

The Impact of Knowledge Employees' Psychological Capital on Their Organizational Employees' Behaviors: The Relationship Among Human Resource Flexible Management, Psychological Capital and Job Performance

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Abstract

Human resource flexibility management, psychological capital and job performance are the core of organizational management. From the existing research, psychological capital as an intermediary variable, and specifically for China's employees as the sample of research less. In this paper, human resource flexibility management, job performance and psychological capital are taken as research variables. A correlation analysis and regression analysis were conducted on the work behaviors of employees. The results are as follows: first of all, human resource flexibility management has a significant effect on psychological capital. Function elasticity, salary elasticity and working hour elasticity are positively related to psychological capital. Secondly, among the direct effects of psychological capital on job performance, self-efficacy, hope, resilience and optimism all have significant positive effects on task performance. Self-efficacy, hope, resilience and optimism all have significant positive effects on Contextual performance. Finally, in the regulatory effect, psychological capital plays an intermediary role between human resource flexibility and job performance.

Keywords: human resource flexibility management, psychological capital, job performance

1. Introduction

Human resource for enterprise development has important strategic significance. In the traditional human resource management, employees are required to have specific work skills and unified fixed working hours. However, the rigid management of people is not conducive to the rapid response of enterprises to the market environment. Therefore, the flexible management of human resources concept was introduced and popular. Also, the enterprise's profit-driven determines it pay more attention to the efficiency of work. In management, this concern is reflected in the pursuit of performance in all aspects. Therefore, performance management naturally becomes the core task of enterprise management. On the other hand, the concept of psychological capital has also brought important changes to human resource management, which has become the focus of human resource research. The expression of psychological capital appeared as early as the 1990s, and the explicit presentation of this concept was in 2002. Compared with human resources and social resources, psychological capital is a more core factor of soft competition. Research shows that: in an enterprise organization, the overall level of employees' psychological capital is more reflected by the number and quality of knowledgeable employees owned by the organization (Li & Ge, 2019).

What is the relationship between human resource flexibility, job performance and psychological capital? How does it affect each other? This will be the focus of this paper, and hope to achieve the following research objectives:

- 1) Clarify the relationship between human resource flexibility, job performance and psychological capital.
- 2) Is there an intermediary effect between the elements of human resource elasticity and job performance?
- 3) To explore the impact of psychological capital on employees' job performance.

2. Literature

2.1 Human Resource Flexibility Management (HRFM)

Atkinson first proposed the "Human Resource Flexibility Strategy" in Manpower Flexibility for Flexible Organizations published in 1984. Later, Blyton and Morris believed that compared with other management behaviors, human resources needed greater management flexibility, and the idea of putting forward human resources flexibility management strategy was generally welcomed (Morris, 2015). For the practitioners of modern enterprise management, flexible human resource management model is not only the goal of enterprise labor management but also reflects the people-oriented thought. While requiring employees to give full play to their work efficiency, enterprises also pay more attention to employees' opinions, improve their job satisfaction, and make employees have a sense of belonging (Carvalho & Cabral-Cardoso, 2008; Kickul & Lester, 2001).

At present, the dimensions of human resource flexibility variables in academia did not agree.

There are three dimensions of quantitative flexibility, functional flexibility and financial flexibility. Some scholars also changed financial flexibility into salary flexibility and increased distance flexibility, making it into four dimensions (Anthony et al., 2020). The views of Blyton and Morris on human resource flexibility are more frequently cited in subsequent studies. They argue that human resource management needs greater flexibility compared with other management behaviors, and propose that there are four different types of flexibility strategies for human resource management, namely functional flexibility, quantitative flexibility, working hours flexibility, and salary flexibility (Hay & Morris, 1991).

Through literature analysis, this paper divides the dimensions of human resource flexibility into functional flexibility, salary flexibility and working hour flexibility. As shown in table 1:

Table 1. Dimensions and Functions of Human Resource Flexibility

Classifying	Manifestation	Effect
Functional flexibility	Diversification of job form and work content;	Improve employees' business skills and work enthusiasm;
Working hours flexibility	Non-fixed working hours; Working hours can be decided by employees themselves;	To improve the work enthusiasm and consciousness of employees;
Salary flexibility	Performance appraisal, bonus, distribution according to work and other ways; Establish a more flexible salary system;	Improve employee satisfaction and sense of belonging;

2.2 Employees' Psychological Capital (EPC)

Psychological capital refers to the excellent psychological state expressed through personal growth and development in different stages of life.

The humanistic view of psychology, which emerged in the United States in the 1950s, is the theoretical source of studying psychological capital. By the 1990s, psychologists had begun to focus on the prevention of psychological problems, suggesting that it was courage, optimism, interpersonal skills, faith, hope, loyalty, tenacity and so on that played a role in resisting the super-impulsivity of psychological problems (Cooper et al., 2010; Cooper & McLeod, 2007). Based on the above theoretical background, scholars led by Martin Seligman, a famous American psychologist, strongly call for the concept of "making individuals optimistic and happy, and giving full play to their potential". So, psychologists initiated positive psychology and formally came up with the concept of "positive psychology". It is pointed out that the goal of positive psychology is to help people to obtain happiness, to promote the harmonious development of individuals and society, and to achieve the satisfaction of personal growth in all aspects of life and work (Donaldson et al., 2015; West et al., 2009). The accumulation of psychological capital can promote personal growth and

development, and such psychological state is also conducive to better completion of work (Morris, 2015). In a highly competitive environment, enterprises can help managers effectively understand the internal situation of the organization and ensure the health and development of the organization by mastering the psychological capital of employees. Besides, in any case, hope, confidence, optimism, resilience and other factors are indispensable to complete certain challenging tasks, while the influence of values on individuals' positivity can be ignored. This paper argues that hope, self-confidence, optimism and self-awareness is the basic elements of psychological capital. According to the literature research in this paper (du Plessis, 2014; Feiyan & Yu, 2007; Luthans & Peterson, 2002; Morris, 2015; Stajkovic & Luthans, 2001), it is divided into the following four dimensions.

- 1) "Self-efficacy" dimension: motivation level and work performance are closely related to self-efficacy.
- 2) "Hope" dimension: for managers with a high level of hope, their subordinate job satisfaction, retention rate and job performance are very considerable. Entrepreneurs' satisfaction with the ownership of the enterprise determines their level of hope.
- 3) "Optimistic" dimension : The less optimistic sales representatives have lower performance and lower retention rate than the more optimistic ones. Also, optimism is important for performance and management.
- 4) "Resilience" dimension: In the process of facing difficulties, active learning and adapting to the environment, human beings need certain resilience to solve them, and in this process, difficulties are taken as a certain basis to achieve the goals. The interpersonal relationship, self-efficacy and self-awareness are all improved with the increase of resilience. In addition, the ability of employees to cope with difficulties and adversity has a lot to do with resilience.

The dimension of psychological capital is summarized as shown in Table 2.

Table 2. The Dimension of Psychological Capital

Classifying	Effect
Self-efficacy	An evaluation of one's ability to perform an action. This is closely connected with the performance;
Hope	Motivation to achieve goals;
Optimistic	Positive attitude towards the change of internal and external environment and the handling of various events;
Resilience	Be able to make timely adjustments in case of challenges. And have the determination to complete the task;

2.3 Job Performance (JP)

The development of any organization needs a scientific quantitative evaluation standard, that is, performance management. Some scholars believe that performance includes the behavior

or result of an organization or individual; It is the ability of an individual or organization, and the record that the subject can produce in a certain period. Within the organization, the performance of all individuals synthesizes to form the benefit of the organization. In general, performance can be defined from three different perspectives: individual, group and organization (Panda, 2012). In different studies, the expression of performance connotation is also very different. Some scholars believe that there are three levels of performance: organization, group and individual. This is because the content, influencing factors and measurement methods of performance are different at different levels (Bourne et al., 2003; Qamar & Asif, 2016).

At present, the research on job performance mainly focuses on the identification of performance as a result or behavior. Performance is the "results" point of view tend to ignore the long-term growth of enterprise and strategy, in the work pay more attention to results and short-term goals. Thus, it is easy to ignore employee training and learning (Li-fa & Su-ying, 2011). View of the performance is "behavior" is a series of work behavior constitutes the performance. Including the performance of employees in the work process, work instructions and implementation of organizational goals. Employees' work performance cannot be measured solely by work results (Griffin et al., 2007; Waldman, 1994). Due to the different research points, the definition of employee job performance is also different. Some studies have suggested that task performance emphasizes task proficiency and motivation to accomplish tasks effectively. Materials and services are provided primarily through direct production activities. For the contributions made by the technical core of an organization, correlation performance cannot directly interact with the production and service links, but its composition is related to organizational behavior and social psychology, which can promote its task performance if used properly. This division of performance components has changed the traditional approach of treating factors other than task performance that affect performance evaluation as errors, which has attracted extensive attention and a large number of empirical studies (Avery et al., 2015; Rabinowitz et al., 1977).

In addition, the structural evolution of performance management mainly went through three stages, namely the organizational civic behavior structural model stage-task performance structural model stage-and the Contextual performance structural model stage (Changna, 2010). Through literature research, the connotation of organizational performance in this study was determined to focus on the work performance of employees, and the relationship between contextual performance and task performance was obtained, as shown in table 3.

Table 3. The Dimensions of Job Performance

Classifying	Effect
Contextual Performance	The emphasis is on interpersonal relationships. It includes two aspects: whether can provide convenience for others to complete their work and whether can establish good working relationship with the people around them.
Task performance	It is the component unit of employee performance foundation and the actual effect of employee's operation, including both mental labor protection and physical labor.

It can be seen from the above analysis that task performance is the basic responsibility of employees. The role of employees in the interpersonal relationship in the organization is mainly reflected in the contextual performance. In a sense, this is also an obligation of employees (Croucher et al., 2006). For the research of individual level-performance, its connotation is as follows: 1. Human resources flexibility. This paper argues that human resource flexibility refers to the human resources management mechanism that enables organizations to flexibly adjust their human structure, the number of employees, work content, working hours and staff salaries in order to adapt to changes in the internal and external environment, so as to achieve organizational goals. 2. Psychological capital refers to a positive mental state manifested by individuals in the process of growth and development. It is a core psychological element that transcends human capital and social capital and is also a psychological resource to promote personal growth and performance improvement. 3. This paper holds that job performance refers to the sum of observable behavior and work results in the process of work.

3. Materials and Methods

"Human resource flexibility" and "psychological capital" are bound to be closely related to "job performance". This paper will establish a corresponding model for the relationship between the three, and dig out the logic of the relationship among the three.

3.1 Research Model and Hypothesis

Based on the above literature analysis, the enterprise employees are taken as the research object. And based on the relationship among human resource flexibility, employee psychological capital and job performance, the basic model of the impact of human resource flexibility and psychological capital on job performance is constructed, As shown in Figure 1.

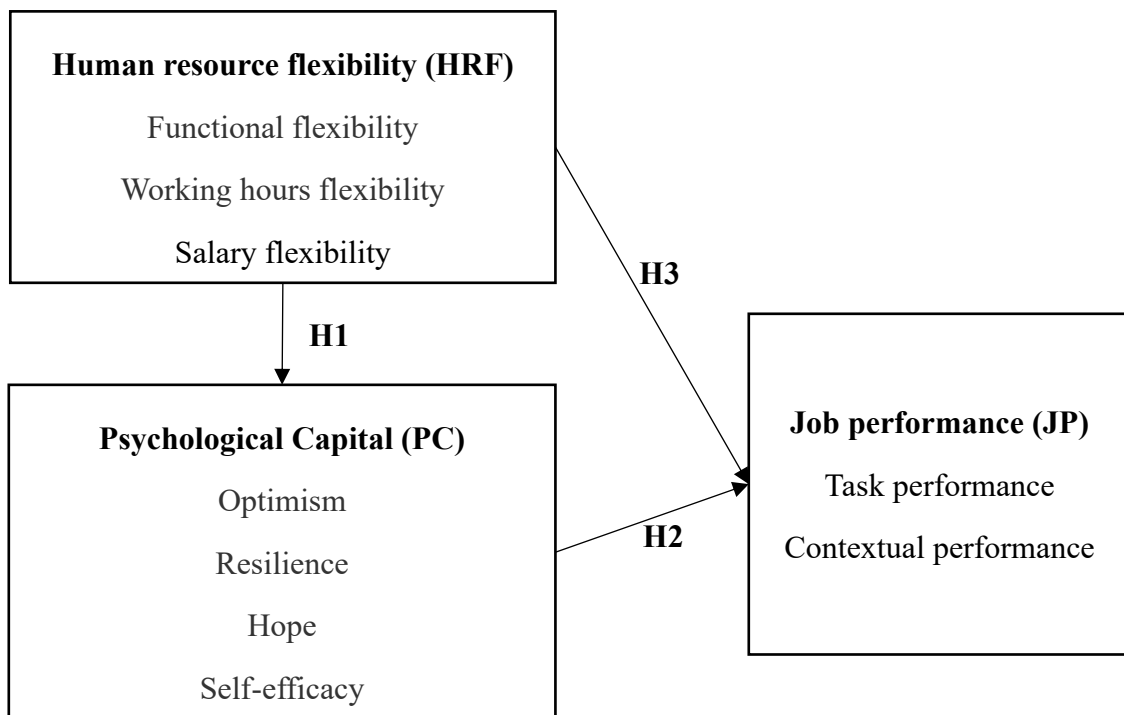


Figure 1. The Influence Model of Human Resource Flexibility and Psychological Capital on Job Performance

In summary, the proposed research hypothesis is as follows:

H1: There is a significant correlation between human resource flexibility and psychological capital.

H1a: Employees perceive the higher functions flexibility, so the psychological capital will be higher.

H1b: Employees perceive the higher working hours flexibility, so the psychological capital will be higher.

H1c: Employees perceive the higher salary flexibility, so the Contextual performance will be higher.

H2: There is a significant correlation between psychological capital and job performance.

H2a: Employees perceive the higher psychological capital, so the task performance will be higher.

H2b: Employees perceive the higher psychological capital, so the task performance will be higher.

H3 Psychological capital plays a mediating role between human resource flexibility and job performance as the intermediary variable.

Based on the above assumptions, this paper will find out the impact of human resource

flexibility and psychological capital on job performance.

3.2 Research Method

In this paper, SEM will be used to carry out exploratory research to analyze the relationship between various influencing factors of human resource flexibility, employees' psychological capital and job performance. It also discusses the prediction ability of psychological capital to job performance and the adjustment of human resource flexibility.

Questionnaire: The questionnaire is divided into two stages, one is a pre-test questionnaire, the other is a formal questionnaire.

In the first stage, 76 questionnaires were distributed and 72 questionnaires were recovered, of which 69 were valid. 69 valid questionnaires were analyzed, the initial questionnaire was judged and revised, and the formal questionnaire was formed, then the second stage of the investigation was carried out. The reliability analysis of the test questionnaire is shown in Figure 4. The reliability and validity of the questionnaire were tested well, and the reliability level of the questionnaire was acceptable. According to the test questionnaire, the questionnaire can be issued as a formal questionnaire without a big adjustment.

Table 4. Reliability Analysis of Prediction Questionnaire

Item	Cronbach's α	KMO Value
Human resource flexibility scale	0.922	0.811
Psychological capital scale	0.868	0.807
Job performance scale	0.866	0.863

The reliability Cronbach's alpha is greater than 0.7, and the reliability is high. The validity value KMO is greater than 0.9, which is very suitable for factor analysis; 0.8-0.9, which is very suitable; 0.7-0.8, which is suitable; 0.6-0.7, which is acceptable (Nunnally & Bernstein, 1999).

In the second stage, the formal questionnaire survey adopts the random sampling method. Some enterprises in Zhejiang Province (including state-owned enterprises and foreign enterprises) were selected as the research objects. The sample size was 230.

4. Results and Discussion

4.1 SEM Path Test

The regression test was conducted on 230 questionnaires. According to the research hypothesis, the relationship between human resource flexibility, psychological capital and job performance was set as the SEM model, and AMOS was used for statistical analysis, as shown in the figure 2.

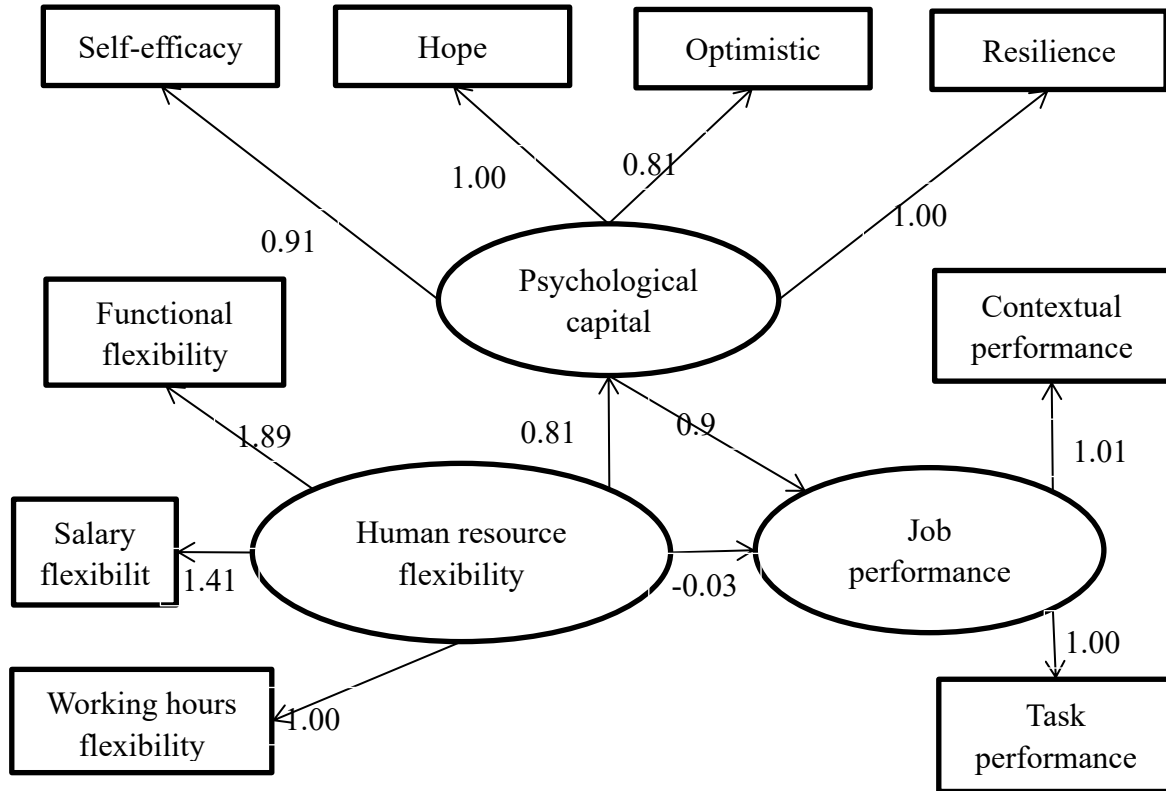


Figure 2. Model Path Diagram

All pathways are significant. H1 and H2 are verified, as shown in table 5. Because AMOS is unable to present the regression coefficients of various factors, to make up for the lack of research, further regression analysis will be conducted and the mediating effect of psychological capital will be further verified.

Table 5. Regression Coefficient Table of Human Resource Elasticity, Psychological Capital and Job Performance Path Model

Correspondence Relation	Hypothesis	Estimate	Standard Error	CR(T)	P
Human resource flexibility ----->	H1	0.361	0.105	4.269	***
Psychological capital Psychological capital ----->	H2	0.156	0.047	6.128	***
Job performance					

Note: *** means p is less than or equal to 0.001; ** means that p is less than or equal to 0.01; * means p is less than or equal to 0.05.

Source: Based on this research sorted

4.2 Regression Analysis

4.2.1 Human Resource Flexibility and Psychological Capital

According to the above analysis, there is a correlation between human resource flexibility and psychological capital. Taking human resource flexibility (including Functional flexibility, Working hours flexibility and Salary flexibility) as the independent variable and psychological capital as the dependent variable, the regression analysis was conducted. The results are shown in Table 6:

Table 6. Regression Analysis of Human Resource Flexibility to Psychological Capital

Explanatory variables	Explained variable	Psychological capital	Optimistic	Hope	Resilience	Self-efficacy
Human resource flexibility		0.552*** (9.582)	3.871** (6.692)	4.207** (7.754)	4.643*** (8.632)	4.109*** (8.692)
Functional flexibility	#		0.084*** (1.543)	0.119*** (2.107)	0.046** (0.785)	0.163** (3.672)
Salary flexibility	#		0.293** (4.706)	0.352* (5.921)	0.347*** (5.736)	0.251*** (4.766)
Working hours flexibility	#		0.113*** (1.392)	-0.092** (-1.204)	0.052** (0.728)	-0.018 (-0.113)
R ²		0.304	0.264	0.263	0.264	0.312
D-W value		2.075	1.821	1.783	2.312	1.936

Note: ***, **, * means the significant level is 1%, 5% and 10% respectively; In parentheses are the statistics for the T value.*** means p is less than or equal to 0.001; ** means that p is less than or equal to 0.01; * means p is less than or equal to 0.05.

Source: Based on this research sorted

The above results show that the overall elasticity of human resources is included in the regression equation of psychological capital, with a determination coefficient R squared 0.304 (indicating that the fitted equation can explain 30% changes in the dependent variable). Among them, functional flexibility, salary flexibility and working hour flexibility are all significantly related to the optimism, hope, resilience and self-efficacy of psychological capital. The working hour flexibility has a significant negative correlation with hope and self-efficacy, which indicates that the working hour flexibility of human resource flexibility does not correlate with employees' efforts and their work. The D-W statistic is close to 2, indicating that the autocorrelation is not serious.

Self-efficacy, hope, resilience and optimism have significant effects on human resource resilience. Standardized regression coefficients were 0.47 ($P < 0.01$), 0.54 ($P < 0.01$) and 0.56

($P < 0.01$), 0.54 ($P < 0.01$), showing a positive influence. Thus, it can be seen that hypotheses H1a, H1b and H1c are supported accordingly.

4.2.2 Psychological capital and job performance

According to the correlation analysis, psychological capital (including self-efficacy, hope, resilience and optimism) is correlated with job performance. To further explore the causal relationship between them, psychological capital was taken as the independent variable and job performance as the dependent variable for regression analysis, as shown in table 7.

Table 7. Regression Analysis of Psychological Capital and Job Performance

Explained variable	Job performance	Task performance	Contextual performance
Explanatory variables			
Psychological capital	0.277*** (3.975)	0.261*** (3.078)	0.245*** (2.711)
Resilience	#	0.197*** (3.760)	0.269*** (4.786)
Hope	#	0.255*** (4.391)	0.151** (2.704)
Optimistic	#	0.138*** (2.505)	0.147** (2.503)
Self-efficacy	#	0.255*** (4.564)	0.263** (4.393)
R²	0.741	0.482	0.567
D-W value	2.059	1.938	2.201

Note: ***, **, * means the significant level is 1%, 5% and 10% respectively; In parentheses are the statistics for the T value.*** means p is less than or equal to 0.001; ** means that p is less than or equal to 0.01; * means p is less than or equal to 0.05.

Source: Based on this research sorted

The results show that the determination coefficient R of 0.74, said fitting equation can explain 74% of the dependent variable changes. The overall psychological capital was incorporated into the regression equation of job performance. It can be seen that the four dimensions of self-efficacy, hope, resilience, and optimism show significant positive correlations with Task performance and Contextual performance respectively. This is consistent with the previous hypothesis. The D-W statistic is close to 2, indicating that the autocorrelation is not serious.

According to the above analysis data, task performance and contextual performance in job performance have a significant impact on psychological capital. The standardized regression

coefficients were 0.86 ($P < 0.01$), 0.18 ($P < 0.01$), are all positive influence. Therefore, it can be seen that hypothesis H1a, H1b and H1c are supported correspondingly.

4.2.3 Intermediate variable test

SEM was used to verify the intermediary effect of psychological capital between human resource flexibility and job performance. The independent variable is human resource flexibility, the intermediary variable is psychological capital, and the dependent variable is job performance. Respectively for human resource flexibility and psychological capital, psychological capital and job performance, as well as the psychological capital and human resources flexible for the job performance in a regression analysis. As shown in table 8.

Table 8. Test of Psychological Capital Intermediary Effect

Dependent variable	Independent variable	Bate	Equation	T value
Psychological capital	Human resource flexibility	0.264** (c)	$Y=0.264X$	3.972**
Job performance	Human resource flexibility	0.412** (b)	$M=0.421X$	3.421**
Job performance	Psychological capital	0.414** (a)	$Y=0.414M$	8.543**
	Human resource flexibility	0.190** (c')	$Y=0.190X$	2.871*

According to the above analysis, the regression coefficients c, a, b and c' of the regression equation are all significant ($P < 0.001$). Psychological capital plays an intermediary role between human resource flexibility and job performance. Verify that hypothesis H3 is supported.

5. Conclusion

Based on the above research analysis, the hypothesis is verified, as shown in table 9.

Table 9. Results of Data Analysis

Hypothesis	Content	Result
H1	There is a significant correlation between human resource flexibility and psychological capital;	Weak correlation
H1a	Human resource flexibility has a significant positive correlation with self-efficacy;	Weak correlation
H1b	Human resource flexibility has a significant positive correlation with hope;	Weak correlation
H1c	Human resource flexibility has a significant positive correlation with optimism;	Weak correlation
H1d	Human resource flexibility has a significant positive correlation with resilience;	Weak correlation
H2	Psychological capital has a significant positive correlation with job performance;	True
H2a	Psychological capital has a significant positive correlation with task	True

	performance;
H2b	Psychological capital has a significant positive correlation with True contextual performance;
H3	Psychological capital has a significant mediating effect between human True resource flexibility and job performance.

● H1 An analysis of the influence of human resource flexibility on psychological capital

The influence of human resource elasticity on psychological capital includes the influence of function elasticity, salary elasticity and working hour elasticity on psychological capital.

1) Function flexibility has a significant positive effect on psychological capital.

The higher the job functions flexibility, the greater the opportunity for employees to assume more responsibilities and participate in decision-making. At the same time, employees have greater autonomy at work. This encourages employees to give full play to their subjective initiative, which can effectively improve their work enthusiasm and make the quality of work better.

2) Salary flexibility has a significant positive impact on psychological capital.

The greater the salary flexibility, the greater the impact on psychological capital, the higher the enthusiasm of employees' autonomous work.

3) Working hours flexibility has a significant positive impact on psychological capital.

The greater the working hours flexibility, the greater the enthusiasm of employees to complete the work, the more a sense of achievement to do the work; Psychological capital and job performance improved more significantly.

● H2 An analysis of the influence of psychological capital on job performance

1) The direct impact of psychological capital on contextual performance

Self-efficacy and optimism have a strong influence on contextual performance. The stronger the employee's feelings of self-efficacy and optimism, the higher the contextual performance.

2) The direct impact of psychological capital on task performance

The higher the level of psychological capital, the higher the degree of optimism and the higher the task performance.

● H3 Analysis of the mediating effect of psychological capital between human resource flexibility and job performance

The higher the perceived degree of human resource flexibility (including functional flexibility, working hour flexibility and salary flexibility), the psychological capital (including self-efficacy, optimism, hope and resilience) of employees will change accordingly. This change has a greater impact on job performance.

6. Limitation and Suggestion

In human resource planning, it is important to manage resilience and timeliness factors. The focus of the implementation is on the balance between short-term and long-term goals to better serve the strategic objectives of the enterprise. In general, the flexibility of HRM is more applied to long-term goals. This is because the organization's long-term goals are influenced by external and internal circumstances, as well as changes in the needs of the organization's development at different stages. Therefore, in the process of human resources planning, long-term goals are not suitable for more specific planning, to avoid causing the implementation of long-term goals solidification. Short-term goal setting relies more on the organization's current needs and existing resources. To achieve short-term goals more effectively, more flexibility is needed in human resource management.

Due to the limitation of research resources, this paper simply analyzes the moderating role of psychological capital on the impact of human resource flexibility on job performance. The future will continue to explore other moderator variables in the interaction between the two variables, such as a psychological contract. In this way, the influence mechanism of other variables on job performance of employees can be further supplemented, so that different factors affecting organizational performance and organizational growth can be more comprehensively grasped, and the management efficiency of enterprises can be optimized. In addition, the human resource flexibility, psychological capital and job performance selected in this paper are all analyzed from the individual level. In the future, according to the different characteristics and development stages of each enterprise, project team cooperation can be taken as the subject of the research object. To further explore the human resource resilience management with the group as the research object and the influence of psychological capital level on group performance.

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