1993)	Positive organizational behavior predicts employee organizational behavior better than psychological contract.	Zi-Shuang, Pan (2007).	Combined with empirical evidence, organizational behavior is related to employee loyalty.
Ameli (1998)	Organizational support can meet employees' social emotion needs. The stronger the social emotion of employees in the organization, the more they believe that good performance and dedication must be mutually beneficial.	Wen-Quan Ling, Hai Yang, Yan Zeng (2008)	Through empirical research, this paper puts forward the structure model of employee organizational behavior including work support, employee value identification and interest concern.

Source: Researcher

2.2.4 Summary of Dimension Variables of Positive Organizational Behavior

1) Summary of organizational behavior dimensions

As time goes on, from positive organizational behavior being proposed to more and more scholars participating in the study of it. Along with it, various structures of measurement dimension of organizational behavior are proposed and applied successively. From Eisenberger's measurement questionnaire in 1986 to McMillian's two-dimensional model of instrumental support and social emotional support in 1997. After entering the new century, scholars further proposed a new dimension structure model (Smith & Lovaas, 1997). In this paper, the development history of perceived organizational support dimension is summarized as table 2.4 below.

Table 2.4 Perceived Organizational Support Dimension Development History

Dimension Structure	Representative (Year)	Content Introduction
Unidimensional structure	Eisenberger (1986)	Eisenberger developed and designed a single dimensional scale of organizational behavior. It is made up of 36 items. Through confirmatory factor analysis and exploratory factor analysis in different industries and organizations, it is shown that the questionnaire has a high validity and reliability, and all its items can finally be classified as one factor.
2D structure	McMinlian (1997)	McMinlian supplemented Eisenberger's point of view by adding the dimension of instrumental support. He believes that organizational behavioral support can be composed of two dimensions: instrumental support and social emotional support.
3D structure	Wen-Quan, Ling (2006)	According to professor Wen-Shuan Ling's research, employees' perceived organizational support in Chinese enterprises has different psychological structures from those in western countries, including work support, employee value identification and concern for employees' interests.
Multidimensional structure	Zhi-Xia, Chen (2007)	Zhi-Xia Chen, a Chinese scholar, made an exploratory structural analysis of organizational behavior in a relatively broad sense and obtained four dimensions: affective organizational support, superior support, colleague support and instrumental organizational support.

Source: Researcher

2) Measurement of positive organizational behavior

Scholars have put forward their own views on the measurement methods of organizational behavioral sense. Most of the existing studies used the single-dimensional scale designed by Eisenberger in 1986 to measure the perceived positive organizational support. Some scholars chose some representative items, or a small number of items selected from the questionnaire to study the perceived organizational support. In the research on positive perceived organizational support in China, professor Wen-Quan Ling et al. often used the well-prepared questionnaire for employees of Chinese enterprises, and obtained three dimensions of organizational support through factor analysis: work support, value identification and interest concern. Since this scale is obtained by testing employees in the context of Chinese culture, it is suitable for positive perceived organizational support measurement of Chinese enterprises.

2.2.5 Dimensions of Positive Organizational Behavior Operations

Definition and Scale Design

1) Dimensional operation definition

This paper mainly refers to the viewpoints of Bhanthumnavin (2003), Kraimer (2004), Wen-Kun, Ling (2006), Zhi-Xia, Chen (2006) and other scholars. It is believed that in the context of organizational culture of each enterprise, employees' perceived support from the organization should be multi-dimensional, which may include four aspects: support for employees in work, concern for interests, personal development and supportive atmosphere. In this way, employees' perceived organizational support can be divided into four dimensions (Bhanthumnavin, 2003). The dimensions of employees' positive organizational behavior are defined in table 2.5

Table 2.5 Definition of Operations in Each Dimension of Positive Organizational Behavior

Variable Dimension	Operational Definition
Work support	It refers to the organization's positive support to employees in work, making them feel supported and cared by the organization, so as to achieve a good incentive for them.
Employee benefits	Refers to the enterprise in the conditions allow, to give employees in the same industry with competitive compensation and benefits. And timely help them solve some problems in life, so that employees get material satisfaction.
Employee value development	It refers to that the organization provides employees with opportunities and space for personal development and provides support for their self-actualization needs.
Supportive atmosphere	It refers to the fair treatment, respect and harmonious and friendly working atmosphere created by the organization, such as valuing employees' contributions and understanding employees' occasional absence due to personal reasons.

Source: Researcher

2) Dimensional scale

In this paper, perceived organizational support is divided into four dimensions: job support, interest concern, personal value development and supportive atmosphere. In terms of positive organizational behavior support measure, currently used mostly of positive organizational support behavior questionnaire, developed by Eisenberger is made up of 36 projects. The results of the study on the sample of employees in different industries and organizations show that the scale has high internal reliability and one dimension.

2.3 Psychological Capital Theory

2.3.1 Psychological Capital Theory and Its Implications

1) Background of psychological capital theory

Humanistic psychological view - the foundation of psychological capital

Humanistic psychology is the foundation of researching psychological capital. Humanistic psychology is the theoretical proposition of the humanistic psychology school. It is a psychological school that emerged in the United States in the 1950s. It is known as the first Western psychological force after psychoanalysis and behaviorism. Humanistic psychologists inherited the view of human nature from the western theory of goodness, believing that people have potential goodness and virtue, which can be discovered and exploited through education and the construction of a good society. At the same time, humanistic psychology also embodies some of the spirit of humanitarianism, caring about the value and dignity of human beings, advocating the fairness and justice of human society, and holding that human beings are not only endowed with the inferior nature of seeking pleasure and avoiding suffering, but also the nature of pursuing truth, goodness and beauty. M. ·slow A, Rogers C, May R, etc., are representatives of humanistic psychology. Their opinions reflect the core views of humanistic psychology, and also reflect many sources of psychological capital research (Cooper, 2009).

The rise of positive psychology and positive organizational behavior

Scholars' exploration of positive psychology can be traced back to Tyerman's research on genius and marital happiness in the 1930s, and Jung's research on the meaning of life (A. B. Seligman, 2000). But the second world war put a stop to the study of positive psychology, and the main task of war and postwar psychology became to heal the wounds of war and treat mental disorders, to study the secrets of mental or behavioral disorders, and to find ways to cure or alleviate mental illness. But psychological studies of people's positive emotions seem to have been forgotten.

There is no doubt that negative psychology has made great contributions to the treatment of war trauma and mental disorders. But the tendency of negative research based on treatment has inherent disadvantages. It seldom pays attention to the positive aspects of human psychology, which not only makes the development of psychology deformed, but also leads to the distortion of social values.

In the 1950s and 1960s, humanist psychologists began to study the positive side of human nature. Their research has had a profound impact on modern psychology, reawakened psychologists' attention to the positive aspects of psychological activities to a certain extent and laid a conceptual foundation for the rise of modern positive psychology. But, as a famous American psychologist Martin Seligman says "when a country or a nation beset by hunger and war time, the main task of social science and psychology is against and treatment of traumatic but in the absence of social chaos in times of peace, trying to get people to live a better would become their main mission" (M. E. P. Seligman, 1975).

In the 1990s, psychologists began to pay attention to the prevention of psychological disorders, for example, in 1998, the topic of the San Francisco psychological association was prevention. In the study of prevention, researchers found that courage, optimism, interpersonal skills, faith, hope, loyalty, and tenacity were the most important factors in resisting mental illness. Based on the above theoretical background, a group of farsighted psychologists led by Martin Seligman, a famous American psychologist, strongly call on psychology to undertake the great mission that has been forgotten: to make individuals optimistic, happy and give full play to their potential. Therefore, psychologists initiated the positive psychological movement and formally put forward the concept of "positive psychology", indicating that the goal of positive psychology lies in. Promote personal and social development, help people move towards happiness, make children grow up healthily, make families happy, make employees happy and make the public satisfied " (M. E. P. Seligman & Csikszentmihalyi, 2014). Positive psychology emphasizes that psychological research should be changed from previous studies that focused on people's negative emotions or behaviors. Explore positive psychological factors and methods through scientific methods to promote individual potential development, enhance individual happiness, and enhance the effectiveness of the team and organization (M. E. P. Seligman &

Csikszentmihalyi, 2000). The measures taken by Seligman et al reversed the situation of psychology research, greatly broadened researchers' thinking, and greatly promoted the vigorous development of positive psychology movement (Mongrain & Anselmo-Matthews, 2012).

With the rise of the wave of positive psychology, the influence of the positive psychology movement spread to other disciplines. The first driver is organizational behavior. Luthans was one of the first organizational behaviorists to respond to positive psychology. In 2002, he proposed the concept of positive organizational behavior (POB) based on positive mental movement. Positive organizational behavior is defined as "the study and application of measurable, developed, and effectively managed human resource strengths and psychological abilities to improve job performance". In his opinion, this definition essentially contains many existing concepts of organizational Behavior, such as attitude, personality, motivation and leadership (F. Luthans, 2002). In addition, he also pointed out that meet the standard of POB: ①Measurable, that is, the core concept of POB must be quantifiable, with a certain theoretical background and facts; ②Related to the improvement of job performance, that is, POB focuses on improving job performance. As for the influence of positive psychology on organizational behavior, organizational behaviorist Luthans and Youssef have made an insightful description: ①Greatly promoted the exploration of positive organizational behavior, and made some organizational scientists begin to pay attention to the research on positive characteristic factors such as individual characteristics and individual differences. They emphasize that these positive characteristics can enhance the viability and effectiveness of organizations facing crisis or adverse circumstances. ②The necessity and importance of positive organizational behavior research has been widely recognized (F. Luthans & Youssef, 2004).

In the research of Luthans et al., positive organizational behavior focuses on the study and application of psychological resources or elements that are oriented toward positivity, can be effectively measured, developed and managed, and are associated with high performance. In 2002, Luthans et al. creatively proposed the concept of "psychological capital". They believe that psychological capital refers to the psychological state that is based on research, positive, measurable and

developable, and can lead to positive organizational behavior of employees. From the individual level, psychological capital is an important factor to promote individual growth and development and performance improvement; At the organizational level, psychological capital plays a similar role to human capital and social capital in helping enterprises gain competitive advantages. Therefore, it can be said that the study of positive psychology and the rise of positive organizational behavior are the most important and direct driving factors for psychological capital research (K. W. Luthans & Farner, 2002).

2) Definition of psychological capital

From the above theoretical basis, we can see that psychological capital is another source for enterprises to obtain competitive advantages after social capital and human capital. Researchers have found that employees with specific knowledge and skills are only necessary but not sufficient to improve organizational performance. Employee attitudes and behaviors play an important role in transforming knowledge capital into organizational performance. The term psychological capital first appeared in the literature of economics, sociology and investment. Economists Goldsmith, Veum and Darity have suggested that psychological capital refers to personality traits that can affect an individual's job performance. These features reflect the individual's point of view or self-esteem and dominates the individual work motivation and working attitude. In this definition, psychological capital is basically regarded as a relatively stable psychological tendency or psychological feature formed in the life of an individual (Goldsmith, Veum, & Darity Jr, 1997).

The concept of psychological capital is based on the rise of positive organizational behavior. In the 1990s, American psychological association President Martin Seligman launched the positive psychology movement in an environment where many scholars were still studying the negative psychosis of depression, anxiety, breakdown, and tension. Scholars believe that the study of psychology should return to its essence, that is, the original focus of the perspective. The theory of "positive psychology" is put forward on the basis of making individuals full of hope and happiness and fully tapping their own potential. Positive psychology focuses on the study of people's positive emotions, positive characteristics and positive

psychological state. In order to find the positive psychological factors and methods that can promote individuals to fully realize and explore their own development potential, improve individual happiness, and enhance the effectiveness of the team and the organization with the help of scientific methods, instead of being limited to the study of negative emotions or behaviors (M. E. P. Seligman & Csikszentmihalyi, 2014).

Luthans exemplifies the research in the field of positive psychology. On this basis, positive organizational behavior is created to study positive psychological resources and factors that can be measured, developed and managed, and that contribute to high performance. At the same time, he proposed three characteristics of psychological capital, namely, psychological capital is measurable and exploitable (POB is the concept of state class), and the concept of improving job performance is its focus. The components of psychological capital conform to the standard of positive organizational behavior, which is the most important and direct driving factor of psychological capital research. Luthans Youssef and Avolio in his book "Psychological Capital: Developing the Human Competitive Edge" in the definition of psychological Capital in academia is gaining recognition: the core of individual positive psychological elements, concrete manifestation for the psychology of positive organizational behavior standard. It goes beyond human capital and social capital, and enables individuals to gain competitive advantages through targeted cultivation and development (F. Luthans, Avey, Avolio, & Peterson, 2010).

2.3.2 Related Research and Development of Psychological Capital

1) Psychological capital surpasses human capital and social capital

Psychological capital theory argues that it is necessary to view individual resources (such as the capabilities proposed by positive organizational behavior) as a manifestation of a potential core construct or integrated resource portfolio, rather than analyzing them in isolation. Resources at the individual level, such as self-efficacy, optimism, tenacity, and the degree to which goals are pursued (the components of hope), are key foundational resources for managing and adjusting other resources to achieve satisfactory results. Psychological capital is based on the theories and studies of human capital (what you know) and social capital (who you

know) but goes beyond both. Specifically, psychological capital focuses on human development, and the core of the research is what kind of person an individual is and what kind of person he is developing into (F. Luthans, Avey, Clapp-Smith, & Li, 2008). The specific content of psychological capital includes not only traditional experience, knowledge and expertise, but also some contents at the group level, such as social support and network. Because the content is also belonging to the state characteristics of the people. However, what really reflects the uniqueness of psychological capital is that psychological capital focuses on the development direction of people, what kind of people they are going to be. These are often ignored in traditional human and social capital studies. This means that the psychological capital is also very attention from the real self, namely, human, social and psychological capital, and change yourself to possible, namely the development of the individual (Demerath, Lynch, & Davidson, 2008).

Both individually and as a whole, psychological capital contributes to a more comprehensive understanding of modern human resources and human resource input in today's organizations. In today's workplace, the synergy of human capital, social capital, and psychological capital is the key to realizing human potential, that is, achieving the possible self. It can be seen that the evolution of capital theory has gone through the process from human capital, social capital to psychological capital, as shown in the development diagram below.

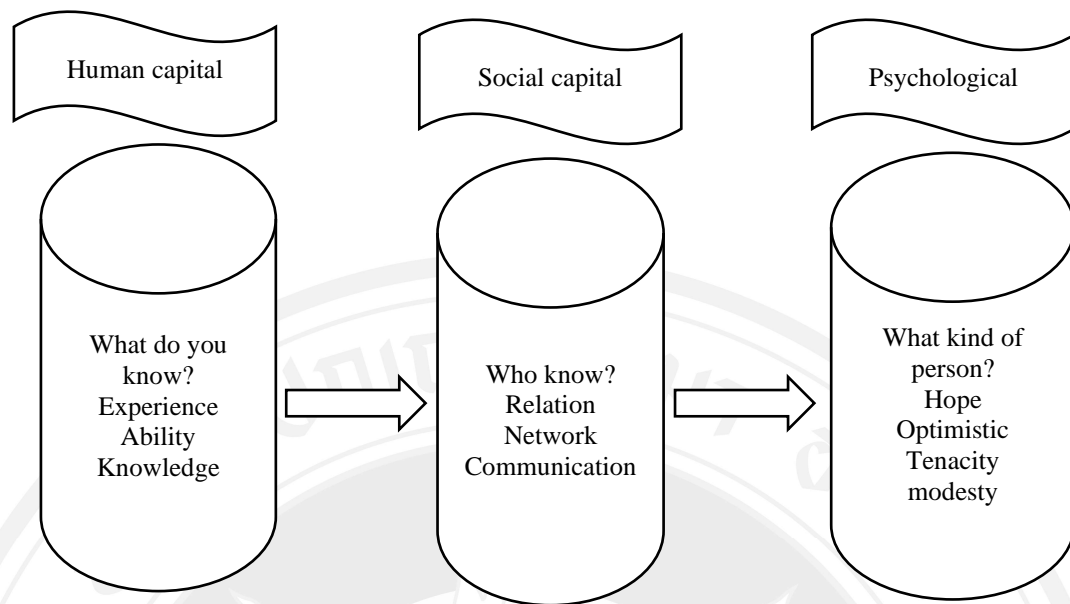


Figure 2.1 Evolution of Capital Theory

Source: Researcher

As can be seen from the graph, many of the resources necessary to build and maintain tenacity in the face of difficulties are actually indispensable components of human capital, such as knowledge, skills, abilities and experience. Antecedent assets that make up tenacity also include key elements of social capital, such as relationships or social networks. Similarly, in the development of self-efficacy, the indispensable part includes effective role model and positive feedback of social persuasion, which are social capital (Mongrain & Anselmo-Matthews, 2012). However, like individual abilities, they have a greater impact when they interact, that is, psychological capital can have a greater impact than human capital and social capital. And the effect of psychological capital as a whole is much greater than the sum of its individual components, human capital and social capital.

2) The main theoretical viewpoints of foreign experts and scholars

The concept of psychological capital first appeared in the literature of economics, investment and sociology. For example, economists Goldsmith et al. (1997) believe that psychological capital refers to some personality characteristics that can affect individual productivity. These characteristics reflect a person's self-view or sense of self-esteem, which governs a person's motivation and general attitude toward

work (Goldsmith et al., 1997). In this definition, psychological capital is regarded as a relatively stable psychological tendency or characteristic formed by an individual in early life. It mainly includes individual self-perception, work attitude, ethical orientation and general view of life. In addition, positive psychologist Csikszentmihalyi argues that psychological capital "is developed in the form of investments in mental resources that not only yield substantial returns in the present but also increase the likelihood of future profits." Reflects the psychological capital has about the person's inner world constitution state.

Luthan and Lanes, from the perspective of positive psychology and positive organizational behavior, consider that psychological capital refers to a person's positive psychological state, which mainly includes Confidence or self-efficacy, Hope, Confidence and tenacity. When Luthans first proposed the concept of psychological capital, he did not clearly define it, but divided it into four positive psychological states conforming to the standards of positive organizational behavior (Eisenberger et al., 2004). In 2007, Luthans, Youssef and Avolio expanded the definition of psychological capital, pointing out that psychological capital refers to "the positive psychological development state of an individual, which is characterized by: ①the confidence (sense of self-efficacy) to perform and make necessary efforts to successfully complete challenging tasks; ②Make positive attributions about current and future success (optimism); ③Adhere to the goal, in order to achieve success, when necessary to be able to re-choose the route to achieve the target (hope);④Being able to persevere, recover quickly, and take a circuitous route to success when faced with problems and difficulties (tenacity). Scholars have different opinions on the definition of psychological capital. Generally speaking, it is divided into several categories according to orientation:

The first idea is the Trait Theory. The trait theory holds that psychological capital exists as an intrinsic trait of individuals. For example, Hosen believes that psychological capital includes personality traits and tendencies, cognitive abilities, self-monitoring and effective emotional communication qualities, etc. (Hosen, 2008). Lecher et al. equated psychological capital with the "big five personality" and believed that psychological capital was the personality trait. Cole

also argues that psychological capital is a personality trait that affects individual behavior and output (Lecher & Plessing, 2004). It can almost be argued that trait theorists equate psychological capital with personality, the result of a combination of nature and nurture (Cole, 2006).

The second idea is state. The state theory regards psychological capital as a psychological state. For example, Goldsmith believes that psychological capital is the combination of individual beliefs, attitudes and cognition about self, work, ethics and life (Goldsmith et al., 1997). According to Avolio, psychological capital refers to the combination of positive psychological states that help predict how individuals will improve their performance at work and their happiness at work. Positive mental state includes hope, self-efficacy, self-confidence, optimism, positive attribution, self-resilience and so on. It can be seen that these researchers all believe that psychological capital is a specific positive psychological state, and this unique individual psychological resource can lead to some positive behaviors of individuals, thus producing high performance.

3) Major theoretical viewpoints of Chinese experts and scholars

After the concept of psychological capital was put forward, Chinese researchers also participated in relevant researches one after another to introduce the theory of psychological capital and conduct relevant empirical tests. However, due to the existence of cultural differences, the concept of organizational behavior directly imported from the west may be biased in the analysis of Chinese behavior. When Aroian et al. studied American immigrants from the former Soviet Union, they found that some subjects in the western tenacity scale were not suitable for the behavior of individuals in collectivist culture (Aroian, Schappler-Morris, Neary, Spitzer, & Tran, 1997). Luthans recognized this problem and argued that cultural differences can have a significant impact on the acquisition of resource sets in life. In individualism and collectivism culture, the degree of individual psychological ability by encouraging will certainly be different (F. Luthans & Youssef, 2007).

Chinese culture attaches great importance to interpersonal relationships. Build relationships depend on others for individual attitude and behavior of identity. Therefore, the positive mental attitude required by individuals in interpersonal relationship processing is bound to be associated with the widely accepted culture and norms of society. At the same time, it should be pointed out that compared with the behavior pattern of the independent self in the west, the positive mental attitude required by the interdependent self of the Chinese is likely to be deviated from it. Secondly, because the psychological capital construct has a very short time, scholars still keep an open attitude to its dimension. In addition to the four core dimensions, there are many undetermined components that need to be developed and tested. To this end, Jiang-Lin, Ke, Jian-Min Sun & Yong-Rui Li adopted induction based on the grounded theory and based on the standard, and explored the positive attitude that not only conforms to the essence of psychological capital but also reflects the reality of contemporary Chinese employees in the context of Chinese culture. The domestic psychological capital scale is developed and compared with the western scale. The results show that the concept of domestic psychological capital has two-stage & two-factor structure of transactional psychological capital. This includes confidence, courage, optimism, hope, ambition and tenacity. Interpersonal psychological capital includes modesty, sincerity, stability, tolerance, forgiveness, respect, comity and gratitude. The content of transactional psychological capital is basically similar to that of western psychological capital and interpersonal psychological capital has the flavor of local culture. The study shows that the local scale has good validity of validity correlation, and the reliability and validity of the local scale are better than that of the western scale. The following table 2.6 is the definition and structure summary of Chinese and foreign psychological capital.

Table 2.6 The Definition of Chinese and Foreign Psychological Capital.

Year	Author	Definition and Structure
1997	Goldsmith	The individual's integration of work, self, ethics, and life beliefs, attitudes, and cognition.
2003	Hosen	An internal psychological framework with durability and relative stability acquired by individuals through learning. Psychological capital includes personality traits and tendencies, self-monitoring, effective emotional communication, Cognitive ability, etc.
2004	Avolio & Luthans	Psychological capital is "who you are" and "who you are going to be", reflecting the real self and the possible self. It's the combination of positive mental states that help predict high performance and happy work. Positive mental state can lead to positive organizational behavior, drive the individual to do the right thing, and on this basis, achieve higher performance and satisfaction. These positive mental states include hope, optimism, self-efficacy, tenacity and positive attribution.
2004	Letcher	It holds that psychological capital is the same as the "big five personality" and that psychological capital is the personality trait.
2007	Luthans; Youssef & Avolio	Psychological capital is a positive psychological state embodied in the process of individual growth and development. Specific performance as follows: ① When faced with a challenging work, can have higher confidence and necessary effort to succeed (self-efficacy); ②Focus on your own goals, and

Year	Author	Definition and Structure
		adjust the path to your goals when necessary (hope) in order to achieve success; ③Positive attributions of present and future success (optimism);④ when in adversity, when troubled by problems, can persevere, quickly recover and surpass, thus achieving success (tenacity).
2009	Jiang-Lin, Ke; Jian-Min, Sun & Yong-Rui, Li	In the case of Chinese organizations, an individual has a measurable and developable positive attitude or ability in the process of dealing with people and affairs, which can significantly promote job performance. The local psychological capital construct has a two-stage & two-factor structure of transactional psychological capital. It contains four variables: tenacity, enterprising, confidence and optimism. Interpersonal psychological capital, including gratitude and dedication, modesty, sincerity and stability, tolerance and forgiveness, respect and comity.

Source: Researcher

2.3.3 Summary of Psychological Capital Dimension Variables

1) Summary of psychological capital dimension

The psychological capital proposed by Luthans et al in 2004 includes self-efficacy, hope, optimism and tenacity : ①Self-efficacy. In the face of challenging work, people have confidence and can make necessary efforts to succeed ; ②Hope, perseverance in the goal, in order to achieve success when necessary to adjust the way to achieve the goal ; ③Optimism, having positive attributions of present and future success ; ④Tenacity, when people adversity and problems, can preserve, rapid recovery and beyond, to succeed. It is believed that these four aspects

have internal connection and constitute psychological capital. In subsequent studies, some scholars believe that psychological capital can be expanded to include wisdom, happiness, forgiveness and courage (F. Luthans & Youssef, 2004).

Chinese scholar Jiang-Lin, Ke has also put forward a point of view with certain explanatory power. At the same time of introducing western scholars' tools of dividing and measuring the dimension of psychological capital structure, they also studied the development of the dimension and measuring tool of local psychological capital through theory and empirical, and the results were basically consistent with those of western scholars. For example, Xi-Zhou, Tian 's research on employees in Chinese enterprises suggests that psychological capital includes confidence, hope, optimism and tenacity. However, it is also believed that in the continuous improvement of the research on psychological capital, new dimensions will be added (Zheng Xiao-Tao; Ke Jiang-Lin; & Shi Jintao & Zheng Xing-Shan, 2008). Jiang-Lin Ke and others put forward their own views by using the grounded theory. Under the background of Chinese culture, psychological capital can be divided into transactional psychological capital (enterprising, tenacious, optimistic, hopeful, confident and brave) and interpersonal psychological capital (tolerance, modesty, sincerity, gratitude, dedication, respect and comity).

Through the summary of scholars, these representative researches on the multi-factor structure of psychological capital are listed in table 2.7

Table 2.7 Summary of Psychological Capital Structure

The Researchers (Year)	Dimension Elements
Goldsmith (1997)	Self-esteem;
Larson (2004)	Self-efficacy, optimism, tenacity;
Luthans & Jenson (2006)	Hope, optimism, tenacity;
Judge (2001) & Cole (2006)	Self-esteem, self-efficacy, locus of control and emotional stability
Luthans (2005,2007)	Hope, realistic optimism, self-efficacy (self-confidence), resilience and tenacity;

The Researchers (Year)	Dimension Elements
Avey (2006)	Hope, optimism, tenacity, self-efficacy
Letcher (2004)	Emotional stability, outward, openness, agreeableness, responsibility
Page etc. (2004)	Hope, optimism, self-efficacy (self-confidence), tenacity, integrity
Jian-Wu, Jiang & Shu-Ming, Zhao (2007)	Confidence, hope, optimism, tenacity;
Lei Wenquan (2008)	Confidence, hope, tenacity, optimism;
Jiang-Lin	Transactional psychological capital and Interpersonal psychological capital
Xi-Zhou, Tian	Confidence, hope, optimism, tenacity

Source: Researcher

It can be seen from table 2.7 that there are still large differences in the studies on factors of self-care capital, which may be caused by researchers' perspectives, research objects, research samples and other factors. However, it is possible to derive common factors from the researchers' findings, such as self-efficacy, optimism, hope and tenacity. In this paper, Luthans' point of view is adopted to consider that the four dimensions of psychological capital are as follows:

First, self-efficacy refers to "strong confidence in one's ability to motivate, recognize resources, take action, and ultimately succeed when performing a specific task under certain conditions". In addition, many studies have shown that self-efficacy significantly affects job-related performance. However, some scholars believe that self-efficacy is only defined for specific tasks. So, it's very unstable.

Second, hope refers to "a positive motivational state of achievement based on the interaction between the agent (goal-directed vitality) and the plan to achieve the goal". In the workplace, companies need hopeful employees. A hopeful employee pushes himself or herself toward a larger goal, while a person without hope cannot expect to make any contribution to the organization or bring any value to the organization.

Third, optimism refers to the individual attributing good events to internal, lasting, and pervasive causes. A positive explanatory style that attributes bad events to external, temporary, and situational causes. Optimism reflects the positive side of psychological capital regarding task outcomes and attributional events. This definition is defined by the two key dimensions (persistence and universal depth) of people's interpretive styles of good and bad events.

Fourth, tenacity refers to "a type of phenomenon characterized by positive adaptation in situations of major danger or difficulty". Tenacity's definition has some extensions when applied to the workplace. It includes not only the ability to recover from difficult situations, uncertain situations, conflicts and failures, but also the ability to recover from very positive, challenging events and strong willpower.

By comparing the dimensions of psychological capital, it is not difficult to find self-confidence, optimism and hope, tenacity and other transactional psychological capital dimensions shows the characteristics of "Culture - free". This may be because no matter what culture you are in to accomplish a challenging task, your own positivity is less influenced by your values. They are inseparable from self-confidence, optimism, hope and so on, presenting cross-cultural effectiveness. The difference between China and the west lies in the fact that interpersonal psychological capital is included in the scale. This may be because interpersonal psychological capital plays an unquestionable role in a society that embraces collectivism and traditional values. In dealing with interpersonal and business affairs, westerners should first organize employees to maintain a positive attitude towards people and things. While keeping positive, hopeful, tenacious and confident, we should also keep tolerance, comity, modesty, kindness and gratitude. Based on the analysis of Chinese and foreign studies, the cognition of psychological capital dimension is shown in figure 2.2

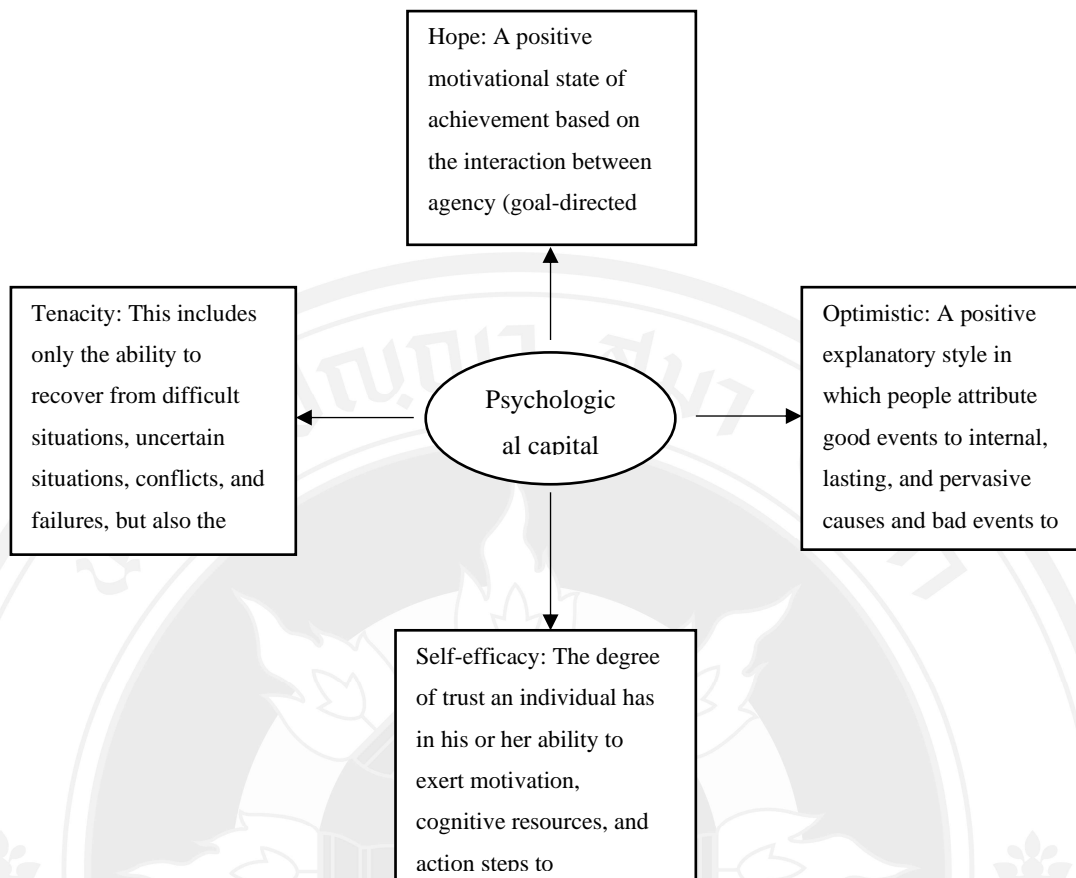


Figure 2.2 Psychological Capital Dimension

Source: Researcher

2) Psychological capital measurement

This paper holds that psychological capital has three characteristics: first, the dimension of psychological capital can be measured; Second, it is developable and has important practical significance. Third, psychological capital affects the performance of enterprises and employees. The four basic dimensions of psychological capital are self-efficacy, optimism, hope and resilience. In these studies, scholars have different views on the dimension of psychological capital. However, in general, self-efficacy, hope, tenacity and optimism are generally recognized in each other's studies (F. Luthans & Youssef, 2004).

2.3.4 Operation Definition and Scale Design of Psychological Capital

Dimension

1) Dimensional operation definition

Based on Luthans' research on the dimension of psychological capital, this paper divided psychological capital into four dimensions: confidence or self-endurance, hope, endurance and tenacity. When measuring psychological capital, add the respective standard scores of the four variables of self-confidence, hope, optimism, and tenacity to obtain the measured value of psychological capital. The operational definitions of each dimension of employee psychological capital are shown in table 2.8

Table 2.8 Operation Definitions of Psychological Capital in Various Dimensions

Variable Dimension	Operational Definition
Self-efficacy	The degree of confidence that individuals have in their ability to leverage motivation, cognitive resources, and action steps to successfully manage specific tasks in a given situation.
Hope	A positive motivational state of achievement based on the interaction between agents (goal-directed dynamism) and paths (plans to achieve goals).
Optimistic	It can be defined by two key dimensions (persistence and universal depth) of people's interpretive styles of good events and bad events. Refers to the people to good events due to internal, persistent, common human reason, the bad events due to external, temporary, and the causes in the specific scene positive interpretation of the style
Tenacity	It is the ability to recover quickly from adversity. A resilient person is one who accepts reality firmly and believes in the meaning of life supported by stable values. Amazing ability to improvise and adapt to major changes.

Source: Researcher

2) Dimensional scale

The Psycap questionnaire (PCQ) developed by Luthans, Youssef and Avolio was used to measure psychological capital. The questionnaire specifically included four sub questionnaires: self-efficacy questionnaire, hope questionnaire, optimism questionnaire and tenacity questionnaire, which respectively measured four different dimensions of psychological capital (F. Luthans, Youssef, Sweetman, & Harms, 2013).

2.3.5 Positive Organizational Behavior and Psychological Capital Relationship

At present, there are few studies on the relationship between positive organizational behavior and psychological capital, but descriptive analysis on the influence of positive organizational behavior on some dimensions of psychological capital still appears in some literatures. For example, Luthans mentioned the relationship between perceived organizational support and hope, believing that organizational support and commitment are one of the necessary conditions for employees to achieve goals, which can effectively enhance employees' hope for work. Luthans believes that leaders' tenacity to employees' tenacity will have a cascading downward overlay. Therefore, the leader's strong personality plays a very important role in strengthening the staff's strong character. Harland believes that certain behaviors and characteristics of leaders are positively correlated with the tenacity dimension of employees' psychological capital. In addition, effective social networks (such as supervision, role modeling, teamwork) and organizational behavior can help break the pessimism of employees, reduce the isolation of pessimists, and promote the development of employees' optimism levels. At the same time, organizational behavior support behavior can not only promote employees' confidence in their own abilities, but also strengthen their belief that the organization will recognize and reward their improved job performance (Harland, Knight, Lamming, & Walker, 2005). It can be said that organizational support behavior can have a positive impact on individual psychology and encourage individual's overall psychological potential (Avolio & Gardner, 2005).

To sum up, positive organizational behavior can influence some dimensions of psychological capital to varying degrees, thus promoting the improvement of psychological capital. In view of the existing research results are mostly qualitative analysis, it is necessary to verify the relationship between the two through empirical means.

2.4 Social Capital

2.4.1 Social Capital Theory

The concept of social capital was defined and started to be used by sociologists in the 1980s. After this, social capital theory can be widely concerned and has made great progress. The concept of social capital was first explicitly expressed by Bourdieu, and then it was Coleman who made a comprehensive analysis of social capital and a systematic study of social capital theory. Later, it was Putnam who introduced social capital theory into the fields of political science and economics (Bebbington, 2007).

1) Division based on functions

The definition of the concept of social capital in terms of function is often seen in the early studies. The mainstream of them is to define it from the perspective of energy, capacity and network. Scholars who hold the energy theory are mainly Bourdieu et al., who believe that social capital is the resource obtained in the network of relations, which can create value and promote the increment of material and human resources. Scholars represented by Portes believe that social capital is the ability of members to obtain scarce resources from the network. Scholars taking Bur as the representative of network view regard social capital as the relation network itself (Portes & Landolt, 2000). Coleman is the representative scholar of the Normative theory. They define some of the characteristics of an organization as social capital. To be specific, mutual trust, system and identity are embodied in network member communication (Greeley, 1997).

2) Based on internal and external theories

Scholars of the different definitions of the concept of social capital is largely due to differences in the internal and external perspective. The so-called

external perspective refers to taking the individual as the starting point, regarding the relationship network that the individual is in as the resources that the individual can obtain. The focus of the definition is on the actor maintaining a relationship with another actor. The internal perspective takes the collective concept as the starting point and pays attention to the internal characteristics of the collective, referring to various relationship networks, trust and norms among the members of the collective. In addition, Adler and Kwon proposed an integrated perspective based on the external and internal perspectives (Adler & Kwon, 2002).

Table 2.9 Summary of Definitions of Social Capital Theory

Perspective	Scholars	Definition
External perspective	Bourdieu (1985)	A collection of actual or potential resources that are related to a persistent network of mutual default relationships that are more or less institutionalized.
	Baker (1990)	It is a resource that actors develop from social structures and use to pursue their personal interests. It is created by changes in the relationship between the actors.
	Portes (1993)	Refers to the ability of an individual to make use of his membership in a social network or other social structure to obtain benefits.
	Yan-Jie, Bian (2000)	The connection between the subject of action and society and the ability to obtain scarce resources through this connection.
Internal perspective	Coleman (1990)	It is not a single entity, but two characteristics common to a number of different entities: having a certain

Perspective	Scholars	Definition
		social structure and the actions of individuals in favor of the social structure.
	Putnam (2000)	Characteristics of social organizations that facilitate coordination and cooperation for the common good, such as networks, norms, and social trust.
	Andrews (2011)	Resources generated by effective interaction between members based on knowledge creation and sharing.
	Payne et al. (2014)	Participants within the organization by building relationships and form of organizational resources, reflect the overall situation of social relations within the organization.

Source: Researcher

2.4.2 Dimensions and Measurement of Social Capital Research

1) Dimensions of social capital research

Generally speaking, the research dimensions of social capital can be divided into two categories: single dimension and multi-dimension. Table 2.11 shows the research status of scholars in the dimension of social capital research. One of the most widely accepted is the three-dimension division of social capital. Nahapiet and Ghoshal proposed the concepts of structural dimension, relational dimension and cognitive dimension when they studied the influence of social capital on enterprise value creation (Nahapiet & Ghoshal, 1998).

Structural Dimension refers to the overall pattern of association between members of a network, reflecting who is connected to and how. Network connection, network structure and network size are often used as important dimensions to measure the structural dimension. In the study of structural dimensions,

Granovetter's strong - weak relation theory (Granovetter, 1977) and Burt's structural hole are the focus of structural dimension research. The different roles of strong and weak relationships among network members in obtaining information and resources are discussed in detail (Burt et al., 1995). Relational dimensions refer to the types of relationships between network members, such as trust, specifications, obligations, and expectations. Trust is the key factor in the dimension of social relations and the essence of social capital. Cognitive Dimension refers to various symbols, languages and behavioral paradigms that can effectively promote the network members' common understanding of collective goals and behavior patterns and share them. Shared vision, values and Shared coding and language are important components of the cognitive dimension (Krishna & Uphoff, 1999). Both the cognitive dimension and the relational dimension are dimensions of network quality, but the difference is that the relational dimension focuses on the emotional quality of network members, while the cognitive dimension is the cognitive quality of network members, that is, whether network members can accurately and quickly understand each other (Gannon et al., 2014).

Table 2.10 Arrangement of Social Capital Dimension

The Dimension	Scholars	Content
Single dimension	Fukuyama (1995)	Trust;
	Granovetter (1977) & Hansen (2001)	Strength of connection;
Double dimensions	Adler and Kwon (2002)	The network structure
	Coleman (1988)	Trust, interpersonal network;
	Gabbay and Zuekerman (1998)	Relationship, Structure ;
	Krishna and Uphoff (1999)	Cognitive (norms, values, mutual trust); Structural (network structure, interaction);

The Dimension	Scholars	Content
Three dimensions	Nahapiet and Ghoshal (1998)、	Structural dimension, Relational
	Jiang-Lin Ke etc. (2013)	dimension and Cognitive
		dimension;
	Kaasa (2009)	Networks, norms, trust;
	Dakhli and Clercq (2014)	Trust, social activities and civil behavior norms;

Source: Researcher

In this study, Nahapiet and Ghoshal were used to divide social capital into three dimensions, namely structural dimension, relational dimension and cognitive dimension. The structure dimension mainly measures the strength and stability of the network. Relationship capital measures trust among network members; Cognitive capital represents the level of language and willingness Shared among network members (Nahapiet & Ghoshal, 1998).

2) Measurement of social capital dimension

Combined with the characteristics of knowledgeable employees, based on previous studies, this paper mainly refers to Nahapiet and Ghoshal's three-dimensional differentiation measurement method, and corrects and adjusts the problems based on Jiang-Lin, Ke 's questionnaire. Finally, the initial questionnaire on the social capital of knowledgeable employees includes a total of 18 questions, which are measured from three dimensions of social capital.

3) The correlation between social capital and job performance

Robert Putnam, an American sociologist, concluded through his research that "social capital will sooner or later become the key factor influencing the development of the world economy." Similarly, social capital is crucial for knowledgeable employees to produce good job performance. Therefore, we need to have a good understanding of the relationship between the two, in order to make more forward-looking decisions in the enterprise human resource management.

Judge found that trust is an effective booster of performance, and employees' trust in managers is related to their job performance and job satisfaction. At the same time, the ability of employees to trust each other within an organization or team helps to produce a more efficient cooperative relationship. The common language and symbol can help employees to have a consistent expectation of the results of their work or actions, provide a good premise for long-term cooperation with each other, and thus improve job performance and effect (Judge, Erez, Bono, & Thoresen, 2003). Lou Liu's research found that the centrality of counseling and friendship networks in the social network structure and location of individuals within organizations had positive effects on task performance and interpersonal promotion. Consultation centrality and friendship network centrality have positive and negative effects on job involvement respectively. Ping Wang and Ying Li used the sample method to conduct an empirical study on the characteristics of social capital and its relationship with job performance. It was found that the overall variables of social capital, structural state, structural relationship zone and cognitive dimension were positively correlated with job performance, but the correlation between the relationship dimension and job performance was not significant. Lin-Jiang, Ke et al. found that social capital (relationship between colleagues and leaders, external relations) had a significant positive impact on task performance and peripheral performance. In addition, it is found that the positive effect of social capital on job performance is weakened in the case of task complexity when task uncertainty is added into the moderating variable. Xi Zhou, Tian et al found that employees' social capital was positively correlated with their job performance through the field investigation of 363 samples of two types of samples using the utility analysis method (Fukuyama, 1995).

2.5 Personal Behavior Theory and Job Performance

Behavioral theory provides a basic framework for clarifying the relationship between human resource management and employee performance. The organization's human resource management practices imply the desired employee role information. The behavior of employees following this role will lead to different individual

performance. The behavior of employees reflects their cognition and explanation of the whole human resource management mode of the organization. Behavioral theory assumes that organizations take the practice of strategic human resource management as a tool to manage employees' behaviors to strengthen their psychology and improve their working attitude, and believes that different strategies emphasize different behavioral rules (P. M. Wright & McMahan, 1992).

2.6 Job Performance

The concept of performance exists at different organizational levels. Spangenberg identifies three levels of performance: organization, group, and individual. Due to the different levels of performance, the contents, influencing factors and measurement methods of performance at different levels are different. This study is a study on individual level performance, that is, the job performance of individual employees (Spangenberg, 1994). With the continuous advancement and deepening of the research on job performance, the definition of its concept is becoming more and more clear. However, there is no universally accepted definition of job performance in the academic world, and the main difference lies in whether performance is a result or a behavior.

The view and proposition that performance is a "result" does not take into account the process factors and interpersonal factors that employees experience in achieving the current performance results. In practice, this kind of thinking and theory will cause enterprises to pay too much attention to the results, pay too much attention to short-term goals and human resources planning, ignore the long-term training and development of employees, ignore the long-term development planning and strategic management of enterprises. The view of performance as "behavior" holds that performance is a series of behaviors related to work tasks and organizational goals performed or implemented by employees in the work process. These behaviors can be planned and controlled by individuals, and the job performance of employees cannot be simply measured by the work results (Waldman, 1994). The management of an enterprise, including the human resources department, will consider whether the decision will promote the performance of employees when making some decisions.

Therefore, many experts and scholars are very keen on the study of employee performance. Everyone has his own perspective on problems, which results in a complicated concept of job performance. Different people have different definitions of employee job performance due to their different entry points.

2.6.1 Similar Studies of Job Performance in Chinese and Foreign Countries

1) The main theoretical viewpoints of foreign experts and scholars

A view that performance is the result. Bemardin proposed that job performance is the work result generated by employees based on their specific job responsibilities or organizational activities in a certain period of time. Although the process of work is affected and constrained by environment, personal ability, working conditions and other factors, the result is the best evaluation basis for performance (Bernardin & Beatty, 1984). Another view defines performance in terms of behavior or process orientation. Representative views include Campbell believes that the definition and research of performance should be treated differently from the work results. Performance is the behavior carried out and controlled by individuals and related to organizational goals, which can be measured by the level of individual contribution. By definition, performance should only refer to the relevant actions or behaviors of employees in the process of organizational goals (Ervasti & Campbell, 1993). Murphy defines performance as a set of behaviors related to the goals of the organization in which the team or individual works (Ramaty, Mandzhavidze, Kozlovsky, & Murphy, 1995). Borman and Motowidlo divided performance into Task performance and Contextual performance (Borman & Motowidlo, 1993). Task performance refers to the specific task related to the completion of the work itself. Emphasis is to complete the efficiency of the task, to achieve the degree of work objectives and so on. Peripheral performance, on the other hand, does not directly affect the process and result of completing work tasks, but is the environmental optimization implemented by employees to achieve work objectives. Peripheral performance emphasizes the behaviors and results of employees to promote good interpersonal relationships and create a good organizational atmosphere, such as the behaviors and motivations to maintain good working and personal relationships with

colleagues, and the desire and actions to help others complete their work successfully (K. Wright, 2005).

In their 1993 study, Borman and Motowidlo divided contextual performance into two dimensions: job dedication and interpersonal convenience. After that, contextual performance was divided into five dimensions and four basic assumptions were proposed for job performance (Van Scotter & Motowidlo, 1996). Similarly, they accept the notion that performance is an act, not the result of an act. It is also believed that performance is a kind of multiple behavior structure that can be effectively evaluated, and individual personality and cognitive ability have important influence on this multiple behavior structure. Personality and cognitive ability are important determinants of task and contextual performance. The persistence, self-discipline, obedience and effort embodied in contextual performance are of great benefit to individuals and organizations. Cooperation, help, consideration and other behaviors are conducive to improving the performance of the organization, improving organizational coordination and reducing member friction. Innovation and voluntary behavior will strengthen the adaptability of enterprises and organizations to the environment. But Borman and Motowidlo did not answer whether a single contextual performance behavior could also lead to improvements in task and contextual performance. In fact, contextual performance behaviors may not always be conducive to the realization of organizational goals (Borman, Penner, Allen, & Motowidlo, 2001). Therefore, Rotundo and Sackett give a comprehensive definition of job performance, which is the behavior or action that an individual can effectively control and contributes to the development of the organization. Based on this definition, job performance is divided into two dimensions: task performance and non-task performance. Non-task performance is divided into productive non-task performance and counter-productive non-task performance. Their performance model included performance behaviors detrimental to organizational goals in the scope of performance structure (Rotundo & Sackett, 2002).

There are not many studies on knowledgeable employees in foreign countries, and the research results related to the job performance of knowledgeable employees mainly include the following, as shown in table 2.11

Table 2.11 Research Results of Job Performance of Foreign Knowledgeable Employees

Year	Author	Context
2000	Yuri W., Ramirez and David A., Nembhard	With the changing economic structure, enterprises are increasingly dependent on the productivity of knowledgeable employees. Today, knowledgeable employees make up more than two-thirds of the workforce. Therefore, it should be raised to a strategic height to improve productivity. The productivity measurement classification of knowledgeable employees is proposed, and the dimension of productivity is determined.
2002	Paradi.J,C Smith,S Schaffinit	The DEA method was used to test the productivity, efficiency and effectiveness of the knowledgeable staff of Bell Canada's engineering design team.
2005	Kirby Wright	Based on the exploratory research on the learning and working process of high-skilled and experienced knowledge employees, another perspective of knowledge management is discussed. How individual workers apply knowledge to their daily work. The concept of individual knowledge management was developed, and a new model was proposed. Through unique cognitions supported by individuals, society, and organizations, information, society, and learning abilities connect different types of problem-solving approaches.

Source: Researcher

2) The main theoretical views of Chinese experts and scholars

Some Chinese scholars have also proposed a four-dimension model of job performance. Based on the structural model of task and peripheral performance, a four-factor structure is proposed, including task performance, interpersonal performance, adaptive performance and effort performance (Balkundi & Harrison, 2006). Yi Han and Jian-Qiao Liao also proposed a four-dimensional structure: task performance, contextual performance, learning performance and innovation performance by summarizing previous researchers' performance structure models. In summary, the concept of job performance is distinguished from the perspectives of Chinese and foreign scholars, who mainly have three perspectives: outcome view, behavior view and comprehensive view. table 2.12 below is a summary of the three viewpoints of Chinese and foreign scholars.

Table 2.12 Definition of Job Performance by Chinese and Foreign Scholars

Standpoint	Scholar (Time)	Job Performance Definition
Outcome view	Bernardin and Beatty (1984)	Job performance refers to the output of employees in pending positions and within a specific time.
	Jie Yang, Li-Luo Fang, Wen Ling (2000)	Job performance is the result of an individual or organization achieving it in some way over a period of time.
	Jian-Feng Peng (2003)	Job performance is the performance and results of employees completing a job.
Behavior view	Campbell (1990, 1993)	Performance is the behavior that employees engage in at work, and these behaviors must contribute to the organization's goals.

Standpoint	Scholar (Time)	Job Performance Definition
	De Zhang (2004)	Job performance is the employee's work behavior that is conducive to the achievement of the organization's goals, and the behavior is observable and assessable.
Comprehensive view	Paul and Jane (2004)	Job performance is the sum of employees' behaviors, results, and attitudes to accomplish tasks.

Source: Researcher

2.6.2 Summary of Job Performance Dimension Variables

Initially, the academic community's understanding of job performance structure was one-dimensional. With the deepening of research, two-dimensional theory, three-dimensional theory and even multi-dimensional theory of job performance dimensions have appeared. Not only is it more and more mature in theory, but it is also very instructive to practice. Several representative employee performance models are summarized in table 2.13

Table 2.13 Structure Dimension Table of Job Performance

Structure Type	Point of View
Two – dimensional	The job performance is considered to include not only Task Performance but also Contextual Performance. Task Performance refers to the employee's status, behavior and results of completing the job. Mainly affected by factors such as work experience, knowledge. Its main manifestation form is the work efficiency, the work quantity and the quality and so on; Contextual Performance is the behavior that contributes to task Performance and constitutes the psychosocial context

Structure Type	Point of View
Three – dimensional	<p>of an organization. For example, the degree of care and help for colleagues, the degree of willingness to work outside the responsibility, team spirit and so on. Contextual Performance is primarily influenced by personality factors (Borman & Motowidlo, 1997).</p> <p>The Contextual performance is further subdivided into two parts: work dedication and interpersonal promotion (Van Scotter & Motowidlo, 1996).</p> <p>Task performance is divided into two parts: task management and leadership (Conway, 1999).</p> <p>It is suggested that on the basis of Task performance and Contextual performance, it is necessary to pay more attention to the adaptive performance of employees in response to changes. Adaptive performance includes the following characteristics: good at learning new tasks, flexibility, ability to cope with changes, etc. (Allworth & Hesketh, 1999).</p>
Multidimensional	<p>An eight – dimensional performance structure model is proposed. Performance is composed of three levels: declarative knowledge, procedural knowledge and motivation. The eight dimensions at these three levels include detailed task proficiency, non-detailed task proficiency, ability to communicate tasks in writing and orally, demonstrated effort, maintenance of personal discipline, promotion of others and team performance, supervision/leadership, management/administration (McPhersonx et al., 1991).</p>

Source: Researcher

Based on the particularity of the work content of knowledgeable employees, this paper believes that the job performance of knowledgeable employees should be viewed from a comprehensive perspective, which is the combination of employee behavior and results. It also supports the three-dimensional division of job performance into relational performance and task performance.

Contextual performance.

Contextual performance emphasizes the interpersonal relationships of employees, the motivation to maintain good working relationships with colleagues or people associated with the job and to help others get the job done smoothly. It does not contribute directly to the organizational goals but are able to work through the surrounding environment such as society, organization support. For example, abide by the organization's rules and regulations, support the organization's goals, and live in harmony, so as to reduce conflicts and frictions in the process of achieving task performance.

Task performance.

Task performance of knowledgeable employees is mainly the result of most mental work and a small part of manual work, which is the most basic component of employee performance.

1) Measurement of job performance

Yi Han and Jian-Qiao Liao summarized the theoretical models of previous researchers' performance structure and built a theoretical model that includes four dimensions of task performance, contextual performance, learning performance, and innovation performance. Task performance is required by the organization to be completed by employees, as well as the due responsibilities and contributions; Contextual performance reflects the employee's contribution to the interpersonal relationship in the organization, and it is also the employee's responsibility to some extent. Innovation performance reflects employees' loyalty to their own career and the organization they belong to, and reflects employees' hope for their own growth and future development of the organization. Learning performance is the result of employees' efforts to match their career planning with the organization's future development intention (Han Yi & Liao Jian-Qiao 2007).

2.6.3 Relationship between Psychological Capital and Job Performance

Psychological capital is a hot topic in current academic research, and the related research on psychological capital and job performance needs further exploration. According to the existing foreign research results, it can be roughly divided into direct effect model. From the perspective of foreign research process, scholars represented by Luthans et al. conducted researches on the relationship between psychological capital and job performance, including the research on the relationship between psychological capital and organizational performance, as well as the influence of psychological capital on individual performance. Luthans adopts a three-dimensional model of psychological capital (hope, optimism and resilience); Studies by Youssef et al. Show that the level of hope has a positive correlation with managerial and employee job performance, job satisfaction, and job happiness. On the basis of the above studies, it can be found that the research history of psychological capital is not long, especially the research on the relationship between psychological capital and job performance needs more empirical evidence to substantiate the argument. Psychological capital research in China started late. Therefore, it is necessary for us to explore in depth, especially for the antecedent variables affecting psychological capital, and it is our future research trend (Szreter & Woolcock, 2004).

2.6.4 The Relationship between Positive Organizational Behavior and Job Performance

There are many researches on the relationship between organizational behavior and job performance, but they mainly focus on the combination of the dimensions of positive organizational behavior and job performance. This kind of research mainly divides job performance into task performance and Contextual performance, and then discusses the influence of organizational behavior on these two dimensions respectively. George & Brief's research has shown that organizational behavioral support can promote the occurrence of organizational citizenship behaviors, thereby improving the Contextual performance of employees. Such as helping colleagues to complete their work, putting forward Suggestions beneficial to the organization, learning knowledge and skills beneficial to the organization, and assisting the organization to avoid risks, etc. (George & Brief, 1992). Barksdale &

Werner proved that organizational support behavior can motivate employees to better perform in-role behaviors (Barksdale & Werner, 2001). Research by Witt & Ferris has found that organizational support has a significant positive effect on task performance and Contextual performance (out-of-role behavior), and the effect degree is basically the same (Hochwarter, Witt, Treadway, & Ferris, 2006).

Overall, the positive effects of positive organizational behavior on job performance have been confirmed by relevant research. However, the academic community does not agree on the relationship between organizational support behavior and task performance and Contextual performance. Therefore, it is necessary to further study the relationship between them.

2.6.5 Job Performance Dimension Operation Definition and Scale Design

1) Dimensional operation definition

Based on the representative two-factor structure model proposed by Borman and Motowidle, this paper divides job performance into two dimensions: task performance and relational performance (Borman et al., 2001). Job performance is measured by task performance and contextual performance. The operational definition of each dimension of employee performance is shown in table 2.14

Table 2.14 Operation Definitions of Each Dimension of Job Performance

Variable Dimension	Operational Definition
Task performance	Is refers to the employee work "duty" behavior, is the individual work role requirements and must complete the activities. Such as the quantity, quality and efficiency of the work performed by the staff in accordance with the requirements of the job description.
Contextual performance	It refers to the voluntary implementation of informal rules by employees but is very beneficial to the organization. Such as altruism and adherence to rules.

Source: Researcher

2) Dimensional Scale

The job performance scale adopted in this paper includes task performance and contextual performance. The measurements of the contextual performance were based on the items for which the relational performance scale developed by Van Scotter and Motowidlo had a high burden on interpersonal promotion and work commitment (Hochwarter, Kiewitz, Gundlach, & Stoner, 2004).

2.7 Performance Indicators

2.7.1 Key Performance Indicators

1) Key performance indicators (KPI)

Key Performance Indicators (KPI) usually refer to measurable Performance indicators that an enterprise can obtain by decomposing its strategic objectives. Establishing a clear and feasible key performance indicator system is the basis of using KPI method for performance appraisal, and also the key to the success of performance appraisal (Tsai & Cheng, 2012).

2) The role of the KPI

Performance management system with KPI as the core refers to the extraction and induction of key successful elements in the process of enterprise organization operation. It is used to evaluate the performance of evaluators quantifiable or behavior of the index system. KPI can be divided into enterprise KPI, department KPI and specific post KPI (or individual KPI) according to the main body of its evaluation and implementation. The three are not completely independent, but interrelated. It has the following functions: first, it can effectively decompose the organizational strategic objectives into various departments and individuals; Second, the role of KPI system is not only to restrain the behavior of employees, but also to reflect the company's development strategy. Third, the establishment of KPI system can provide objective and fair data for the value evaluation system and value distribution system, and avoid the deviation caused by human factors to the maximum extent; Fourth, the establishment of key performance indicators can help managers, departments and individuals to determine the focus of work, clear responsibility;

Fifth, the process of establishing key performance indicators can promote communication among employees in the enterprise.

In a word, the performance management system with KPI as the core is a comprehensive management system, which is the core of enterprise or organization management. The real goal of the performance management system with KPI as the core is to improve the work efficiency of the enterprise, improve the morale and enthusiasm of employees, enhance the awareness of employees to participate in the management of the company, and promote employees to work towards the organizational goals with unity (Rafiq & Ahmed, 1993).

2.7.2 KPI Design Principles

From the characteristics of the performance evaluation model itself, the evaluation can internalize the strategic development of the company into concrete actions of the company and employees. It is very important to know which key indicators should be included in the performance evaluation system to meet the strategic needs of enterprises to attach importance to management. In other words, choosing key performance indicators is a very important thing. If too many indicators are selected, the evaluation results will often be confused because the focus cannot be highlighted. If too few indicators are selected, some key indicators are often omitted, making the whole performance evaluation meaningless. At present, many "SMART" principles define the indicator system (Ning, Jian-hai, & Jia-xin, 2011).

SMART Principle

Key performance indicators should be set in accordance with the SMART principle. SMART is a five-word acronym that means the following:

S is specific. Namely each key performance indicator should clearly describe the action plan to be completed by employees and superiors under each job responsibility.

M is Measurable. This means that key performance indicators should be quantified as much as possible, with quantitative data. Such as quantity, quality, time, etc. So that it can be measured objectively.

A (Attainable) is achievable or achievable, and it contains two meanings: First, the number of tasks is moderate and reasonable, and the tasks are delivered

within the controllable range of employees under the premise of consensus between the superior and the superior aims. The second is that it must be achieved "with a certain effort", not just a repetition of previous goals.

R (Relevant) is the relevance of key responsibilities. Also has two meanings: one is the superior objectives must be set before the lower target, target consistency between the superior and the subordinate, avoid target repeat or fault. The other is that the employee's work objectives should be related to the team, especially the individual's main job responsibilities.

T (time-bound) has a time limit. Goals without deadlines are almost the same as goals without goals.

Table 2.15 SMART Design Principles

Principle	The Correct Approach	Wrong Way
Specific	To target, to refine, to change with the environment;	Abstract, unrefined, replicated indicators of other situations;
Measurable	Quantitative, behavioral, availability of data or information;	Subjective judgments, non-behavioral descriptions, data or information not available;
Attainable	With effort, it can be achieved within a reasonable time frame.	Aim too high or too low, and the deadline is too long.
Relevant	Consistent from top to bottom and associated with personal responsibilities.	Repetitive, disconnected and unrelated to a person's primary responsibility.
Time -bound	Use the unit of time; Focus on efficiency;	Regardless of timeliness; The fuzzy concept of time;

Source: Researcher

However, in the current research, the mediating variables for the effect of positive organizational support on job performance are mostly behavioral and attitude variables. In many cases, the psychological factors of employees are ignored. With the rise of positive psychology, more and more psychological variables, such as self-efficacy, subjective well-being and tenacity, will better adapt to the development direction of human resource research in the era of knowledge economy. Focus on the role of psychology in the theory of organizational behavior and take knowledgeable employees as the research object. The relationship between positive organizational behavior, psychological capital and job performance remains to be further explored. Therefore, this study will empirically demonstrate the relationship between the organizational behavior, psychological capital, and job performance of knowledgeable employees while further exploring the role of psychological capital in Perceived Organizational Support and job performance (Masten & Reed, 2002). Then, important KPI assessment indicators are extracted to provide an objective basis for performance management and communication between superiors and subordinates.

CHAPTER 3

RESEARCH METHODOLOGY

"Positive organizational support behavior" and "the two great capitals (psychological capital and social capital)" are hot topics in business management and academia today (Dutton, Glynn, & Spreitzer, 2005). Through literature and theoretical review, based on psychological capital, social capital and organizational behavior theory; As one of the important components of an enterprise, knowledgeable employees can significantly affect the performance of employees themselves. But there is no doubt that "positive organizational support behavior" and "two capital" (psychological capital and social capital) must have an inextricable relationship with "job performance". This chapter mainly puts forward the research framework based on the theoretical model of literature in chapter 2. 3.1 research methods and hypotheses and 3.2 interview design are emphatically introduced.

3.1 The Research Methods

The survey mainly used a qualitative method based on quantitative questionnaires and supplemented by in-depth interviews.

3.1.1 Research Idea

On the basis of reviewing and summarizing the existing literature, the framework of the relationship among positive organizational behavior, psychological capital, job performance and social capital is constructed (see figure 3.1). At the same time, four hypotheses are proposed based on the existing research context: ①The knowledgeable employees feel the positive behavior of the organization, the higher the job performance of employees. ②The higher the psychological capital of employees in an organization, the higher their performance. ③Knowledgeable

employees feel positive organizational behavior, the greater the employees' psychological capital. ④ Social capital has a significant impact on employee performance in the organization.

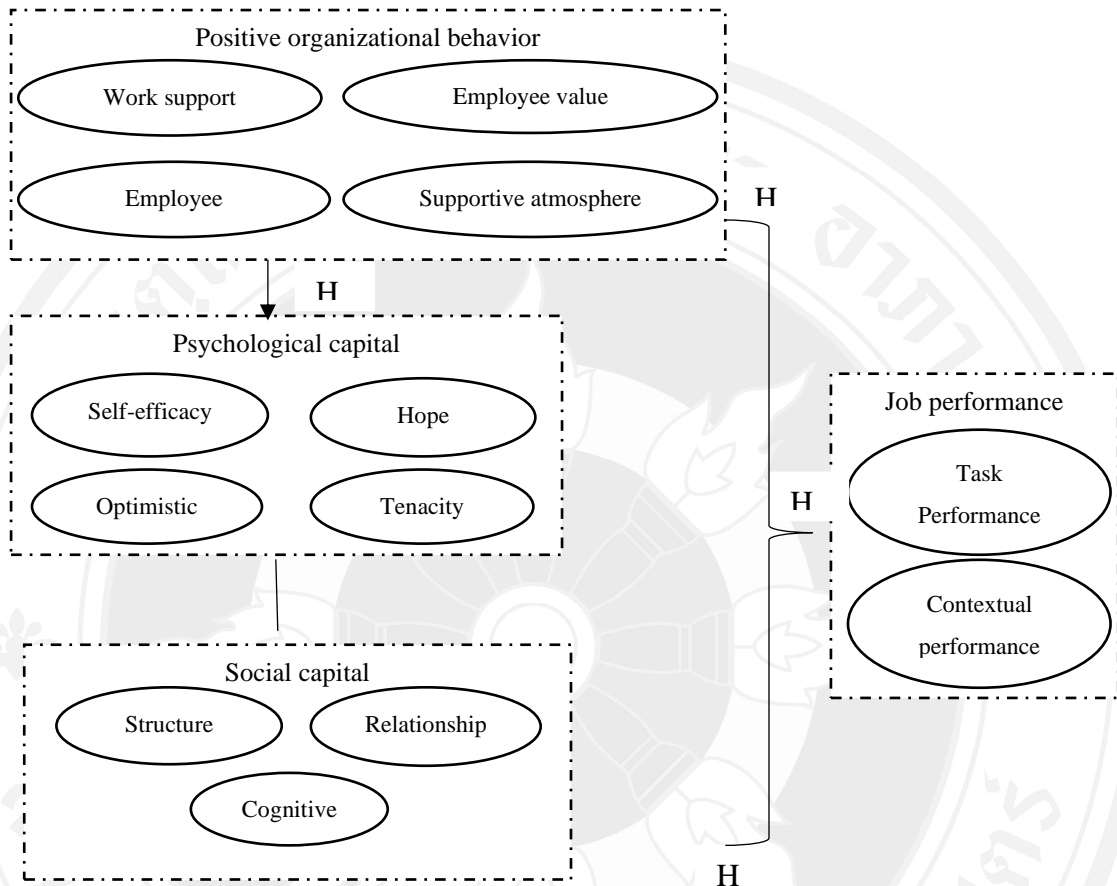


Figure 3.1 Research Framework

Source: Researcher

3.1.2 Research Hypothesis

1) Positive organizational behavior and job performance

According to the theoretical perspective of social interaction, as long as both parties abide by certain exchange "rules", a relationship of trust, sincerity and mutual commitment will be formed between the parties over time (Cropanzano & Mitchell, 2005). This is also a tenet of social exchange theory. When employees perceive the positive support from the organization, they will reward them for the

resources they receive from the organization through changes in the degree of job involvement. The highest level of reward for organizational action is to fully integrate into the work role and provide greater cognitive, emotional and physical resources to promote the achievement of organizational goals with higher job performance. Therefore, according to the social exchange theory explanation, the employee's perceived organizational support (that is, organizational rewards) and their job performance (i.e., employees return) must exist in a certain relationship. Western studies have partly supported this view.

Eisenberger's study found that positive organizational behavior helped promote organizational behavior, which was negatively correlated with absenteeism and positively correlated with job performance (Eisenberger, Fasolo, & Davis-LaMastro, 1990). Brief, also think, perceived organizational support help outside the role behavior, including help organizations avoid risk, put forward the constructive Suggestions, take the initiative to access to the organization's knowledge and skills, etc., which is based on mutual benefit principle, employees generally choose role outside the behavior to be return of organizational support, rather than improve efficiency (George & Brief, 1992).

Chong's research on production personnel showed that employees with higher organizational behaviors had more positive attitudes towards kanban management (JIT), and their job performance improved significantly (Hageman et al., 2001). Aryee and Lee's empirical study with some enterprises in southern China as samples found that positive organizational behavior was significantly correlated with organizational trust (T10) and organization-based self-efficacy (OBSE), and T10 and OBSE played a mediating role between POS and organizational commitment and in-role performance (Z. X. Chen, Aryee, & Lee, 2005).

Therefore, based on the above theoretical logic and research, it is believed that knowledgeable employees' perception of organizational behavior will lead to higher job performance, from which the following hypotheses can be obtained.

H1: The positive organizational behavior of an organization is positively correlated with its job performance.

H1a: The job support dimension of positive organizational behavior is positively correlated with the job performance of employees.

H1b: The interest concern dimension of positive organizational behavior is positively correlated with employee performance.

H1c: The personal development dimension of positive organizational behavior is positively correlated with employee performance.

H1d: The supportive atmosphere dimension of positive organizational behavior is positively correlated with employee performance.

2) Positive organizational behavior and psychological capital

It is known from the literature that as a comprehensive cognition of the implementation of organizational support behavior by employees, positive organizational support behavior will inevitably influence their inner psychological state for a long time (F. Luthans, Avey, & Patera, 2008). Knowledgeable employees' perception of organizational support can create two positive environments for their psychological capital breeding. This can be explained in three ways: first, when employees feel supported by the organization, they are more likely to perform tasks in two psychologically hopeful ways in the organizational context. Secondly, when employees need to face setbacks due to their own mistakes, organizational support may bring a higher level of resilience to employees, so that employees can quickly adjust and recover from setbacks. That's because they don't have to worry about being punished by the organization for making mistakes. Instead, they may focus on getting on with the task at hand, leaving setbacks behind and coping with them in a positive way. Finally, organizational support can lead to positive, optimistic attributions. For example, employees with perceived organizational support are more likely to attribute their mistakes to external circumstances, instability, and specific events than to personal knowledge, skills, and capabilities. Even if they attribute the mistake to personal factors, they feel they can solve the problem in a new way. This has been partially proved in existing studies. For example, Eisenberger et al. used "felt obligation" and "positive mood" as intermediary variables to study the relationship between positive organizational behavior and employee work output in 2001. The results show that organizational behavior positively affects employees' work output by influencing positive emotions. Avolio, Gardner and Walumbwa point out those honest managers as organizational agents can positively affect employees' hope, trust and positive emotions by supporting their subordinates' behaviors (Avolio, Gardner,

Walumbwa, Luthans, & May, 2004). An empirical study by Luthans, Norman and Avolio with samples of a service enterprise and a high-tech manufacturing enterprise pointed out that the perception of organizational supportive atmosphere would affect employees' psychological capital and further affect their work output. However, psychological capital plays a significant mediating role between supportive atmosphere and employee performance (F. Luthans, Norman, Avolio, & Avey, 2008).

Based on the above analysis, the following assumptions are proposed:

H2: Positive organizational behavior significantly affects the psychological capital of knowledgeable employees.

H2a: The job support dimension of positive organizational behavior is positively correlated with the psychological capital of employees.

H2b: The employee interest concern dimension of positive organizational behavior is positively correlated with employee psychological capital.

H3c: The dimension of employee personal development of positive organizational behavior is positively correlated with the psychological capital of employees.

H4d: The dimension of organizational supportive atmosphere of positive organizational behavior is positively correlated with the psychological capital of employees.

3) Job performance and psychological capital

As a positive psychological state, psychological capital has an important impact on performance. Employees with stronger psychological capital have better ability to cope with adverse environment and higher work efficiency. At present, the positive effect of psychological capital has been verified in many fields. Many studies have confirmed that psychological capital and its dimensions can positively affect employees' task performance (M. Larson & Luthans, 2004). Moreover, the psychological capital created by the combination of hope, optimism, and tenacity had a stronger positive correlation with their job performance; Psychological capital is positively correlated with employee performance pay. Luthan points out that employees with tenacity are better able to cope with difficult situations and adversity and succeed. In addition, knowledgeable employees' individual perception of their responsibilities will further strengthen their identification with the

organization. Lipponen believes that the stronger employees' identification with the organization, the more likely employees are to be inspired to improve their work, so as to put forward their own Suggestions and generate some novel ideas. In conclusion, it can be predicted that psychological capital and positive psychological states such as hope, optimism and tenacity can have a positive impact on employees' job performance (Olkkonen & Lipponen, 2006). Therefore, the following hypothesis is proposed in this paper:

H3: The psychological capital of knowledgeable employees has a significant influence on their job performance.

H3a: The self-efficacy of psychological capital significantly affects the job performance of knowledgeable employees.

H3b: The hope of psychological capital positively affects the job performance of knowledgeable employees.

H3c: The optimism of psychological capital significantly affects the performance of knowledgeable employees.

H3d: The tenacity of psychological capital significantly affects the job performance of knowledgeable employees.

4) The influence of social capital on job performance of knowledgeable employees

Through sorting out the relevant literature in chapter ii and dividing the social capital dimension of knowledgeable employees in this paper, it can be found that:

Structural dimension, structural state and structural relationship are positively correlated with job performance. The scale of information network is positively correlated with job performance. Network structure can affect knowledge-based job performance and task completion (Shin et al., 2004). Network centrality has a positive effect on task performance in general, among which counseling and friendship network centrality has a positive effect on task performance and interpersonal promotion. The network centrality of consultation has a positive effect on job involvement, but the network centrality of friendship has a negative effect on job involvement.

Relational dimension: the correlation between the relational dimension of social capital and job performance is not significant. Mutual trust between employees in organizations and departments can lead to more efficient cooperation and job performance (Judge et al., 2003). Establishing good relationships with influential and powerful colleagues is conducive to one's own performance (Arnould & Thompson, 2005). Friendship and support among colleagues are conducive to the improvement of surrounding performance. Cognitive dimension: common language and symbols easily generate common expectations for the results of actions, providing a good premise for mutual cooperation, thus improving the working effect. The common vision formed by enterprises for a long time, that is, the members clearly and identify with the overall goals within the enterprises, and have a positive impact on the performance of employees (w. Tsai & Ghoshal, 1998).

Cognitive dimension: common language and symbols are conducive to the common expectation of the results of actions, thus providing a good premise for the cooperation between each other and ultimately improving the work effect. The common vision formed over a long period of time, that is, the clear recognition of the overall goal of the company by the members, will have a positive impact on the performance of employees. Thus, the following hypotheses are proposed:

H4: The social capital of knowledgeable employees has a significant positive impact on their job performance.

H4-a: The dimension of social capital structure has a significant positive impact on its task performance.

H4-b: The dimension of social capital relationship has a significant positive impact on its task performance.

H4-c: The cognitive dimension of social capital has a significant positive impact on its task performance.

H4-d: The dimension of social capital structure has a significant positive impact on its Contextual performance.

H4-e: The dimension of social capital relationship has a significant positive impact on its Contextual performance.

H4-f: The cognitive dimension of social capital has a significant positive impact on its Contextual performance

3.1.3 Population

The research object of this paper is employees of various occupational levels and occupational types working in various enterprises (including state-owned enterprises, private enterprises, etc.). The samples were widely selected but mainly from Beijing. According to the Beijing municipal bureau of statistics (the population data come from the annual population sampling survey, and the surveyors enter households to fill in questionnaires, including both households and collectives), the resident population of Beijing area is 20 million. Beijing has obvious advantages in talent, education and science and technology resources. Among China's big cities, Beijing has the highest talent, science and technology competitiveness index. Beijing has more than 90 universities, more than 1,000 research institutes, 120 state key laboratories, about 860,000 college students and 25,000 state-level high-tech enterprises. In terms of quality, Beijing has better innovation resources. Half of the best disciplines and laboratories with top talents are located in Beijing. Beijing's R & D intensity is 6.17%, ranking first in China. Every year, about half of the first prize of national scientific and technological achievements and the top ten scientific and technological advances in China come from Beijing. In every million population, Beijing has about 100,000 professional and technical personnel, which are widely distributed in the economic field, electronics and communication fields, etc. Knowledge workers are relatively widely distributed and highly representative.

3.1.4 Sampling Method

Also called sampling. Take a part of the sample unit from all the samples to be studied. The basic requirement is to ensure that the sample units drawn are fully representative of all samples. The purpose of sampling is extracted from the sample units of analysis and research results to estimate all the samples and infer the characteristics. It is a kind of economical and effective work and research method widely used in scientific experiment, quality inspection and social investigation. This paper adopts the method of random sampling in enterprises, that is, each part in the population of survey subjects has the same possibility of being selected. It is a sampling survey conducted in full accordance with the principle of equal opportunity, which is called "equal probability" (R. Larson & Csikszentmihalyi, 2014). There are

four basic forms of random sampling, namely simple random sampling, equidistant sampling, type sampling and cluster sampling. Generally, set an overall sample containing N individuals. If a sample is taken from the method one by one, and the probability of each individual being drawn is equal each time. So, this is called simple random sampling. The greatest advantage of random sampling is that when inferring the population from the sample data, the reliability of the inferential value can be objectively measured by the method of available probability, so that this inference can be established on a scientific basis. Because of this, random sampling is widely used in social survey and social research (Collins, Onwuegbuzie, & Jiao, 2007).

3.1.5 Sample Size Determination

The number of individuals in a sample or the number of units that make up the sample population, also called the required sample number. Refers to the number of samples in units that need to be selected at least if the requirements for the purpose of the survey are met. Determine the size of the sample size is relatively complex problems, should not only have quantitative consideration also should have qualitative considerations. Specifically, more important decisions require more information and more accurate information, which requires a larger sample size. Exploratory study, the sample size is generally small; Conclusive studies, such as descriptive surveys, require larger samples. Collecting data on many variables requires a larger sample size to reduce the cumulative effect of sampling errors. If need to use multivariate statistics method to the complexity of advanced data analysis, sample size should be larger. Large samples are also required if a particularly detailed analysis is required, such as many classifications (Sim & Wright, 2005).

As the research object of this study is the knowledge workers of major enterprises (mainly distributed in Beijing). Because general unknown, $P = 0.5$, then the variance of the maximum (we can obtain a more conservative sample size), assuming no need to get each layer of the precision of the estimate, and if the entire region's estimate of 95% confidence level, plus or minus 5% margin of error, think the estimate is reliable enough. Assuming the population size N is 500, the expected answer rate is 70%.

The first step is to calculate the initial sample size n_1 .

$$n_1 = \frac{Z^2 P(1-p)}{E^2} = (1.96)^2 (0.50) (0.50) / (0.50)^2 = 384$$

The second step is to calculate the sample size n_2 .

$$n_2 = \frac{n_1 * N}{N + n_1} = 384 * 500 / 500 + 384 = 184$$

The third step is to adjust n_3 again according to the design effect.

$$N_3 = B n_2 = n_2 = 184 \text{ (since no estimate of } B \text{ is available, take } B=1)$$

The fourth step is to determine the final sample size n according to the no-answer condition.

$$n = \frac{n_3}{r} = 184 / 0.7 = 262 \text{ (r is the response rate)}$$

Based on the above calculations, the sample size required for the survey was finally determined to be 262.

3.2 The Collection of Data

This study will mainly use semi-structured interview, data coding technology, questionnaire survey and other qualitative research and quantitative methods. To study the relationship between positive organizational behavior, psychological capital, social capital and performance based on identifying characteristics. At the same time, through the method of focused interview, the paper deeply explores the differences in the patterns and root causes of the organizational identity behaviors of different knowledgeable employees. According to the previous definition of knowledgeable employees, the samples of this study are all knowledgeable employees according to the characteristics of education structure, occupation distribution, department attributes and so on. In terms of questionnaire collection, in addition to sending questionnaires by researchers and instructing them to fill in the answers, questionnaires are also entrusted to classmates and friends for distribution in their departments. At the same time, electronic questionnaires are also used to increase the number of valid questionnaires. All of the above methods have their own advantages and disadvantages. In general, it takes a short and concentrated time to collect questionnaires by hand, and researchers can direct the filling of questionnaires in person. Face-to-face communication will help the subjects better understand the

intention of the questionnaire and the way to answer the questionnaire, which will help improve the quality of the questionnaire. In addition, the online way is more convenient, which is not only helpful for the distribution of questionnaires, but also very convenient for the subjects to fill in the answers. In addition, it is relatively convenient to collect questionnaires and statistical data.

The research method of questionnaire survey is based on the following reasons: first, from the perspective of data collection function, the questionnaire method is the most rapid and effective. Secondly, if the quality of the questionnaire can be well controlled, the reliability and validity can be improved through standardized methods, and the questionnaire survey can improve the research quality scientifically and normatively. Thirdly, from the perspective of feasibility, the questionnaire survey has little interference to the subjects, and it is relatively easy to get the cooperation and support from the investigated subjects. Fourth, the cost of questionnaire survey is low, which is the most economical. All the constructs involved in this research model have relatively mature scales for reference. Therefore, the questionnaire survey method is more suitable for this study. In addition, the empirical research conducted through questionnaire survey can obtain quantitative data, which is convenient for hypothesis verification.

3.2.1 Interview Method

The interview method can be divided into semi-structured interview, narrative interview and ethnographic interview (informal conversation interview). This study adopts the method of semi-structured interview, which is mainly introduced as follows. Semi-structured interview is a method of reconstructing "subjective theory" (Elton, Gruber, Brown, & Goetzmann, 2009). "Subjective theory" refers to the inventory of knowledge or the system of opinions about a topic that the interviewee has. It includes explicit, straightforward presuppositions that can be instinctively expressed in answering open questions (Qu & Dumay, 2011). Semi-structured interviews mainly consist of two parts: standardized questions (questions that have been prepared in advance and asking the same questions to different interviewees. Different interviewers ask the same questions to their interviewees.), And open

answers. The interview outline will list topics such as open-ended questions, hypothetical questions, and questions about dialogue.

The advantage of semi-structured interview is that it allows a team of interviewers to visit at the same time and eliminates problems caused by differences in skills and levels among different interviewers (Wengraf, 2001). At the same time, the interview is highly focused, and the time of the interviewees can be used effectively. Because the same questions are used, the analysis of interview data becomes easier, which is conducive to the comparison (Newcomer, Hatry, & Wholey, 2015). Finally, since semi-structured interview is conducive to collecting a large amount of first-hand information in a short time, it is very useful for the subsequent verification of theoretical saturation by theoretical coding. The limitations of semi-structured interview are mainly reflected in two aspects. First, due to the limitation of interview outline, interviewers are often unable to ask questions outside the interview outline. In addition, the interview outline limits the interviewer's range of inquiry on the differences of interviewees and the special situations.

Coding is the use of code to break up, conceptualize, and put together in new ways. The coding process involves the continuous comparison of phenomena, cases, concepts, etc., and leads to the formation of theories through successive levels of abstraction (Kelle, 2010). In this process, different data content is assigned to different codes. First, the data unit is given to the original meaning of the text code, and then on the basis of this gradually form more and more abstract concepts. Induction is to point to in the process of data analysis, the coding process of the proposed code or concept to merge with distinction and clarify the process of the logical relationship between each category. The formation of a theory is to propose a network of categories or concepts and explain the relationship between them. These relationships include the hierarchical relationship between the superior category and the inferior category, as well as the horizontal relationship between the categories (or concepts) at the same level.

In order to improve the effect of in-depth research, early data analysis is particularly important. Early data analysis makes it easy for theories to emerge and for data gaps or theoretical gaps to be identified early. Guiding future data collection can give research perspectives and methods an opportunity to improve. And early

detection of the fuzzy and incomplete information, so that the next time collecting data sorting them. On the contrary, delayed analysis will lead to the failure to collect new data to fill the gap between the data (Patton, 2002). At the same time, if a new hypothesis appears in the later analysis, researchers will not be able to collect new data to test the new hypothesis, nor will they be able to propose "competitive hypothesis" to reflect on habitual presuppositions and biases. Delaying analysis can also make the workload of analysis become very large, discouraging researchers and reducing the quality of analysis (Rossman, 2003).

During the interview, all aspects and topics related to the research question are mentioned, and the interviewee is given the opportunity to introduce his/her own topic. The interviewer should introduce new topics step by step through the interview outline and return to the previous ones when necessary. But not enough detail on the topic (due to digression or other reasons). Secondly, interviewees' emotional responses to themselves are not just general expressions, such as "extra happy" and "happy", but more subtle and in-depth (Peek et al., 2009). The goal of the interview is to achieve maximum self-disclosure of the stimulating experience. Strategies for gaining depth include focusing on emotions, rephrasing implied or expressed emotions, and talking about comparative situations. Through in-depth interviews, to avoid interviewers from talking in general, we can really focus on the first-hand information collected by the research. At the same time, all aspects and topics related to research issues were mentioned in the interview, and relatively saturated research materials were obtained (Creswell, 1998). For the treatment of personal situations, by guiding the respondent to reveal his emotional experience to the greatest extent, he can trace back the past situations that triggered his own emotional response.

3.2.2 Interviewees

The interviewees mainly chose senior managers and front-line employees in nine enterprises (including state-owned enterprises and private enterprises) in Beijing. The interviewees included managers and representative human resources department managers for in-depth interviews. This is more conducive to a comprehensive and true understanding of the actual situation of the enterprise. At the same time,

employees' understanding of research problems at different levels of the enterprise can also be compared. Each enterprise chooses 1 to 2 people, actually total 15 people.

3.2.3 Interview Points

This survey is mainly based on questionnaires and supplemented by in-depth interviews. The interview content design mainly considers the psychological capital of knowledgeable employees. Psychological capital as a personal subjective understanding of the content, combined with the interview method has practical significance to investigate, and deal with human resources with nine grade scale. The main problem with expert scoring interviews includes:

- ① In the enterprise, what should the enterprise do to employees and what should employees do to the enterprise?
- ② From the perspective of employees, what are the most basic responsibilities and obligations of enterprises to employees?
- ③ Open coding. In the early stages of open coding, it is best to break down text word by word, line by line, in a densely coded manner. This can reveal important, salient, and frequent phenomena that are of interest to researchers and that answer the questions being studied.
- ④ From all the range of open coding, select those that best reflect and match the data and refine them. At the same time, the inner link between these ranges for clarification and discussion. These links include causation and time sequence. According to the actual results of the interview, a feasible follow-up new model was formed.

After the preliminary design of the interview outline was completed, a preliminary interview was conducted with two persons with certain working experience. In response to the problems exposed, the outline of the interview was further revised.

3.3 Analyze the Data

The data analysis methods of this study mainly include questionnaire factor analysis, confirmatory factor analysis, correlation analysis and regression analysis. Among them, factor analysis, reliability analysis, validity analysis and correlation analysis will be conducted with the data statistical analysis software SPSS and grounded theory analysis.

Grounded theory coding

Grounded theory was founded by Glaser and Strauss for the purpose of theorizing. It is believed that the analysis of data cannot be independent of the collection and sampling of materials, and each step of analysis constitutes a basis for determining what materials to collect and how to collect them (Glaser & Nicholson, 1978). The analysis, sampling and collection of materials are intertwined. That is, on the one hand, they give the guidance to the gradually formed theory; On the other hand, they promote the formation and perfection of the theory. Grounded theory holds that knowledge is accumulated and is a process from bottom to top, that is, from objective facts to substantial theories, from substantial theories (theories applicable to a particular space-time) to formal theories. The theory of substance is established, and the theory of form is established on the basis of all kinds of relevant substantive theories, and the theory of form is established on the basis of a large amount of data analysis. The formal theory thus formed may contain many different substantive theories, which may be the condensation and integration of different concepts and viewpoints. This formal theory is richer and fuller in content and can provide meaningful explanations for a wider range of phenomena (Clipstone & Crabtree, 1992). These theories are then used to encode the data. At the same time, in the analysis of the data, researchers can take the theory initially generated from the data as the standard for the next step of data sampling, so as to decide what kind of data to choose and how to code. Finally, these preliminary theories can also guide researchers to make decisions on the next step of data collection, such as when, where, and how to collect what data from whom.

The purpose of grounded theory research is to describe the essence and significance of phenomena at the theoretical level so as to establish a theory suitable for data. Through sorting and summarizing a variety of literatures, a relatively standard grounded theory research process is obtained, as shown in the figure below:

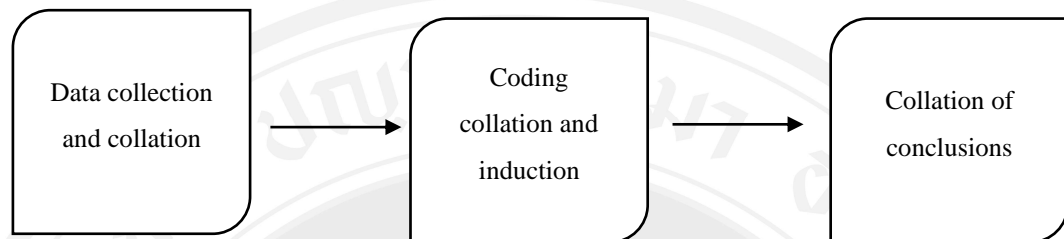


Figure 3.2 Grounded Theory Research Process

Source: Researcher

The core of grounded theory research method is the process of data collection and analysis, which includes both theoretical deduction and theoretical induction.

Questionnaire analysis

1) Factor analysis. Factor analysis is a kind of multivariate analysis of processing dimension reduction method of statistics. By studying the internal dependence of the correlation coefficient matrix (or covariance matrix) between multiple variables, we find a few random variables that can integrate all variables. These random variables are a potential "category", often called factors. Then, the variables are grouped according to the degree of correlation, so that the correlation between variables in the same group is high, but the correlation between variables in different groups is low. These different "categories" represent different "common factors", that is, an internal structure. The common factors are independent of each other, and all variables can be expressed as linear combinations of common factors. In this process, KMO and Bartlett sphere test can be used to determine whether the data meets the requirements of factor analysis (specific reference Validity analysis).

2) Reliability analysis. Reliability analysis measures the stability and validity of questionnaires. For the same object, use the same measurement method can detect the same survey data. If the same characteristics are measured, the results should show a high degree of consistency. In this study, "Cronbach's α " coefficient was used to measure the reliability and consistency of the questionnaire results (Kogovšek & Ferligoj, 2005). It is generally believed that the coefficient is above 0.7, the credibility of the scale is higher, and the scale is more stable.

3) Validity analysis. Validity reflects whether the measuring tool can accurately and comprehensively measure the degree of the characteristics to be measured. Since there are many variables collected in the questionnaire, if these variables are involved in data analysis, the workload in data analysis will increase, and the degree multicollinearity problem will be caused by more or less correlation between variables. Therefore, factor analysis can effectively reduce the dimension of variables while retaining a large amount of information. The basic structure of data was found out by factor analysis and dimensionality was reduced. Find the few random variables that combine all the variables, which are a potential "category" and are often called factors. In this paper, KMO sample measure method and Bartlett sphere test method is used to test whether the method is suitable for factor analysis. If appropriate, principal component analysis was used to extract common factors in combination with variance maximization rotation matrix.

4) Correlation analysis. Correlation analysis is a statistical method for analyzing the closeness of linear relationships between variables (Ezekiel, 1930). In this paper, Pearson correlation coefficient will be used to explore the correlation between positive organizational behavior, psychological capital and job performance.

3.4 Analysis of Data

After the interview, all the interview materials were sorted out and written in within hours after the interview. After recording, the interview members shall supplement and sort out together to ensure the integrity and authenticity of the records. The data can be encoded, the source of the encoding (selecting meaningful fragments from the participants' words) and the topic described in detail, and the

process identified. This can increase the credibility of research results. The development of grounded theory requires a sufficient understanding of the target case and the collection of sufficient data for analysis (Last, Hersen, Kazdin, Finkelstein, & Strauss, 1987). In order to improve the reliability and validity of grounded theory results, this study collected and sorted out relevant information about organizational behavior, psychological capital, social capital and job performance from human resource departments through various channels. These materials are mainly secondary materials.

In the process of data analysis, this paper mainly adopts the research method of grounded theory. According to the grounded theory, this paper encodes the original data successively, which are open encoder, axial encoder and selective encoder. Effective concepts and categories that can reflect organizational behavior and job performance are extracted from a large number of data materials through coding. At the same time, according to a certain logical relationship, the concepts and categories summarized by the grounded theory are connected in series and verified. The process of data and theoretical analysis is interlaced and iterated until a reliable scale is developed from the data (Knight, 2002).

3.4.1 Open Coding

Open coding is the first step in grounded theory. In the open coding phase, researchers need to follow certain principles. Relevant concepts are extracted from a large number of initial data and materials, and the concepts are used to reflect the content of the original information (Holton, 2007).

By analyzing the collected text data through grounded theory, this process needs to meet two criteria at the same time, that is, relevance and fit. The most effective way to meet these two criteria is to sort through all the events step by step and code them word for word. In the process of open coding, it is better to use more primitive code representation. For example, specific words and symbols expressed in relevant original sentences that directly reflect the organizational behavior. Because the format of the text will directly affect the encoding integrity and comprehensive presentation, especially for some complex concepts. Open coding if too simple and abstract, cannot fully reflect the connotation of the concept of meaning, even lead to

distortion and distortion of subsequent coding program. Based on this, in the process of open coding, researchers generally need to relax the number of words in the code moderately, and try to select the concept that the original data can keep the content of the original data as far as possible (Maxwell, 1996). At the same time, although word - by - word coding method is helpful for researchers to fully discover the details reflected in the text. However, for complex phenomena that exist in reality, this coding method may be a challenge to information integrity and coherence. Therefore, the original concepts in open coding emerge comprehensively and deeply in the process of open coding in this study (Saumure & Given, 2008).

In the process of collecting the original data of organizational behavior and job performance, this paper not only collects the existing literature, but also collects a large number of internal public speeches and other data. Therefore, in the process of forming the final concept and category, this paper cross-compares and circulates the data collected from multiple sources to improve the completeness of the analysis process and the reliability of the Grounded theory conclusion. This paper finally extracts the open code from a large amount of data, as shown in table 3.1

Table 3.1 Open Coding

Number	Original Data Records	Coding Results
1	Whether the organization values the objectives of the work undertaken and the related efforts made by knowledgeable employees?	Goals, strengths, responsibilities, expectations,
2	Whether the organization takes into account its own strengths to carry out its work and arrange reasonable tasks?	communication, tenacity, organization, team,
3	At what point do you feel "at home" for your company, that is, "the company is yours and you are responsible for it"?	partnership, collaboration, responsibility,
4	How do you see the relationship between perceived organizational support and your sense of	performance, decision-making,

Number	Original Data Records	Coding Results
	ownership? Does the quality of your relationship with your immediate supervisor affect such above relationships? How does it affect?	communication, motivation, atmosphere,
5	Is the superior willing to communicate with the subordinate about the work? What is the attitude of the superior?	approach, support, network, trust and values;
6	Are there many friends or colleagues in the organization who are willing to help me?	
7	Is the company or organization willing to entrust me with various tasks and give me the greatest trust?	
8	When encountering difficulties, do you believe that you can do everything possible to solve these difficulties?	
9	Are you an optimistic and positive person in the eyes of your colleagues or boss?	
10	Are you a person who believes in accomplishing various tasks?	
11	Can there be a good way to cooperate with colleagues in teamwork?	
12	Unfinished work will not be left to the rest of the colleagues to help complete. Trust your colleagues.	
13	Identify with the decisions and plans of the company or organization	
14	The communication atmosphere of the company is very good, and the motivation is perfect.	
15	When employees communicate without any difficulties.	

Number	Original Data Records	Coding Results
16	Good performance of the job description of related tasks, and to complete them.	
17	According to the performance evaluation indicators to complete the work task.	
18	Whether your work network is harmonious and whether you trust the people around you.	
19	Whether your job is a supervisor or a subordinate? The values are not the same and there are no differences.	

Through each of the above data directory free coding results, discussions and careful comparison, respectively to extract the code words twice, the coincidence rate was 91%. In this coding, through in-depth discussion of the two groups and comparison of the original recording, the repeated codes of the content were deleted, and the result was finally consistent. It concludes that 89 statements or paragraphs become deterministic free codes.

3.4.2 Axial Coding

The second step in grounded theory is axial coding. During the main-axis coding phase (second-level coding), researchers need to establish an internal relationship between concepts summarized in the open coding phase (Goode, 1960). The result of the second-level coding is to summarize the subcategories from the initial concept and give full play to the connotation and correlation of each subcategory. Use a certain logical relationship to associate subcategories to form the main category. And through the relationship between the main categories to explain the main purpose of the whole grounded conclusion. This study will reclassify the logical order and interrelationship between different categories through the inherent connections between different categories at different conceptual levels. Then identify the main category and extract the core category. Therefore, in the process of axial

coding, this question will repeatedly compare and compare the initial concepts generated in the first stage.

Before the second level coding, we will first sort out the 89 titles and classify them again. Combine titles with phrases of similar and identical meaning. The purpose of the secondary coding is to show and complete the relationships among category groups generated by the primary coding so as to show the organic correlation between the subdivision statements in the source material. As shown in table 3.2 below.

Table 3.2 Secondary Codes

Number	Secondary Coding Range	First-Order Coded Word
1	Optimistic	Upward, optimistic, positive;
2	Hope	Expectation, hope;
3	Self-efficacy	Performance, show, embody;
4	Tenacity	Resilience, persistence, no failure;
5	Work support	Support, help ;
6	Employee benefits	Benefits, incentives, methods ;
7	The value of development	Upside space, value, prospects ;
8	Atmosphere	Atmosphere, environment, teamwork ;
10	Task performance	Task, accomplishment, responsibility ;
11	Contextual performance	Team, partners ;
12	Structure dimension	Decision, Constitute;
13	Relational dimension	Networks, superiors, subordinates, colleagues, trust;
14	Cognitive dimension	Values, work environment;

Through the mining of the initial concepts generated by open coding, this paper produces the subcategory and the main category. In addition, the axial coding process also needs to discover and establish the connections between subcategories and between the main categories.

3.4.3 Selective Coding

Selective coding (tertiary coding) is the third and final step in grounded theory. In the selective coding phase, researchers need to analyze and extract the core from the primary and secondary categories generated in the second phase of axial coding. In selective coding (tertiary coding), the coder is not limited to the material, but needs to compare the material-based theory with other relevant theories. After selective coding, the main category relations formed in this paper are shown in the following table.

Table 3.3 Three Level Codes

Sequence No.	Core Range	Second-Order Coded Word
1	Psychological capital	Optimism (upward, optimistic, positive) 、 Expectation (expectation、 hope) 、 Tenacity (tenacity, persistence and refusal to give up) 、 Self (performance, show, embody);
2	Job performance	Task performance (task, completion, responsibility) 、 Contextual performance (team, partner);
3	Organizational support behavior	Work support (support, help), atmosphere (atmosphere, environment, teamwork), employee benefits (benefits, incentives, methods), value (upside potential, value, prospect);
4	Social capital	Structural dimensions (decision-making, composition), relational dimensions (Networks, superiors, subordinates, colleagues, trust), cognitive dimensions (values, work environment);

After the main axis coding phase, this paper concludes four core categories. Based on the connotation and relationship of the main category and the subcategory, this paper makes a summary through the grounded theory. It is proved that the interview outline and interview points are fully consistent with the research hypothesis of this paper, and the scale summarized in the second chapter can be applied. The following table shows the steps and results of the whole grounded theory process:

Table 3.4 Summary of Coding Studies

Procedure	Data Results
The original data	13 interview Outlines
First order coding	89 statements
The secondary coding	14 independent categories
Tertiary coding	Four core categories

After the dimensions of the scale are formed, a corresponding question is designed for each key point to form the questionnaire. Thus, the formation of questionnaire questions starts from the design of interview questions. Through the grounded theory coding, the dimensions of the questionnaire were obtained step by step, and then the dimensions were formed into questions and combined into scales.

3.4.4 Description of Sample Data

By the object of investigation, the respondents are 52.83% male and 47.17% female, which is in line with the ratio of male to female employees. In order to ensure the objectivity of the answers, all questionnaires were conducted in an anonymous manner. The form of distribution is mainly distributed online in the form of network questionnaires. A total of 280 questionnaires were issued and 272 were recovered. At last, a total of 265 valid questionnaires were retained after verification. Basic information is shown in table 3.5

Table 3.5 Sample Description

Statistical Factors	Classification Standard	No. of Samples	The Proportion
Gender	Male	153	52.83%
	Female	119	47.17%
Educational background	High school and below	7	2.36%
	College	39	18.4%
	Undergraduate	178	71.23%
	master's degree	45	7.08%
	PhD	3	0.94%
Length of service	1 to 2 years	54	16.98%
	3 to 6 years	67	24.06%
	6-8 years	58	19.81%
	More than 8 years	93	39.15%
Frequency of changing jobs	No	76	30.66%
	1 to 2 times	129	47.17%
	3-4 times	46	17.92%
	5-6 times	16	3.3%
	7 times or more	5	0.94%
Position	Ordinary employees	79	31.6%
	Junior manager	79	31.6%
	Middle manager	89	32.08%
	Senior management	15	4.25%
	Other	10	0.47%

3.4.5 Reliability and Validity Analysis

Validity is mainly used to reflect the validity of measuring tools, that is, the accuracy of measuring characteristics measured by the scale. The method of factor analysis is usually used for measurement. To find out whether items that belong to the same feature are classified as the same common factor. Firstly, KMO sample measure method and Bartlett sphere test method was used to test and judge whether each item is suitable for factor analysis. The KMO value is between 0 and 1. A larger value indicates a stronger correlation and is more suitable for factor analysis. It is generally believed that the KMO value is greater than 0.8, indicating that there are many same factors among variables, which is very suitable for factor analysis. The KMO value is between 0.7 and 0.8, indicating that factor analysis can be done among variables. The KMO value is between 0.6 and 0.7, indicating that factor analysis can be done barely between variables. If the KMO value is less than 0.6, factor analysis among variables is not suitable. If the significance probability of Bartlett ball test is less than 0.05, the scale is suitable for factor analysis.

3.4.6 Organizational Behavior Scale

In this study, statistical analysis tools were used to calculate the Cronbach's α coefficient of the positive organizational behavior scale. The results are shown in table 3.6

Table 3.6 Cronbach's Reliability Analysis of Organizational Behavior

Variable	Four Dimensions	Dimensions of Cronbach 's	Overall Cronbach 's
Organizational behavior	Job support	0.873	0.964
	Employee benefits	0.889	
	Personal value	0.916	
	Supporting environment	0.918	

As shown in table 3.6, the overall Cronbach's α value of the four-factor human resource elasticity scale cited in this paper is 0.964. Four dimensions of Cronbach's alpha values were 0.873, 0.889, 0.916, 0.918. It can be seen that during the measurement, all Cronbach's values of the scale were above 0.7, with relatively high reliability and meeting the research requirements. To test whether the data of each factor in the scale are suitable for factor analysis, the results of KMO and Bartlett's test (see table 3-7) are shown. The KMO value of the human resource elasticity sample was 0.944, much higher than 0.7, indicating a strong correlation between psychological capital scale indicators. The significance probability of Bartlett's test is less than 0.01, indicating that it is suitable for factor analysis.

Table 3.7 Results of Organization Behavior KMO and Bartlett's Test

The value of KMO	0.944
Bartlett's test approximate chi-square distribution	1069.345
Degree of freedom	66
Significance probability	.000

According to table 3.7, the KMO value of the organizational behavior support scale reaches 0.944, indicating that there are many factors of the same among variables, which is very suitable for factor analysis. The results of Bartlett's test also showed that the significance probability of chi-square statistics was 0.000, indicating that there was a certain correlation between the data, and it was suitable for factor analysis.

In the process of factor analysis for each item of the human resource elasticity scale, the main factor was analyzed, and then the scale was analyzed by the maximum rotation method. Meanwhile, the characteristic root is greater than 1 as a standard item of retention factor. By rotating the factor after the factor load table, the item is obtained (as shown in table 3.8)

Table 3.8 Rotation Component Matrix

Rotation Component Matrix ^a				
	Element			
	Factor 1	Factor 2	Factor 3	Factor 4
The organization attaches great importance to the goals and values of the work I undertake.	.834	-	-	-
When faced with a work-related problem, I can count on the organization to help.	.711	-	-	-
The organization will consider the job best suited to my potential and growth.	.760	-	-.001	-
The organization cares about my life.	-.001	.756	-	-
The company will consider how much salary I deserve.	-	.712	-	-
The organization will help me when I am in trouble.	-	.801	-	-
The organization provides me with learning and training opportunities.	-	-	.653	-
The company will offer me some opportunities for promotion.	-	-	.855	-
The company provides me with a wide range of development and learning space.	-	-	.743	-
The organization values my contribution.	-	-	-	.721
The organization or unit respects me.	-	-	-.001	.772
The organization provides a friendly and harmonious working range.	-.001	.001	-	.631

Note: Extraction method: principal component analysis. Rotation method: orthogonal rotation method with Kaiser standardization.

By extracting the common factor, we can know that item 02,01,03 is classified as common factor 1;Items 06,04, and 05 are attributed to a common factor of 2;Items 07,08,09 are attributed to common factor 3;Items 12,11,10 are attributed to the common factor 4. The cumulative contribution rate has reached 75.377%, which meets the 60% requirement. (The cumulative variance contribution rate is the proportion of variation caused by all common factors to the total variation. It shows the total influence of all common factors on the dependent variable. The ideal value is between 60% and 80%) From this, we can see that the organizational behavior support scale used in this paper has obtained the same design results as the previous study design after data inspection.

3.4.7 Psychological Capital Scale

The Cronbach's α coefficient of the psychological capital scale is used for statistics. The results are shown in table 3.9

Table 3.9 Cronbach's Reliability Analysis of Psychological Capital

Variable	Four Dimensions	Dimensions of Cronbach's	Overall Cronbach's
Psychological capital	Self-efficacy	0.737	0.918
	Hope	0.807	
	Optimistic	0.755	
	Tenacity	0.789	

As shown in table 4.5, the overall Cronbach's value of the four-factor psychological capital scale cited in this paper is 0.918. Four dimensions of Cronbach's alpha values were 0.737, 0.807, 0.755, 0.789. It can be seen that during the measurement, all Cronbach's values of the scale were above 0.7, with relatively high reliability and meeting the research requirements. For the survey scale of each factor in the data is suitable for factor analysis.

The results of KMO and Bartlett's test (see figure 4.6) showed that the KMO value of psychological capital sample reached 0.932, far higher than 0.7. This shows that the correlation between the psychological capital scale indicators is strong, and the significance probability of the Bartlett's test is less than 0.01, indicating that it is suitable for factor analysis.

As we know from table 3-10, the KMO value of psychological capital scale reaches 0.932, indicating that there are many same factors among variables, which is very suitable for factor analysis. The results of Bartlett's test also showed that the significance probability of chi-square statistics was 0.000, indicating that there was a correlation between the data, and it was suitable for factor analysis.

Table 3.10 Results of Psychological Capital KMO and Bartlett's Test

The value of KMO	0.932
Bartlett's test approximate chi-square distribution	1461.554
Degrees of freedom	120
Significance probability	.000

In the process of factor correlation analysis for each item of the psychological capital scale, the scale was analyzed by Principal factor analysis and maximum variance rotation method. At the same time, items whose characteristic root is greater than 1 are taken as the standard of retention factor, and the distribution of problems is finally obtained by rotating the factor after the factor load table (as shown in table 3.11)

Table 3.11 Rotation Component Matrix

Rotation Component Matrix ^a				
	Element			
	Factor 1	Factor 2	Factor 3	Factor 4
I believe I can analyze long-term problems and find solutions.	.656	.350	.126	.209
I believe I contributed to the discussion of the company's strategy.	.770	.344	.253	.322
Within the scope of my work, I believe I can help leaders set goals.	.674	.514	.462	.341
I believe I can present information to a group of colleagues.	.569	.240	.252	.351
At present, I am full of energy to achieve my goals.	.450	.786	.241	.226
I can think of many ways to achieve my current job objective.	.374	.602	.221	.398
Currently, I am achieving my goal.	.432	.785	.417	.312
In the eyes of my colleagues that you are a positive person to complete objectives.	.308	.647	.397	.210
At work, when faced with uncertainty, I usually look forward to the best results.	.492	.128	.633	.327
I always look on the bright side of my work.	.564	.497	.892	.232
I am optimistic about the future development of my work.	.376	.336	.622	.228
Others see you as a positive person.	.396	.212	.749	.182
At work, no matter how I will go to solve the problem.	.298	.061	.384	.512
I usually manage the stress at work and remain unruffled.	.185	.229	.121	.698
If there is a job very difficult to accomplish, I can stick to complete it.	.372	.272	.362	.576

Rotation Component Matrix ^a				
	Element			
	Factor 1	Factor 2	Factor 3	Factor 4
You are highly resilient in the eyes of your colleagues or leaders	.195	.028	.198	.861

Note: Extraction method: principal component analysis.

Rotation method: orthogonal rotation method with Kaiser standardization.

By extracting public factor can be learned that item 05,07,08,06 was attributed to public factor 1;09,11,10,12 attributed the public factor 2;01,03, 11 have been attributed to three public factor;13,14,15,16 was attributed to the public factor 4.The cumulative contribution rate reached 68.427%, in line with the requirement of 60% (The cumulative variance contribution rate refers to the proportion of variation caused by all common factors to the total variation. It shows the total influence of all common factors on the dependent variable, and the ideal value is between 60% and 80%). From this, we can see that the psychological capital scale used in this study has obtained the same design results as the previous study design after data test. Psychological capital consists of four dimensions: self-efficacy, hope, optimism and tenacity.

3.4.8 Job Performance Scale

Cronbach's α coefficient of the job performance scale was counted, and the results were shown in table 3.12

Table 3.12 Cronbach's α Reliability Analysis of Job Performance

Variable	Two Dimensions	Sub-Dimension Cronbach's	Overall Cronbach's
Job performance	Contextual performance	0.695	0.847
	Task performance	0.756	

As shown in table 4 to 8, the paper cited the two factors of the overall job performance scale Cronbach's alpha value is 0.847, the two dimensions of Cronbach's alpha values are 0.695 and 0.756 respectively. Thus, it can be seen that during the measurement process, all Cronbach's values of the scale were above 0.7, with relatively high reliability and meeting the research requirements. To determine whether the data of each factor in the scale is suitable for factor correlation analysis.

KMO and Bartlett's test results (see table 3-13) showed that the KMO value of psychological capital sample reached 0.892 (>0.7). The significance probability of Bartlett's test is less than 0.01, indicating that factor analysis is suitable.

Table 3.13 The Results of KMO and Bartlett's Test for Job Performance

The value of KMO	0.892
Bartlett's test approximate chi-square distribution	545.009
Degrees of freedom	28
Significance probability	.000

As shown in table 3.13, the KMO value of the job performance scale reached 0.892, indicating that there were many factors of the same between variables, which was very suitable for factor analysis. The results of Bartlett's test also showed that the significance probability of chi-square statistics was 0.000, indicating that there was a correlation between the data, and it was suitable for factor analysis.

Table 3.14 Rotation Component Matrix

Component Matrix ^a		
	Element	
	Factor 1	Factor 2
According to their own way to accomplish the desired task.	.663	.233
Complete tasks as required by formal performance appraisal.	.708	.142
Perform duties in the statement of work.	.609	.072
Your superior gives a high opinion of the tasks you have completed.	.732	.453
Colleagues often take the initiative to work with you to complete work tasks.	.105	.717
I can establish and maintain a good working relationship with my colleagues at work.	.291	.567
Do not push work to other departments or colleagues.	.512	.667
Often assist the superior in the team.	.405	.714

Note: Extraction method: principal component analysis.

Rotation method: orthogonal rotation method with Kaiser standardization.

By extracting public factor can be learned that item 07,06,,05,08 was attributed to public factor 1; 04,03,02,01 attributed the public factor 2. The cumulative contribution rate reached 64.138%, in line with the requirement of 60% (The cumulative variance contribution rate refers to the proportion of variation caused by all common factors to the total variation. It shows the total influence of all common factors on the dependent variable, and the ideal value is between 60% and 80%). The results of the job performance scale used in this paper are the same as those of previous studies. Job performance includes two dimensions: task performance and Contextual performance.

3.4.9 Social Capital Scale

Cronbach's α coefficient of the Social capital scale was counted, and the results were shown in table 3.15

Table 3.15 Cronbach's α Reliability Analysis of Social Capital

Variable	Two dimensions	Sub-dimension Cronbach's	Overall Cronbach's
Social capital	Structure dimension	0.775	0.767
	Relational dimension	0.768	
	Cognitive dimension	0.788	

As shown in table 4.10, the Cronbach's α of the three-factor social capital scale cited in this paper is 0.767. Three dimensions of Cronbach's alpha values are 0.775 and 0.768 and 0.788 respectively. Thus, it can be seen that during the measurement process, all Cronbach's values of the scale were above 0.7, with relatively high reliability and meeting the research requirements. To determine whether the data of each factor in the scale is suitable for factor correlation analysis.

KMO and Bartlett's test results (see table 3-16) are shown. The KMO value of the psychological capital sample reached 0.892, greater than 0.7, indicating a strong correlation between the indicators of the psychological capital scale. The significance probability of Bartlett's test is less than 0.01, indicating that it is suitable for factor analysis.

Table 3.16 The Results of Social Capital KMO and Bartlett's Test

The value of KMO	0.837
Bartlett's test approximate chi-square distribution	847.336
Degrees of freedom(df)	66
Significance probability	.000

As shown in table 3.16, the KMO value of the social capital scale reached 0.837, indicating that there were many factors of the same between variables, which was very suitable for factor analysis. The results of Bartlett's test also showed that the significance probability of chi-square statistics was 0.000, indicating that there was a correlation between the data, and it was suitable for factor analysis.

In the process of factor analysis for each item of the social capital scale, the scale was analyzed by principal component analysis and variance maximum rotation method, and the items with characteristic root greater than 1 were taken as the standard of retention factor. The item distribution is obtained by rotating the factor .

Table 3.17 Rotation Component Matrix

Component Matrix ^a			
	Element		
	Factor 1	Factor 2	Factor 3
Members of the department are familiar with each other	.663	.133	.133
Members of the department keep in touch and communicate with each other	.608	.142	.129
My colleagues and I together activities of high frequency	.609	.072	.322
Frequently participate in information exchange outside the company	.762	.453	.021
Most members of the department are willing to trust each other	.105	.717	.233

Component Matrix ^a

	Element		
	Factor 1	Factor 2	Factor 3
Identify with the company leader for the company's future plan.	.291	.587	.142
I believe these contacts will always keep their promise to me.	.512	.537	.072
Your superior gives a high opinion of the tasks you have completed.	.405	.714	.453
My values are very similar to the company's operating philosophy.	.201	.005	.905
The company has a good working atmosphere.	.331	.191	.591
There is no language barrier between employees.	.212	.442	.812
The company attaches importance to employees' rights and reasonable protection.	.445	.105	.705

Note: Extraction method: principal component analysis.

Rotation method: orthogonal rotation method with Kaiser standardization.

As shown in the table above, the load of all indicators of social capital of knowledgeable employees under the same common factor is more than 0.5, showing a strong correlation. And the extraction of the three factors that are included in the construct of item consistent with the theoretical classification of the original design. Among them, factor 1 "structural dimension" contains four items, and the factor load of three items is between 0.608 and 0.762. Factor 2 "relational dimension" contains four items, and the factor load of three items is between 0.537 and 0.717. Factor 3 "cognitive dimension" contains four items, and the factor load of three items is between 0.591 and 0.905. The cumulative load is 67.663%, greater than 60%. It can be seen that the extraction results are ideal.

3.5 Correlation Analysis

In this study, the sum of all dimensions of each variable was calculated, and Pearson correlation analysis was used to analyze the correlation between all dimensions. When Pearson correlation coefficient $r=0$, there is no linear correlation. When $0 \leq |r| \leq 0.3$, the correlation is weak. When $0.3 < |r| \leq 0.5$, the correlation is low. When $0.5 < |r| \leq 0.8$, it is significantly correlated; when $0.8 < |r| < 1$, it is highly correlated; when $|r|=1$, it is completely linear correlated. If correlation coefficient between hypothesis variables is 0, Sig.(2-tailed) is selected.

3.5.1 Correlation Analysis between Organizational Behavior and Psychological Capital

Table 3.18 Correlation Analysis Diagram of Organizational Behavior and Psychological Capital

		Correlation s							
		Job Support	Employee Benefits	Employee Value	Supporting Environment	Optimistic	Hope	Tenacity	Self-Efficacy
Job Support	Pearson	1	.612**	.560**	.585**	.450**	.383**	.629**	.350**
	Sig. (2-tailed)	-	.000	.000	.000	.000	.000	.000	.000
	N	260	260	260	260	260	260	260	260
Employee Benefits	Pearson	.612**	1	.495**	.386**	.325**	.286*	.445*	.327*
	Sig. (2-tailed)	.000	-	.000	.000	.000	.000	.000	.000
	N	260	260	260	260	260	260	260	260
Employee Value	Pearson	.560**	.495**	1	.576**	.446**	.329**	.312**	.429**
	Sig. (2-tailed)	.000	.000	-	.000	.000	.000	.000	.000
	N	260	260	260	260	260	260	260	260
Supporting Environment	Pearson	.585**	.386**	.576**	1	.654**	.372**	.604**	.429**
	Sig.	.000	.000	.000	-	.000	.000	.000	.000

Correlation s									
		Job Support	Employee Benefits	Employee Value	Supporting Environment	Optimistic	Hope	Tenacity	Self-Efficacy
Optimistic	(2-tailed)								
	N	260	260	260	260	260	260	260	260
	Pearson	.450**	.325**	.446**	.654**	1	.561**	.426**	.364**
	Sig.	.000	.000	.000	.000	-	.000	.000	.000
Hope	(2-tailed)								
	N	260	260	260	260	260	260	260	260
	Pearson	.383**	.286**	.329**	.372**	.561**	1	.631**	.545**
	Sig.	.000	.000	.000	.000	.000	-	.000	.000
Tenacity	(2-tailed)								
	N	260	260	260	260	260	260	260	260
	Pearson	.629**	.445**	.312**	.604**	.426**	.631**	1	.523**
	Sig.	.000	.000	.000	.000	.000	.000	-	.000
Self-Efficacy	(2-tailed)								
	N	260	260	260	260	260	260	260	260
	Pearson	.350**	.327**	.429**	.429**	.364**	.545**	.523**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	260	260	260	260	260	260	260	260

Note: ** There was a significant correlation at the level of.01 (bilateral).

Table 3.18 shows the four dimensions of organizational support (work support, caring interest and value identification, and Supporting environment) and the four dimensions of psychological capital (optimism, hope, and oneself and resilience). The correlation between the four variables, as shown in the results:

1) There was significant correlation between the variables.

As can be seen from table 4.13, the significance of the correlation among variables is 0, which is less than 0.05, so the null hypothesis should be rejected and the significant correlation between variables should be considered.

2) The correlation between variables is positive.

Table 3.18 shows that the correlation coefficients between all relevant variables, no matter strong or weak, are positive. It can be seen that the dimensions of independent variables and dependent variables are positively correlated.

At this point, all the H1 assumptions in the previous content have been verified.

3.5.2 Correlation Analysis between Job Performance and Psychological Capital

This paper analyzes the correlation between psychological capital and job performance through Pearson correlation coefficient, and the results are shown in table 3.19

Table 3.19 Pearson Correlation Coefficient Between Psychological Capital and Job Performance

		Correlation s					
		Optimistic	Hope	Tenacity	Self-Efficacy	Task Performance	Contextual Performance
Optimistic	Pearson	1	.577**	.600**	.395**	.435**	.335*
	Sig. (2-tailed)	-	.000	.000	.000	.000	.000
	N	212	212	212	212	212	212
Hope	Pearson	.577**	1	.491**	.474**	.487**	.535*
	Sig. (2-tailed)	.000	-	.000	.000	.000	.000
	N	212	212	212	212	212	212
Tenacity	Pearson	.600**	.491**	1	.329**	.330**	.287**
	Sig. (2-tailed)	.000	.000	-	.000	.000	.000
	N	212	212	212	212	212	212
Self-efficacy	Pearson	.395**	.474**	.329**	1	.764**	.530*

Correlation s							
		Optimistic	Hope	Tenacity	Self-Efficacy	Task Performance	Contextual Performance
	Sig. (2-tailed)	.000	.000	.000	-	.000	.000
	N	212	212	212	212	212	212
Task performance	Pearson	.435**	.487**	.330**	.764**	1	.533*
	Sig. (2-tailed)	.000	.000	.000	.000	-	.000
	N	212	212	212	212	212	
Contextual performance	Pearson	.335*	.535*	.287**	.530*	.533*	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	212	212	212	212	212	212

Note: ** There was a significant correlation at the level of .01 (bilateral).

Table 3.19 shows the correlation between the 76 variables of the four dimensions of psychological capital (optimism, hope and oneself and resilience) and the two dimensions of job performance (task performance, work relationship). The results show:

The significant correlation between all variables was 0, which was less than 0.05, so the null hypothesis should be rejected and significant correlation between variables should be considered. Thus, it can be seen that the overall psychological capital and its four factors are positively correlated with the overall job performance and its two factors. This shows that employees' psychological capital to a large extent affected their job performance. At this point, all the H3 assumptions in the previous paper have been verified.

3.5.3 Correlation Analysis of Organizational Behavior and Job Performance

The correlation analysis results of positive organizational behavior and related dimensions and job performance are shown in the table.

Table 3.20 Correlation Analysis of Positive Organizational Behavior and Job Performance

		Correlation s					
		Job Support	Employee benefits	Employee value	Supporting Environment	Task Performance	Contextual Performance
Job Support	Pearson	1	.416**	.640**	.456**	.504**	.415*
	Sig. (2-tailed)	-	.000	.000	.000	.000	.000
	N	212	212	212	212	212	212
Employee Benefits	Pearson	.416**	1	.421**	.634**	.532**	.533*
	Sig. (2-tailed)	.000	-	.000	.000	.000	.000
	N	212	212	212	212	212	212
Employee Value	Pearson	.640**	.421**	1	.642**	.641**	.398**
	Sig. (2-tailed)	.000	.000	-	.000	.000	.000
	N	212	212	212	212	212	212
Supporting Environment	Pearson	.456**	.634**	.642**	1	.298**	.522*
	Sig. (2-tailed)	.000	.000	.000	-	.000	.000
	N	212	212	212	212	212	212
Task Performance	Pearson	.504**	.532**	.641**	.298**	1	.521*
	Sig. (2-tailed)	.000	.000	.000	.000	-	.000
	N	212	212	212	212	212	-
Contextual	Pearson	.415*	.533*	.398**	.522*	.521*	1

		Correlation s					
		Job Support	Employee benefits	Employee value	Supporting Environment	Task Performance	Contextual Performance
Performance	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	212	212	212	212	212	212

Note: ** There was a significant correlation at the level of.01 (bilateral).

From the data results in the table above, we can see that organizational support behavior and job performance dimensions (job support, employee benefits, employee value, supporting environment, task performance, Contextual performance) are significantly positively correlated. All the H2 hypotheses in the previous content have been verified.

3.5.4 Correlation Analysis between Social Capital and Job Performance

The correlation analysis results of social capital correlation dimension and job performance are shown in the table.

Table 3.21 Correlation Analysis of Social Capital and Job Performance

		Structure	Relationship	Cognitive	Contextual Performance	Task Performance
Structure	Pearson	1	.372**	.246**	.723**	.788**
	Sig. (2-tailed)	-	.000	.000	.000	.000
	N	260	260	260	260	260
Relationship	Pearson	.372**	1	.394**	.577**	.613**
	Sig. (2-tailed)	.000	-	.000	.000	.000
	N	260	260	260	260	260
Cognitive	Pearson	.246**	.394**	1	.613**	.683**

		Structure	Relationship	Cognitive	Contextual	Task
					Performance	Performance
Contextual performance	Sig. (2-tailed)	.000	.000	-	.000	.000
	N	260	260	260	260	260
	Pearson	.723**	.577**	.613**	1	.301**
	Sig. (2-tailed)	.000	.000	.000	-	.000
	N	260	260	260	260	260
Task performance	Pearson	.788**	.613**	.683**	.301**	1
	Sig. (2-tailed)	.000	.000	.000	.000	-
	N	260	260	260	260	260

Note: ** There was a significant correlation at the level of .01 (bilateral).

It can be concluded from the above table that there is a significant positive correlation between the three dimensions of social capital of knowledgeable employees and their work performance at the level of 0.01. All the H4 assumptions in the previous context were verified.

CHAPTER 4

RESEARCH RESULTS

Based on a large amount of literature, this paper takes social exchange theory as the fundamental basis. From the perspective of knowledgeable employees, this paper focuses on the role of social capital and positive organizational behavior in the influencing mechanism of job performance. Model and design the questionnaire and interview outline for the research variables. And encoding and the actual interview to business. The questionnaire was widely distributed and effectively collected for knowledgeable employees in different enterprises in Beijing, and the data and interview scores were empirically analyzed, and hypothesis verified. It can be seen from the empirical analysis in chapter three that all the hypotheses in this study have been verified. The theoretical model proposed in this study is also well supported by data obtained from the samples of the subjects. This chapter will analyze, discuss and summarize the main conclusions of this study.

4.1 Research Results

This study is based on social exchange theory and positive organizational behavior. This paper focuses on the influence of organizational support behavior on psychological capital and work output of employees in the relationship between organizations and employees. And the role of psychological capital and social capital in organizational behavior. Based on the literature review, a theoretical research model is established. Through the collection, sorting and statistical analysis of the survey data, the hypotheses proposed are verified as follows.

4.1.1 Research Hypothesis Verification

Through the data analysis of 265 valid questionnaires, this study discussed the effect relationship of the research model "the relationship between positive organizational behavior and performance". In addition, when discussing the positive organizational behavior in the Chinese context, two developmental variables, social capital and psychological capital, were included in the model according to the literature, and the relevant effects of various dimensions on job performance in the research model were discussed. For the above research contents, the methods of correlation analysis for the empirical test. A total of 22 hypotheses were proposed in this study, and the specific empirical analysis results are shown below.

Table 4.1 Summary of Hypothesis Test Results

Hypothesis	Content	Consequence
H1	The positive organizational behavior of an organization is positively correlated with its job performance	Valid
H1a	The job support dimension of positive organizational behavior is positively correlated with employee performance	Valid
H1b	The interest concern dimension of positive organizational behavior is positively correlated with employee performance.	Valid
H1c	The personal development dimension of positive organizational behavior is positively correlated with employee performance.	Valid
H1d	The supportive atmosphere dimension of positive organizational behavior is positively correlated with employee performance.	Valid
H2	Positive organizational behavior significantly affects the psychological capital of knowledgeable employees.	Valid
H2a	The job support dimension of positive organizational behavior is positively correlated with the psychological	Valid

Hypothesis	Content	Consequence
	capital of employees.	
H2b	The employee benefits concern dimension of positive organizational behavior is positively correlated with employee psychological capital.	Valid
H3c	The dimension of employee personal development of positive organizational behavior is positively correlated with the psychological capital of employees.	Valid
H4d	The dimension of organizational supportive atmosphere of positive organizational behavior is positively correlated with the psychological capital of employees.	Valid
H3	The psychological capital of knowledgeable employees has a significant influence on their job performance.	Valid
H3a	The self-efficacy of psychological capital significantly affects the job performance of knowledgeable employees.	Valid
H3b	The hope of psychological capital positively affects the job performance of knowledgeable employees.	Valid
H3c	The optimism of psychological capital significantly affects the performance of knowledgeable employees.	Valid
H3b	The hope of psychological capital positively affects the job performance of knowledgeable employees.	Valid
H4:	The social capital of knowledgeable employees has a significant positive impact on their job performance.	Valid
H4a	The dimension of social capital structure has a significant positive impact on its task performance.	Valid
H4b	The dimension of social capital relationship has a significant positive impact on its task performance.	Valid
H4c:	The cognitive dimension of social capital has a significant positive impact on its task performance.	Valid
H4d	The dimension of social capital structure has a	Valid

Hypothesis	Content	Consequence
	significant positive impact on its contextual performance.	
H4e	The dimension of social capital relationship has a significant positive impact on its contextual performance.	Valid
H4f	The cognitive dimension of social capital has a significant positive impact on its contextual performance	Valid

According to the above results, the main conclusions of this study are as follows.

4.1.2 The Characteristics of Positive Organizational Behavior and Job Performance

Positive organizational behavior refers to the help and support provided by the organization to employees in the work process, the concern for their life and happiness, and the recognition of the value of employees to the enterprise. Organizational support behavior is to describe employees' feelings about the degree of organizational support from their perspective. This suggests that the organization attaches great importance to and agree with the employee's contribution, care staff personal and their family, provide employees good working conditions, and training opportunities, create a friendly and fair supportive atmosphere in the organization. These can inspire and motivate employees to develop a sense of responsibility for the organization, resulting in a higher emotional commitment.

Employees' organizational support behavior and its dimensions are positively correlated with their work performance. Support for quantitative original hypothesis. Studies have shown that when employees perceive the organization's support, they increase their level of work commitment in return for the resources they receive from the organization. The action of rewarding the organization is to fully integrate into the work role and promote the achievement of the organization's goals with higher work performance. The reasons for the above findings may be the supportive behavior of employees by the organization. Both spiritual motivation and material support can

effectively reduce the negative impact of negative factors on knowledgeable employees' psychology. And further improve their positive psychological level, so that they show more positive behavior. Specifically, because:

First, knowledgeable employees, because they have received higher education, pay more attention to the sense of achievement and self-realization in work. Therefore, they are more eager to be recognized by the organization and superiors to satisfy their sense of belonging. Once perceived value identification from the organization. Whether the recognition is a material reward or a moral support, they feel more fulfilled and thus more confident, optimistic and hopeful about the future.

Second, the current social competition is fierce, only learning organizations can adapt to the changing environment. For knowledgeable employees, there is more pressure at work. It is very important to update knowledge and improve working skills. Therefore, the organization will provide employees with instrumental support, through training to improve staff's own skills, and often to understand the problems in the work to help. All of these can make employees more confident and resilient when dealing with difficult problems. And each time the solution of a difficult problem and can make their ability to surer. Make them optimistic about the future, full of hope for the future work life.

4.1.3 Positive Organizational Behavior and the Influence of Knowledge Employee Psychological Capital

Organizational support behavior and its various dimensions of the knowledgeable employees, and their psychological capital positively correlated relationship, support the original hypothesis. That is, the support provided by the organization will directly affect the internal positive psychological state of employees. The higher the level of organizational support, the higher the psychological capital of employees. The more consistently employees contribute to the organization's goals and interests, the better for the organization. The psychological capital of employees has a significant positive effect on their work output. Therefore, while providing support to employees, organizations and supervisors should pay attention to the psychological changes of employees. Pay attention to guiding the formation of employees' positive psychology, and through the support of human resource

management, strengthen the cultivation and development of employees' psychological capital level, so as to give play to the positive role of psychological capital in employee organizational support and work output, and form the organization's competitive advantage. The main conclusions are analyzed as follows:

First, empirical research on the relationship between perceived organizational support and psychological capital shows that positive organizational support behavior has a significant positive effect on psychological capital. The higher the degree of organizational support experienced by knowledge employees, the more inclined they are to have positive psychological ability, and the higher the level of psychological capital of employees is.

Second, from the perspective of variables, job support and employee value identification in perceived organizational support have a significant positive effect on self-efficacy, hope, tenacity, and optimism in psychological capital. The interest in perceived organizational support has a significant positive effect on hope and optimism in psychological capital. The enterprise provides a variety of job support and training opportunities for employees, helps employees with career planning, provides promotion channels, and recognizes the work value of employees and the individual value of employees, as well as cares for the immediate interests of employees. This keeps employees optimistic, hopeful and confident. Have confidence to face the pressure and challenge of work. Ability to recover quickly and take detours to achieve goals, even when faced with obstacles at work.

4.1.4 Correlation between Psychological Capital and Job Performance of Knowledgeable Employees

The correlation analysis results show that the psychological capital of knowledgeable employees is positively correlated with their job performance and its dimensions at the level of 0.01. Employees with a high level of psychological capital and hope, optimism and tenacity are more likely to persistently complete their work tasks, be loyal to their responsibilities, and be able to cope with adversity firmly.

1) The direct effect of psychological capital on Contextual performance.

Self-efficacy and optimism have a strong influence on contextual performance. The more strongly employees feel about self-efficacy and optimism, the higher the contextual performance.

The contextual performance has a high requirement for interpersonal relationship and organizational atmosphere, which can affect organizational citizenship behavior of employees through working environment. For example, employees adhere to the company system at work, assist colleagues to work, maintain company goals, etc., and form a more harmonious job environment and harmonious platform. In the operation of real estate enterprises, knowledgeable employees with a higher sense of self-efficacy usually show a dynamic and enthusiastic working state. These employees are very confident in their ability to work and are more willing to share their knowledge and feelings with other colleagues. Therefore, to establish a more friendly relationship. Optimistic employees tend to make positive attributions at work. They can quickly adjust themselves to negative events and attribute negative effects to external temporary influences. And can quickly get over the grief, to maintain a positive attitude towards work. As a result, optimistic employees are better able to take advantage of job opportunities and have better interpersonal relationships.

2) The direct effect of psychological capital on task performance

Employees at work, the higher the level of psychological capital, especially in the higher level of optimism, task performance can be produced also higher. Task performance is the core of employee performance, which directly reflects the ability of employees to contribute to organizational performance. Knowledgeable employees are the core factor for enterprises to participate in market competition, and their work determines the success or failure of enterprises. Knowledgeable employees have higher psychological capital. Therefore, self-efficacy, tenacity, optimism and other aspects are more reflected, but also show a higher level of task performance. This is because knowledgeable employees have higher levels of psychological capital. Have higher enthusiasm and initiative in work, willing to put in more energy to complete the work; also, for the future full of hope, cooperate with company challenge the higher goal. When dealing with market

competition, employees can face the reality more firmly, adapt and cope with it skillfully, and tend to make positive attributions. Through actively learn from the past and looking forward to the future work and the positive side of life, to better finish the work tasks.

4.1.5 The Connotation of Social Capital and Job Performance of Knowledgeable Employees

Through the correlation analysis above, we can see that the social capital of knowledgeable employees has a significant positive impact on their job performance. In accordance with the original hypothesis. This shows that the role of social capital in predicting the performance of knowledgeable employees cannot be ignored. From the three sub-dimensions of social capital for knowledgeable employees in this paper, the situation is different:

First, structural social capital has obvious positive influence on task performance, job involvement and interpersonal promotion. This shows that in an enterprise or organization, it is very beneficial to get to know and get familiar with colleagues and superiors as soon as possible and strengthen the contact and communication with them or even the outside world. When such opportunities and frequency increase, the feelings and friendship between people will deepen, so that they can also finish their own tasks. At the same time, there will also be extra pay between people where the emotion is, that is, to improve their peripheral performance. This has a profound impact on the rapid growth of knowledgeable employees.

Secondly, relational structured capital has a significant positive effect on interpersonal promotion. It can be seen that the long-term relationship and integration between knowledgeable employees have created a sense of trust between them and they are willing to keep their commitments. This is essential for them to share resources and information and maintain good interpersonal relationships in the organization.

Thirdly, cognitive social capital can promote task performance, job involvement and interpersonal promotion. This shows that the organizational culture formed by common vision and language is a long-term accumulation process. Knowledgeable employees need to adapt and accept. Only when organizational culture is deeply imprinted on one's body can it obviously affect one's job performance. Therefore, knowledge workers should look for opportunities to quickly integrate into good corporate values and common vision. Seek a balance between the benefits of individuals and organizations to achieve the synergy and win-win.

Social capital is the wealth of knowledgeable employees. How to use Talisman to create better job performance will become recondite knowledge that every employee needs to explore in real work and in daily communication. This is also how the enterprise knowledgeable employee's human capital into the enterprise productivity, improve the enterprise management efficiency of the sword.

4.2 Performance Appraisal Based on BSC+KPI Theory

In the design of the performance appraisal model based on BSC+KPI theory, the first step is to establish the corporate vision and strategic goals, and then decompose the 13 dimensions rearranged by the grounded theory into departments and employees. In this way, it is more convenient to maintain the consistency of the overall strategic goals of the enterprise and the individual goals of employees. At the same time, the legal contract and psychological contract are used as the link to regulate the rights and obligations between employees and the enterprise to form a win-win strategic partnership between the enterprise and employees.

The biggest advantage of using BSC for performance assessment is that BSC not only closely combines organizational strategy with performance management, but also provides a specific framework for the construction of a central performance evaluation system. Its biggest disadvantage is that it fails to provide specific indicators for the performance appraisal of each employee of the center. When BSC+KPI is used to establish the performance appraisal system, the biggest advantage is that KPI can decompose the strategic goal of the organization into operational action goals. However, KPI fails to provide a framework with macro guiding significance for

Elaboration and explanation of performance evaluation innovation model :

①Main evaluation indicators column in the table: rearranged according to AHP method and arranged according to main degree. ②The scoring value (KPI) column in the table: based on the completion of enterprise or company key performance indicators (KPI). The score is based on the evaluation criteria, which is the score value (KPI). ③The reward amount per point in the table: The ratio of the total reward amount of the company or organization to the total score value, that is, the ratio of the sum of the score values of the 13 dimensions. ④Responsible person column in the table: according to the responsibilities of employees in each functional department and the actual situation of the company. ⑤Note: the score value given in the assessment scheme will change according to the actual situation of the enterprise in practical application.

After the end of the performance appraisal, the results of the performance appraisal should not only be treated as archival documents but should be carefully analyzed and applied to the incentive and restraint mechanism of the organization. If the results of performance appraisal cannot be timely with a certain reward or constraint, positive or negative incentive to employees, then this will certainly reduce the efficiency of performance management. Therefore, the results of performance evaluation must be related to the central incentive and constraint mechanism.

CHAPTER 5

RESEARCH LIMITATION

From the conclusion analysis in chapter 4, it can be seen that all the hypotheses in this study have been verified, and the theoretical model proposed in this study has been well supported by data through sample analysis, thus proving that positive organizational support behavior has an impact on the job performance of knowledgeable employees. This study focuses on the impact of the relationship between organizations and knowledgeable employees on job performance. From the perspective of psychological capital theory and social capital theory, this paper discusses the influence of psychological capital theory and social capital theory on the performance of knowledgeable employees. This paper further expounds how social capital matches with human capital, achieves coordination with the support of the organization, and better satisfies the job performance of knowledgeable employees. Finally, the author gives some Suggestions on the enlightenment and future prospect of this paper.

5.1 The Research Conclusion

This paper discusses the internal mechanism of organizational support behavior on employee work output from the perspective of psychological capital and social capital. According to the research results of this paper, the perceived organizational support behavior of employees has a significant impact on their psychological capital, social capital and work output. Therefore, if an enterprise wants to improve its performance and win the competitive advantage of talents, it must strive to cultivate positive organizational support of employees and improve their social capital and psychological capital. The level of organizational support behavior of knowledgeable employees has a great influence on their working attitude and output. Therefore, appropriate management methods should be adopted to improve

the organizational behavior of knowledgeable employees, to achieve effective incentives, so as to serve the enterprise. The conclusion of this study can provide some scientific basis for the actual management work, and the enlightenment to the actual work is mainly reflected in the following aspects.

5.1.1 Management Summary Based on Positive Organizational Behavior

Perspective

1) Suggestions for improving task performance of knowledgeable employees.

Positive organizational behavior can improve the task performance of knowledgeable employees. Lifelong learning is the characteristic and demand of knowledgeable employees. For them, training is not only an opportunity to learn and develop, but also an opportunity to be recognized and valued by the organization. Knowledgeable employees generally enjoy the work itself. Therefore, in the management practice, take the initiative to provide tailor-made professional training for knowledgeable employees, so that they achieve the best match between their work and their own conditions. They can also use job enlargement and job enrichment and other management tools to make their work more attractive and challenging, so as to stimulate their work enthusiasm. Strengthen the guidance and cultivation of knowledgeable employees from superiors, and open up promotion channels through training, so that employees can get more promotion opportunities through their efforts, so as to improve employees' perception of organizational support. Encourage employees to give full play to their talents and create higher performance.

Because of their high autonomy and initiative, knowledgeable employees are more likely to show a positive side in organizational behavior. The organization should pay attention to and cultivate the positive characteristics of knowledgeable employees, carry forward their advantages, explore their potential, and pay more attention to the influence of positive factors in the way of improving the job performance of knowledgeable employees, so as to manage and develop the human resources of knowledgeable employees and form the enterprise's own human capital.

2) Attach importance to the diagnosis of employees' organizational behavior and strengthen human resource management

For the organizational support behavior of employees, the company or the organization should take the initiative to conduct regular measurement and specific diagnosis. This can provide information basis for strengthening the human resource management in the company, so as to provide corresponding support for different employees' special situations. The perceived organizational support survey of employees who voluntarily leave the company can provide references for the formulation of human resources policies and systems. Through investigation, those universal problems can be solved through system adjustment and reform. For individual problems, different coping strategies should be given based on specific factors such as the actual situation of individuals and the importance of individuals to the organization. According to the characteristics of the organizational support needs of different types of employees, the actual Perceived Organizational Support of employees can also be classified into four types: profit-oriented, satisficing-oriented, complaining-oriented and Righteousness-oriented (as shown in figure 5.1)

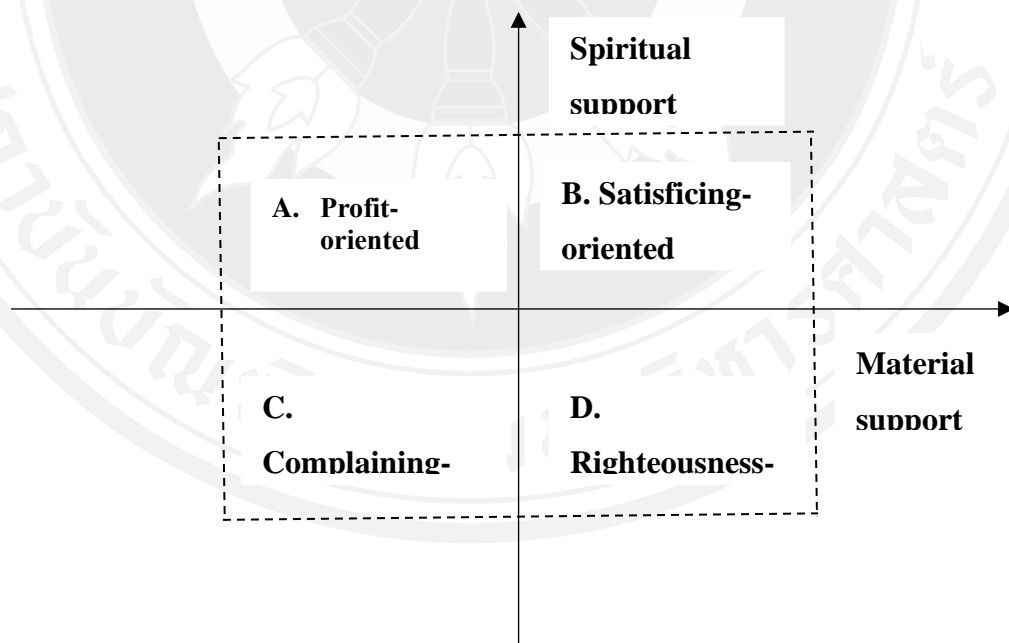


Figure 5.1 Classification of Employee Organizational Behavior

Source: Researcher

As shown in the figure, type A belongs to the type that provides high spiritual support and low material support, that is, profit-oriented type. This type of employee feels that the organization and the leader still care about them, but the salary offered by the organization is relatively low. If the expected salary offered by the organization does not meet their target needs, they may be inclined to leave the company and seek for a higher salary. Type B belong to employees can perceive the spiritual support of organization is high, and the type of material support is high also, namely satisficing-oriented type. Such employees tend to be very satisfied with their current jobs, which is a relatively ideal type. Type C is the type that perceives low levels of both mental and physical support from the organization, i.e., complaining type. Such employees complained about their current jobs and were dissatisfied with the care and salary given by the organization. It is often found in people who have a negative tendency to work and a growing tendency to leave. If it is not the object that the organization intends to eliminate, corresponding incentives need to be designed. Type D belongs to the type that can perceive relatively high material support from the organization and relatively low spiritual support from the organization. This is Righteousness-oriented. Such employees think they didn't get enough attention in the organization. Although the salary is higher, but the personal development space is limited, own ability cannot get proper display. Therefore, the organization should formulate corresponding policies for such employees and take the initiative to pay attention to their growth and spiritual needs.

5.1.2 Summary of Knowledgeable Employees Management Based on Psychological Capital

1) Develop the psychological capital dimension selectively.

Each enterprise's development strategic goal is different, has the relation orientation, has the task orientation, has the innovation orientation, also has the learning-orientation. In the process of the development and management of psychological capital for knowledgeable employees, the limited capital should be invested to the place most conducive to the improvement of job performance according to the orientation of the enterprise or organization and the selected sub-dimension of development of psychological capital. If the enterprise is relationship-

oriented, emphasis should be placed on enhancing the self-efficacy and optimism of knowledgeable employees. If it is task-oriented, it is better to strengthen the psychological capital of knowledgeable employees in general; If it is innovation-oriented, it should focus on strengthening the self-efficacy, hope and optimism of knowledgeable employees. If it's learning-oriented, focus on strengthening self-efficacy, resilience, and optimism in knowledgeable employees.

Develop and enhance employees' sense of self-efficacy. First, strengthen the self-reinforcing. Provide pre-job training and career planning for employees, improve their skills and proficiency, get them out of the uncertain environment, and inspire their belief in success. Second, setting up reasonable task. Choose high challenging goals and tasks for employees, high goals can stimulate the knowledgeable employees' fighting spirit and passion. Thirdly, give knowledge employees positive feedback to encourage them to improve their "positive energy". Finally, create a reasonable system to provide environmental support. The mental state of employees in a positive organization is also necessarily positive, and it will also be full of confidence in success.

In addition to improving employees' self-efficacy, it is hoped that their level can also promote the formation of a positive psychological state. First, in terms of communication and participation. The organization should form a top-down communication and participation atmosphere, empower employees, fully delegate authority, and enhance autonomy. Enterprises or organizations can take a gradual approach to gradually improve employees' sense of self-efficacy. As a start for the staff allocation more simple and specific tasks, and when employees successfully completed, and then gave them a challenging task. Give employees hopes, the enterprise can consider when making decision to let each employee representatives to participate in. In the authorization of the supervisor, can work for some decentralization, make employee master autonomy. Give full play to employees' confidence and enthusiasm for work, so that employees have a sense of ownership. Treat the work with hope and strengthen the staff's tenacity. When employees feel tired from work, enterprises can timely organize them to carry out some physical exertion outdoor training, so as to enhance their resilience and keep optimistic spirit. The organization can hold regular work summary meetings to allow employees to

summarize their recent work mistakes, to help them find out the real reasons for the mistakes, to Inspire them to turn what is attributable to themselves into an external cause, to eliminate their own frustration, and to keep them optimistic.

2) Establish a corporate culture of effective communication, mutual trust and information interaction

Corporate culture is the soft power of an enterprise. If an enterprise wants to develop healthily and orderly, it must have the corporate culture to meet its needs. In order to maintain sustainable competitive advantages, enterprises should adopt a variety of measures to cultivate their own unique corporate culture. First of all, we should strengthen the management system of the enterprise's objectives, distribute the enterprise's objectives to all levels of the enterprise, so that employees can have a clear understanding of their tasks and objectives. Secondly, the interview management system should be strengthened. Interpersonal communication and interpersonal communication between people and organizations play an important role in the development of enterprises. The interaction between managers and employees enables managers to understand the life and psychological state of employees, and employees can also feel the attention of the enterprise to themselves, which is very conducive to the construction of internal harmonious culture of the enterprise. In addition, enterprises and employees should establish mutual trust, enterprises should encourage employees to cooperate with each other, so as to strengthen the sense of trust between employees. Enterprises should pay attention to the problems encountered by employees in time and give them the necessary help, which is very important to improve the positive psychology of employees. Finally, enterprises should also establish an interactive platform for employees, on which employees and managers can chat freely with each other. This is very helpful for communication between enterprises and employees and between employees. Through the above measures, employees' inner feelings will be more satisfied, their positive psychological elements will be effectively developed, and their psychological capital level will be correspondingly improved.

5.1.3 Management Summary Based on Social Capital

1) Psychological capital and social capital have positive effects on job performance.

Psychological capital and social capital have positive effects on job performance. In terms of the two kinds of capital and their influence degree on task performance, the overall influence difference cannot be directly seen from the research results. However, the results show that transactional psychological capital has a more significant positive effect on task performance than other types of capital. Therefore, Suggestions can be put forward for the human resource management of enterprises: it is necessary to test the psychological capital and social capital of applicants in the recruitment process; In training and team building, in addition to the supply of hard knowledge in business, we also need to pay attention to the establishment of sound and positive psychological level of employees from various aspects. Cultivate a harmonious atmosphere among team members and improve interpersonal communication level. In terms of the improvement of job performance of knowledgeable employees, it can be achieved by increasing psychological capital stock, or by accumulating social capital. The improvement of job performance will be more obvious under both measures. The implications of the findings also include whether there are other factors that can lead to greater improvements in job performance. From internal and external factors analysis, there may be many elements will become a new breakthrough point. Enterprises should summarize in the theory and practice of long-term human resource management and improve the exploration of performance.

2) Development of knowledgeable employee's social capital.

First, in terms of the structural dimension, the network size, width and connection strength of knowledge workers need to be expanded. Enterprises can establish horizontal contact between knowledgeable employees through the opportunity of training their skills. Encourage employees to participate in training and further study in the industry or related fields and promote employees to establish external network. Knowledgeable employees should also actively participate in external activities to obtain heterogeneous information for their own use, create value for the enterprise, and achieve better job performance for themselves.

Secondly, in terms of the relationship dimension, it is necessary to enhance the trust between knowledgeable employees and deepen the cooperation between them so as to foster excellent team spirit. Most knowledgeable employees have received good education and have high personal quality. But they don't trust each other, they don't cooperate well, they just think about their own interests. Therefore, the value of human capital cannot be realized, the efforts of the team are also in vain, and the business objectives of the enterprise cannot be realized.

Finally, in terms of cognitive dimension, knowledgeable employees should be strengthened to identify and belong to the common language and vision of the enterprise. A common language, symbols, vision, and expectations to is one of the important factors to form the enterprise culture. If employees can gradually have these intersections, they can easily have a strong sense of corporate culture, and thus have a sense of belonging to the company in a good working environment. So, this can keep the stability of the human capital; better realize their performance value, better for enterprises to contribute their talents.

5.1.4 Management Summary Based on Job Performance.

Enterprises should establish a reasonable and effective job performance evaluation system, so that employees from the individual level to pay attention to their own job performance. Employees should be aware that the achievement of job performance is not only to complete the tasks on time and in a timely manner, but also to establish a good interpersonal relationship in the enterprise and promote the formation of a good corporate culture and atmosphere. It also requires extra effort outside working hours, to learn more knowledge and skills, so as to ensure their competitiveness and advantages.

Most employees in enterprises and organizations are knowledge workers. They are highly independent, have a strong desire to update knowledge, and their pursuit of their own value and knowledge may be higher than their obedience to the organization and their emphasis on interpersonal relations. In view of the above characteristics, enterprises can "tailor" the performance assessment system for knowledge employees. Let them from the process of pursuing self-value into the

process of creating value for the enterprise to more effective efforts and struggle to achieve the enterprise goals.

5.2 Research Discussion

Although all the hypotheses and theoretical models established in this study have been verified with the support of the data, there are still deficiencies and regrets.

Questionnaire survey and in-depth interview are used in this study. Although this paper USES grounded research to collect and analyze a large amount of data, it is difficult for researchers to completely get rid of their subjective limitations in both data collection and coding. In the future research, on the one hand, the number of case enterprises can be increased to fully realize theoretical saturation; on the other hand, the quantitative research method can be adopted to further verify the qualitative research conclusions. Secondly, due to the special nature of the employees' work, the time and place cannot be centralized and unified. Therefore, the environment under test is easily disturbed by many other factors. At the same time, due to the impact of society, culture or enterprise on the employees' answers to questionnaires, the results of this study may produce some deviations.

The sample size obtained in this study is not sufficient to be sampled nationwide, and there are only less than 300 valid test subjects, so the sample selection range is limited. If samples from different regions can be collected and cross-regional analysis is carried out, more empirical evidence may be obtained. Therefore, future research should expand the scope of samples and the channels of samples to improve the practicability and applicability of the research.

This paper mainly verifies the relationship among organizational support behavior, psychological capital, social capital and human resource performance. However, for various reasons, the influence of demographic variables on the relationship of variables and the degree of influence were not explored. For example, whether demographic variables are intermediate variables of psychological capital's influence on organizational citizenship behavior can be taken as a research direction in the future.

In this study, organizational support, social capital, psychological capital and job performance are selected at the individual level. In the future, according to the characteristics of enterprises and organizations, project teams can be taken as research objects to explore the impact of the team's overall psychological capital level on team performance.

5.3 Research Suggestion

The study of organizational support behavior based on social exchange provides a new perspective and direction for the study of employment relationship and employee motivation. This study has carried out some preliminary exploratory work, which can be enriched and developed from the following aspects in the future.

In the first part, to examine the joint mechanism of psychological capital and social capital. This paper only studies the psychological capital and social capital influence on job performance, does not involve the two is how in the joint work. Some scholars believe that the two are complementary, and some scholars believe that the two are alternative role. In the future analysis, interaction terms can be added to explore the joint mechanism of the two.

Second, in the short time since the concept of psychological capital was put forward, many experts have conducted preliminary discussions and studies on the concept, components and impact of psychological capital on leaders and employees, and achieved certain results. The research on positive psychology and positive organizational behavior has attracted the attention of experts, scholars and managers. However, the research on psychological capital is just beginning, and there are still many problems. For example, the individual factors influencing psychological capital, the team or organizational factors influencing psychological capital, the relationship between psychological capital and other individual factors and the mechanism of mutual influence, the management of psychological capital and organizational competitive advantage and so on. These still need to carry out more thorough, more systematic theoretical and empirical research.

Thirdly, the improvement of the performance appraisal model based on BSC+KPI theory needs to be verified in the future application practice. The research plan of future performance appraisal is to further improve the selection of key performance indicators and the weight design of assessment indicators on the basis of this paper. Combined with the traditional performance appraisal methods, the key performance indicators (KPI) that cannot be quantified are expressed by the method of subjective factor evaluation, and the quantitative performance appraisal scheme and the traditional qualitative performance appraisal scheme are combined to continuously improve the future performance appraisal system of the enterprise.

Finally, this paper adopts the method of self-evaluation. Although many scholars in various countries also adopt the self-evaluation method when conducting research on issues related to job performance, if we can use subjective scale and objective performance indicators at the same time and make a comprehensive measurement of job performance by superior evaluation, the conclusion drawn on this basis may be more realistic and objective. In the future, the research can combine objective performance indicators and introduce the evaluation of superiors and colleagues, so as to deeply study the effect of organizational support behavior, social capital and psychological capital of knowledgeable employees on their job performance.

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Appendix A

Questionnaire

Questionnaire

Background Information (please tick "√" in your opinion)

1 Your gender:

- ① Male; ② Female;

2 Education background:

- ① College; ② Undergraduate; ③ Master;
④ Doctor;

3 Working years (length of service) :

- ① 1-2 Years; ② 3-6 Years; ③ 6-8 Years;
④ More than 8 years;

4 How old are you:

- ① 20-25 Years; ② 26-30 Years; ③ 31-35 Years;
④ More than 35 years;

5 How many times do you change works or jobs?

- ① Never; ② 1-2Times; ③ 3-4Times;
④ 5-6Times; ⑤ More than 7 times

6 Your position: ()

Please Rate the Importance of Each of the Following Factors According to Your Practical Experience at Work. (Please Tick "√" for the Option You Think)

1. Organizational Behavior Part

Please select according to your real situation according to the current situation of your company or unit, and tick "√" on the number that fits your situation.

Items	Strongly Agree	Agreement	Uncertainty	Disagree	Strongly Disagree
1. The organization values the goals and values of the work I undertake.	5	4	3	2	1
2. When I have a problem at work, I can count on the organization to help.	5	4	3	2	1
3. The organization will consider the job best suited to my potential and growth.	5	4	3	2	1
4. The company or organization values my opinion.	5	4	3	2	1
5. The organization will care about my life state.	5	4	3	2	1
6. The company will consider how much salary I deserve.	5	4	3	2	1
7. The organization will help me when I am in trouble.	5	4	3	2	1
8. The organization considers the extra work that goes beyond my job.	5	4	3	2	1
9. Organizations providing learning and training opportunities for me.	5	4	3	2	1
10. The company will offer me some opportunities for promotion.	5	4	3	2	1

Items	Strongly Agree	Agreement	Uncertainty	Disagree	Strongly Disagree
11. The company provides me with a wide range of development and learning space.	5	4	3	2	1
12. The organization values my contribution.	5	4	3	2	1
13. The organization or unit respects me.	5	4	3	2	1
14. The organization provides a friendly and harmonious working atmosphere.	5	4	3	2	1

2. Psychological Capital

Please choose the following questions according to your real situation and tick "√" on the number that fits your situation.

Items	Strongly Agree	Agreement	Uncertainty	Disagree	Strongly Disagree
1. I believe I can analyze long-term problems and find solutions.	5	4	3	2	1
2. I believe I contributed to the discussion of the company's strategy.	5	4	3	2	1
3. Within the scope of my work, I believe I can help leaders set goals.	5	4	3	2	1
4. I believe I can present information to a group of colleagues.	5	4	3	2	1
5. At present, I am full of energy to achieve my work goals.	5	4	3	2	1

Items	Strongly Agree	Agreement	Uncertainty	Disagree	Strongly Disagree
6. I can think of many ways to achieve my current job objective.	5	4	3	2	1
7. Currently, I am achieving my goal.	5	4	3	2	1
8. In the eyes of a colleague, you are a person who actively accomplishes your goals.	5	4	3	2	1
9. At work, when things are uncertain, I usually look forward to the best results.	5	4	3	2	1
10. I always see the bright side of my work.	5	4	3	2	1
11. I am very optimistic about the future development of my job.	5	4	3	2	1
12. You are an optimistic person in the eyes of others.	5	4	3	2	1
13. In my work, I will always solve the problems when I encounter them.	5	4	3	2	1
14. I usually manage stress at work.	5	4	3	2	1
15. At work, if something is difficult to complete, I can continue to complete it.	5	4	3	2	1
16. You are a tenacity person in the eyes of colleagues or leaders.	5	4	3	2	1

3. Job Performance Section

Please choose the following questions according to your real situation and tick "√" on the number that fits your situation.

Items	Strongly Agree	Agreement	Uncertainty	Disagree	Strongly Disagree
1. Often assist the superior in the team.	5	4	3	2	1
2. I can establish and maintain a good working relationship with my colleagues at work.	5	4	3	2	1
3. Do not push work to other departments or colleagues.	5	4	3	2	1
4. Colleagues often take the initiative to work with you to complete work tasks.	5	4	3	2	1
5. Perform duties in the statement of work.	5	4	3	2	1
6. Complete tasks as required by formal performance appraisal.	5	4	3	2	1
7. According to their way to accomplish the desired task.	5	4	3	2	1
8. Your superior gives a high opinion of the tasks you have completed.	5	4	3	2	1

4. Social Capital Section

Please choose the following questions according to your real situation and tick "√" on the number that fits your situation.

Items	Strongly Agree	Agreement	Uncertainty	Disagree	Strongly Disagree
1. Members of the department are familiar with each other.	5	4	3	2	1
2. Members of the department keep in touch and communicate with each other.	5	4	3	2	1
3. My colleagues and I together activities of high frequency.	5	4	3	2	1
4. Frequently participate in information exchange outside the company.	5	4	3	2	1
5. Most members of the department are willing to trust each other.	5	4	3	2	1
6. Identify the company leader for the company's plan.	5	4	3	2	1
7. I believe these contacts will always keep their promise to me.	5	4	3	2	1
8. Your superior gives a high opinion of the tasks you have completed.	5	4	3	2	1
9. My values are very similar to the company's operating philosophy.	5	4	3	2	1
10. The company has a good working atmosphere.	5	4	3	2	1
11. There is no language barrier between employees.	5	4	3	2	1
12. The company attaches importance to employees' rights and reasonable protection.	5	4	3	2	1



Appendix B

Visiting Syllabus

Visiting Syllabus

The first part, the interview introduction information

Hello! We would like to invite you to participate in a research project on organizational behavior support and job performance. The interview will last about 25 minutes. The content of the interview does not involve the financial data of your company. We guarantee that all information you provide to us will be kept in the strictest confidence. The information we have obtained from this interview is for academic purposes only and will not affect you or your company in any way. If you are interested in our research results, we will send you a research report at the end of the study to share with you.

Part two, semi-structured interview

- ① Could you give me a general description of your organization and some basic information about yourself?
- ② Could you give a specific example to illustrate the personnel selection, employee training, performance evaluation and salary of your company, Success and failure in benefits and employee engagement.
- ③ Do you think the staff of your organization has met the needs of the organization and the organization has met the needs of the staff How do you evaluate the support behavior of your organization and employees?
- ④ In your opinion, such as psychological capital (such as optimism, resilience, hope, self-efficacy), which one do you think is important or influential, and why?

The third part, the interview conclusion

Thank you again for your participation in our research project. Thank you for your cooperation

BIOGRAPHY

NAME

Zhuoran Li

ACADEMIC**BACKGROUND**

Bachelor's Degree with a major in Business Administration, Research Fields Human Resource Management from Beijing Jiaotong University (BJTU) Beijing, Beijing Municipality, China in 2010 and, Master's Degree in Business Administration (Research interests include human resources and job performance) at Dhurakij Pundit University (DPU), Bangkok, Thailand in 2015

EXPERIENCES

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