

# A Study on Employee Psychological Capital Development and Management Strategies from an Organizational Behavior Perspective

Wenzhuo Cong

Master degree of Commerce, University of New South Wales, Sydney, 2052, Australia

---

**Abstract:** Against the backdrop of digital transformation and intensified market competition, employees are facing increasing pressure and anxiety. Traditional management models centered on "task completion" are no longer adaptable to the needs of sustainable organizational development. Psychological capital, as one of the four positive psychological resources possessed by individuals—self-efficacy, hope, resilience, and optimism—is crucial for improving employee performance and reducing turnover. Organizational behavior provides theoretical support and a practical framework for this process. Drawing on the perspective of organizational behavior, this paper, through literature research and theoretical analysis, first defines the core relationship between psychological capital and organizational behavior, clarifying the mechanisms by which psychological capital influences individual behavior, group interactions, and organizational operations. Secondly, it analyzes the current challenges faced by enterprises in psychological capital management, including cognitive biases, a single development approach, and insufficient mechanism linkage. Finally, it proposes targeted strategies at the individual, organizational, and support levels, including enhancing individual capabilities based on "self-regulation theory," building organizational mechanisms based on a "situation-behavior" framework, and designing support paths based on a collaborative "institution-implementation" approach. Research shows that integrating psychological capital development into organizational behavior management systems can effectively stimulate positive employee behavior, achieve synergistic development between individuals and organizations, and provide practical guidance for corporate human resource management practices.

**Keywords:** Organizational Behavior; Employee Psychological Capital; Self-Efficacy; Psychological Capital Development; Management Strategy.

---

## 1. Introduction

With economic globalization and industrial restructuring, the core of corporate competition has gradually shifted from "material capital" to "human capital." As a deeper dimension of human capital, employee "psychological capital" has become increasingly important. From an organizational behavior perspective, employees' work attitudes, behavioral choices, and performance are not only influenced by "hard" systems such as compensation and promotion, but are also closely related to their positive psychological state. When employees have high self-efficacy, they are more willing to accept challenging tasks; when they possess strong resilience, they can recover more quickly from work setbacks; and when they maintain an optimistic attitude, they are more likely to establish positive interactions with their team. However, most companies currently understand psychological capital at the level of "psychological counseling" and "emotion management," viewing it as a "supportive tool" for coping with employee negative emotions. They overlook its deep integration with organizational goals and employee career development, resulting in a superficial development of psychological capital that lacks practical impact. Organizational behavior focuses on the three-level interaction of "individual-group-organization." Its classic frameworks, such as motivation theory, equity theory, and self-regulation theory, provide a scientific basis for the development and management of psychological capital. For example, equity theory suggests that the fairness of organizational distribution influences employees' attribution styles, which in turn contributes to the formation of an optimistic mindset. Self-

regulation theory provides a path for employees to enhance their self-efficacy through goal setting and feedback adjustment. Based on this, this article systematically explores the development logic and management strategies of employee psychological capital from the perspective of organizational behavior. This aims, firstly, to enrich the application of organizational behavior in the field of positive psychology and address the gap between theory and practice in existing research. Secondly, it aims to provide companies with practical solutions to help them enhance organizational vitality through psychological capital management and achieve mutual growth for both employees and the company.

## 2. Theoretical Relationship between Organizational Behavior and Employee Psychological Capital

Organizational behavior focuses on the behavioral patterns of individuals, groups, and the entire organization. Its core goal is to improve organizational effectiveness and employee satisfaction through optimized behavioral management. Psychological capital, a positive psychological construct proposed by Luthans et al., refers to the measurable and developable positive psychological resources formed during individual growth. It encompasses four dimensions: self-efficacy, hope, resilience, and optimism. The two are deeply aligned in theoretical logic, with the core connection centered on the three layers of "behavioral influence, resource transformation, and goal synergy." From an individual behavioral perspective, organizational behavior focuses on the "stimulus-cognition-behavior" nexus, and psychological

capital is a key resource at the cognitive level. Self-efficacy corresponds to "perception of competence," and employees with high self-efficacy are more engaged in their work, consistent with reinforcement theory's principle that "positive reinforcement promotes positive behavior." For example, if individuals with high self-efficacy in a project are willing to experiment with innovation, timely organizational affirmation can reinforce their effectiveness, forming a "cognition-behavior-feedback" cycle. Hope, on the other hand, aligns with goal-setting theory. Clear goals can stimulate motivation, and hope, the psychological ability to set goals and plan paths, can motivate employees to translate organizational goals into personal goals, reducing the slack caused by vague goals. At the level of group interaction, organizational behavior emphasizes the influence of group norms and interpersonal interactions on individual behavior [1]. The development of psychological capital requires a contextual framework for group engagement. Resilience manifests itself in groups as "team resilience." When organizations develop norms of mutual support, individuals can quickly recover from stressors such as project failures and customer complaints through the sharing of experiences and emotional support from colleagues, consistent with social support theory. Optimism influences the communication atmosphere in groups. Highly optimistic employees tend to interpret problems with positive attributions, which can reduce conflict, improve communication efficiency, and align with the principles of constructive communication. At the organizational goal level, organizational behavior pursues the synergy between individual behavior and organizational goals, with psychological capital serving as a key bridge. These four dimensions are not isolated; they jointly drive the transformation of individual performance into organizational performance: high self-efficacy improves quality, high hope ensures goal sustainability, high resilience reduces performance loss, and high optimism strengthens collaborative stability. For example, in enterprises undergoing digital transformation, employees with high psychological capital can adapt quickly to change and inspire colleagues to learn, ultimately contributing to the achievement of transformation goals. This "psychological capital-individual behavior-organizational performance" transmission path embodies the core logic of organizational behavior: "optimizing individual behavior to enhance organizational effectiveness."

### **3. The Current Dilemma of Employee Psychological Capital Management in Enterprises—Observations from an Organizational Behavior Perspective**

Although academics recognize the value of psychological capital, from an organizational behavior perspective, most enterprises still struggle with its management. The fundamental issue lies in the disconnect between psychological capital development and organizational behavior management systems, manifesting itself in four key areas. Cognitively, many enterprises equate psychological capital management with counseling and stress management, using it solely as a tool to address negative emotions while overlooking its value in stimulating positive behavior and serving organizational goals. This perception disconnects development from performance goals and strategic planning.

For example, external counseling is only introduced when employees experience significant emotional issues, failing to integrate the improvement of self-efficacy and hope with career development and task challenges. Organizational behavior emphasizes tapping into individual positive resources to enhance behavioral effectiveness. This "problem-oriented" approach contradicts this logic, making it difficult to achieve a positive cycle of "positive psychology, positive behavior, and organizational performance," ultimately leading to low employee engagement and limited results. At the development level, according to organizational behavior theory of individual differences, employees' abilities and personalities differ, resulting in varying weaknesses in psychological capital: new employees may lack self-efficacy, while experienced employees may need to improve their resilience. However, most companies adopt a one-size-fits-all approach, implementing uniform psychological training and team-building programs without tailoring them to specific roles and hierarchies. For example, technical employees tasked with independent work only receive teamwork-based teambuilding, while sales staff, who frequently face rejection, receive no training on optimistic attribution. This leads to a disconnect between development and demand, and fails to effectively enhance positive psychological resources. At the mechanism level, a lack of integration with organizational systems hinders long-term success. Psychological capital development requires long-term commitment and integration with incentives, promotions, and assessments, but many companies currently fail to integrate this approach into their systems. Assessments focus solely on hard metrics like task completion rates and sales, overlooking softer metrics like resilience and self-efficacy. Promotions prioritize professional competence and seniority, disregarding the role of optimism and hope in team management. Organizational behavior theory posits that incentive systems are a core factor in behavioral choices. Without recognition and rewards for psychological capital performance, employees lack the motivation to proactively improve, and management becomes a mere episodic activity [2]. At the support level, managers, as the key link, often lack organizational behavior literacy, focusing solely on task outcomes while ignoring the psychological state of employees during the process. For example, interpreting employee avoidance of challenges as negative attitudes rather than lack of self-efficacy; or focusing solely on remediation after project failure without helping employees build resilience. Effective leadership requires a balanced approach to both task and relationship orientation, and psychological capital management is at the core of relationship orientation. If managers lack these qualities, even well-thought-out plans will be difficult to implement and ultimately become mere formalities.

### **4. Strategies for Developing Employee Psychological Capital at the Individual Level—Based on the "Self-Regulation" Theory of Organizational Behavior**

Individuals are the core carriers of psychological capital, and self-regulation is the key driver of its improvement. The "Self-Regulation Theory" in organizational behavior proposes that individuals can optimize their cognition and behavior through goal setting, behavior monitoring, and strategy adjustment. This provides core guidance for

developing psychological capital at the individual level, and companies can use this knowledge to design development strategies along four key dimensions. To improve self-efficacy, we can rely on the "reinforcement theory" to design a step-by-step task and timely feedback mechanism: divide tasks into three levels according to difficulty: basic, challenging, and innovative [3]. Basic tasks match existing abilities to accumulate stable successful experience, challenging tasks slightly exceed abilities to encourage learning breakthroughs, and innovative tasks focus on the spirit of exploration. Managers need to provide targeted feedback for tasks at each level, such as affirming the stability of basic tasks, recognizing the ability improvement of challenging tasks, and encouraging the sense of exploration of innovative tasks, to help employees gradually build confidence. Cultivating the trait of hope requires combining the "goal setting theory" and focusing on both goals and paths: guiding employees to break down organizational goals into personal executable goals, while planning the path to achieve them, clarifying the required abilities, potential obstacles, and coping strategies; managers regularly review the implementation of the path with employees, and adjust the plan in a timely manner when problems arise, to ensure that the goals are always feasible, so that employees can clearly perceive the direction of achievement and enhance their confidence in the goals. Building resilience can be achieved through stress coping theory, including stress simulation training and resource integration guidance. This involves simulating common workplace setbacks, guiding employees to analyze the causes, mobilize resources, and develop remedial plans with a problem-solving approach, thereby reducing passive coping. Furthermore, support can be provided through resource integration, such as establishing peer support profiles and providing professional consultation channels, enabling employees to quickly access support and enhance resilience when faced with setbacks. Optimism can be fostered through positive attribution training based on attribution theory. Through case studies, employees can be guided to attribute success to internal controllable factors such as their own ability and effort, and failure to external controllable factors such as task difficulty and insufficient preparation. Employees are also required to record successes and failures weekly, reflecting on their attribution patterns based on the dimensions of "internal and external, stable, and controllable," promptly adjusting negative attributions and gradually developing positive expectations [4].

## **5. Building an Organizational-Level Employee Psychological Capital Management Mechanism—Based on the "Situation-Behavior" Interaction Framework of Organizational Behavior**

Organizations are the core vehicle for developing employee psychological capital. Contextual factors such as their culture, systems, and work environment directly influence the formation and enhancement of psychological capital. According to the "context-behavior" interaction framework of organizational behavior—organizational context guides employee behavior, and employee positive behavior in turn reshapes high-quality context—based on this logic, companies can build management mechanisms from three

aspects to provide support for the cultivation of psychological capital. First, it is necessary to create a "psychological capital-oriented" organizational culture and integrate the core dimensions of psychological capital into organizational values: emphasize self-efficacy in "innovation", highlight resilience in "collaboration", embody hope in "development", and incorporate optimism in "communication" to achieve a deep fit. At the same time, share employee psychological capital improvement cases through internal publications and online platforms, focusing on the psychological transformation from negative to positive rather than just looking at the results; hold regular thematic sharing sessions, invite those with higher levels of psychological capital to exchange experiences, let the signal of "attaching importance to psychological capital" permeate organizational operations, and guide employees to actively cultivate positive psychological resources. Secondly, it is necessary to improve the "psychological capital-incentive" linkage system to motivate and stimulate the initiative of cultivation. Performance appraisals should include soft indicators of psychological capital. For example, technical positions should focus on resilience in overcoming challenges, while management positions should prioritize optimistic team leadership. 360-degree evaluations should be integrated to ensure objectivity, and soft indicator scores should be linked to bonuses and performance levels. Promotion assessments should incorporate psychological capital into competency models. For example, department heads should be required to demonstrate crisis resilience and aspirations for their goals. Behavioral event interviews should be used to assess candidates' abilities, allowing employees to clearly understand the practical value of improving psychological capital for their career development [5]. Finally, a "psychologically supportive" work environment should be optimized to reduce negative psychological triggers. In the task environment, reasonable workloads should be defined through job descriptions and workload surveys to avoid excessive overtime. Flexible work schedules and remote working should be promoted to balance work and family life. In the interpersonal environment, fairness should be ensured through open promotions and bonus standards. Mutual support mechanisms such as mentoring for new employees and support for difficult tasks should be established to help new employees improve their self-efficacy through mentoring. When faced with urgent tasks, employees can receive team support to strengthen their resilience. By reducing task burdens and empowering interpersonal relationships, a "distraction-free" environment should be created for the development of psychological capital.

## **6. Ensuring Paths for Employee Psychological Capital Development and Management – Based on the "System-Execution" Collaborative Perspective of Organizational Behavior**

Psychological capital development and management require a coordinated "system-execution" approach to avoid a disconnect between plans and execution. From an organizational behavior perspective, management should shift from planning to practice, focusing on four core areas: manager capabilities, assessment systems, resource allocation,

and compliance and ethics. As the direct implementers, insufficient manager capabilities can lead to the failure of plans. Companies should implement specialized "Organizational Behavior + Psychological Capital" training, covering three key areas: first, theoretical understanding, explaining self-regulation theory, attribution theory, and the four dimensions of psychological capital, clarifying their impact on employee behavior; second, identification skills, using tools such as employee behavior signal comparison tables to help managers identify signs of insufficient self-efficacy and resilience; and third, intervention skills, teaching methods such as step-by-step task allocation and stress management guidance. Training utilizes practical methods such as case studies and role-playing to ensure managers possess the full "identification-intervention-feedback" process. Psychological capital development is a dynamic process, requiring regular evaluation and adjustment of strategies. Companies can establish a dynamic assessment system: The tool used is the academically recognized Psychological Capital Questionnaire (PCQ); a "quarterly brief review + annual detailed review" cycle is adopted. The quarterly brief review uses a simplified scale to quickly grasp overall changes, while the annual detailed review combines the full scale with behavioral interviews for in-depth analysis. The results are used only for personalized strategic adjustments and are not linked to penalties such as dismissal or salary reductions, providing data support for management [6]. Resource support is key to implementation. Companies should set a dedicated budget for psychological capital development, divided into three categories: training, assessment, and support. These budgets cover manager and employee training, scale procurement and data processing, and psychological counseling and stress coping tools. Amounts should be set appropriately based on the company's size. At the same time, external resources should be connected, such as collaborating with psychological counseling agencies to provide services and collaborating with organizational behavior teams at universities to obtain theoretical support, to avoid resource constraints that may lead to program stagnation. Psychological capital management must adhere to strict compliance ethics. Regarding data privacy, data collection, storage, and use are regulated in accordance with the Personal Information Protection Act. Encrypted data is managed by a dedicated HR department and used only for strategic adjustments with written employee consent. Regarding psychological ethics, employees are not required to participate in training or disclose private information such as family conflicts. When employees experience serious psychological issues, they are referred to professional institutions to protect their rights and build trust.

## 7. Conclusion

This paper explores employee psychological capital development and management strategies from an organizational behavior perspective. It finds that psychological capital is not an isolated psychological trait, but rather a positive psychological resource formed by individuals interacting with behaviors, systems, and culture in organizational contexts. Its development must adhere to the three-level interaction logic of "individual-group-organization." On a theoretical level, self-regulation theory,

goal-setting theory, and attribution theory from organizational behavior provide scientific support for psychological capital development. The integration of the two can address the "disconnection between theory and practice" in existing research and enrich the application scenarios of positive organizational behavior. In practice, the core difficulties of corporate psychological capital management focus on cognitive biases, neglect of individual differences, disconnected mechanisms, and insufficient managerial capacity. Essentially, this is a disconnect between psychological capital development and the organizational behavior management system. To address this, the three-tiered "individual-organization-guarantee" approach proposed in this article is feasible: at the individual level, psychological capital dimensions are enhanced through "step-by-step goals + positive attribution"; at the organizational level, a support system is established through "cultural integration + institutional linkage + environmental optimization"; and at the guarantee level, implementation is ensured through "manager training + dynamic assessment + resource investment." The three elements connect to form a closed loop of "development-management-guarantee," helping companies transform psychological capital development from a temporary activity to long-term management. It should be noted that this study did not design differentiated strategies for different industries; the approach can be further refined based on the nature of the work in each industry. In general, psychological capital management based on organizational behavior can help companies break out of the traditional misunderstanding of "focusing on tasks and neglecting psychology". By stimulating employees' positive psychological resources, it can achieve the coordinated development of "individual behavior optimization-organizational effectiveness improvement" and provide sustainable human resource support for corporate competition.

## References

- [1] Zhu Yuxuan. Research on employee incentive mechanism in technology enterprises from the perspective of organizational behavior [J]. *Business News*, 2024, (23): 119-122. DOI: CNKI: SUN: SYJW.0.2024-23-031.
- [2] Salanova M, Ortega-Maldonado A. Psychological capital development in organizations: A comprehensive review of evidence-based intervention projects [J]. *Positive Psychological Intervention Design and Program in Multicultural Context*, 2019: 81-102.
- [3] Luthans F, Youssef CM, Avolio B J. Psychological capital: Investing and cultivating positive organizational behavior [J]. *Positive Organizational Behavior*, 2007, 1(2): 9-24.
- [4] Zhang Li. Research on employee motivation from the perspective of positive organizational behavior [J]. *China Business*, 2012, (11): 80-81. DOI: CNKI: SUN: ZGSM.0.2012-11-037.
- [5] Zhang Li. Research on employee motivation from the perspective of positive organizational behavior [J]. *China Business*, 2012, (11): 80-81. DOI: CNKI: SUN: ZGSM.0.2012-11-037.
- [6] Avey JB, Luthans F, Jensen S M. Psychological capital: A positive resource to combat employee stress and turnover [J]. *Human Resource Management*, 2009, 48(5): 677-693.