

# The Influence of Recovery Experience on Occupational Well-Being: A Moderated Mediating Effect

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**Abstract:** Based on the perspective of intergenerational differences, this study takes the questionnaire data of 660 enterprise employees as a sample to explore the boundary conditions of the path of “recovery experience → psychological capital → occupational well-being”. The results show that both transactional psychological capital and interpersonal psychological capital have significant mediating effects, and intergenerational differences do play a negative moderating role in the path of “recovery experience → psychological capital → occupational well-being”. And further research shows that the indirect effect of interpersonal psychological capital of Generation Z employees is not significant. Overall, this study complements the research on the boundary conditions of the path of “recovery experience → psychological capital → occupational well-being”, and provides a reference for the effective management of the new generation of employees in practice.

**Keywords:** Transactional psychological capital, Interpersonal psychological capital, Intergenerational differences, Moderated mediating effect.

## 1. Introduction

The traditional occupational well-being theory points out that psychological capital is the internal mechanism of recovery experience to improve occupational well-being (Zhao Min et al., 2017). Some scholars divide psychological capital into two aspects: transactional psychological capital (self-confidence and courage, optimism and hope, spirit of enterprise and diligence, resiliency and perseverance) and interpersonal psychological capital (modesty and prudence, toleration and forgiveness, respecting and courtesy, thanksgiving and dedication) (Ke Jianglin et al., 2009), are the indirect effects of transactional psychological capital and interpersonal psychological capital on recovery experience and occupational well-being significant? If significant, is the mechanism of action allowed to work everywhere?

With such research confusion, this study seeks answers from existing research, but few scholars have studied the boundary conditions of the path of “recovery experience → psychological capital → occupational well-being”, and few scholars have subdivided psychological capital into types to test the indirect effects of it between recovery experience and occupational well-being. However, related research based on the perspective of intergenerational differences points out that people born within a specific time frame have similar values, norms and beliefs as their peers, which leads to differences in the way generations view the world (Yue Ying, 2021). The new generation of employees are young employees who have grown up under the background of the rapid development of the knowledge economy and the in-depth development of informatization. Emphasize equality between people (Yu Chuanpeng et al., 2018). From the components of interpersonal psychological capital, it can be seen that interpersonal psychological capital emphasizes humility, tolerance, respect, dedication and other mentalities. The items include “no matter what style of leadership I encounter, I can adapt to it”, “contrasting with my own personality, but I can

also cooperate well with them” and “I respect my own leaders like my parents” (Ke Jianglin et al., 2009), which is obviously contrary to the characteristics of the new generation of employees. Of course, they also have their own understanding of authority and management, and they are unwilling to obey authority management only brought about by age, seniority, position, and rank (Jiang Yong, 2021). Compared with the new generation employees, the non-new generation employees born in the 1960s and 1970s are more willing to work in a fixed industry and stabilize in a certain unit, they are more willing to obey the leadership, and they are more willing to “recharge” themselves through recovery experience activities in non-occupational time. It can be seen that employees with intergenerational differences also have different orientations and understandings of their occupations. Therefore, this study speculates that intergenerational differences are one of the important boundary conditions for the path of “recovery experience → psychological capital → occupational well-being”.

Therefore, in order to verify the moderated mediating effect of intergenerational differences in the path of “recovery experience → psychological capital → occupational well-being”, this study constructed a model with recovery experience as the independent variable, occupational well-being as the dependent variable, and transactional psychological capital and interpersonal psychological capital as the mediating variables, and intergenerational differences as the moderating variable.

## 2. Literature Review and Research Hypothesis

### 2.1. Recovery experience and occupational well-being

Recovery experience refers to the psychological process of employees' recovery from occupational stress, including the four dimensions of psychological detachment, relaxation, mastery, and control experiences (Sonnentag & Fritz, 2007).

Occupational well-being reflects employees' sense of competence, degree of recognition, and development aspirations related to their occupations (Huang, 2014). The relationship between recovery experience and occupational well-being can be explained by the effort-recovery model proposed by Meijman and Mulder, which originates from employees' own physiological stress response (Meijman & Mulder, 1998). The model believes that after employees make efforts to meet their occupational requirements, after a short rest, their physical and mental system will return to the baseline level, so that they can recover from the adaptive physiological response, and the adaptive physical and mental response will gradually reduce and eventually disappear. However, if employees do not rest in time, this produces a series of physical and mental reactions, such as insomnia, hypertension, and so on. This not only reduces the employee's occupational efficiency, but also makes it impossible to experience the well-being brought by an occupation. Similarly, in 2002, Diener researched employees to explore the impact of recovery experience on occupational well-being and verify the positive correlation between them (Diener & Suh, 2001). Therefore, for enterprise employees, recovery experiences can promote occupational well-being. Based on the above analysis, hypothesis 1 was proposed:

H1: Recovery experience has positive effects on occupational well-being.

## **2.2. The multiple mediating effects of transactional psychological capital and interpersonal capital**

Occupational pressure and occupational requirements often cause a large loss of employees' psychological capital. In order to compensate for the lost psychological capital in a timely manner, employees often need to rely on the outside world for recovery. However, transactional psychological capital and interpersonal psychological capital are developmental states (Ke Jianglin et al., 2009), so restoring experience can improve transactional psychological capital and interpersonal psychological capital and keep them stable for a certain period of time (Zhao Min et al., 2017).

Of course, psychological capital is a kind of positive attitude or psychological ability, emphasizing to maintain a positive attitude, optimistic hope, self-confidence, courage and tenacity in affairs, and to maintain modesty, sincerity, tolerance, respect, comity, gratitude and dedication (Ke Jianglin et al., 2009). It can be seen that practitioners with a lower level of transactional psychological capital are more inclined to avoid and complain when they encounter setbacks in their occupations. Relatively speaking, practitioners with higher transactional psychological capital are more confident, brave, tenacious and tenacious in the face of difficulties. They can rely on transactional psychological capital to face and solve problems, which can effectively reduce the job burnout of practitioners and prevent them from suffering. Reduced threats to physical and mental health ultimately lead to increased occupational satisfaction and well-being. Of course, practitioners with low levels of interpersonal psychological capital tend to make the relationship worse when dealing with interpersonal relationships in occupational situations. On the contrary, practitioners with a higher level of interpersonal psychological capital tend to be more humble, honest, stable, tolerant and forgiving in interpersonal relationship processing, which can make interpersonal relationships develop in a positive direction, thus creating a good occupational

atmosphere and improving the occupational of practitioners. Happiness. In order to achieve the best level of ability, continue to feel the happiness of personal growth and occupational experience. Therefore, based on the above analysis, this study proposes hypotheses H2 and H3:

H2: Transactional psychological capital mediates the positive relationship between recovery experience and occupational well-being.

H3: Interpersonal psychological capital mediates the positive relationship between recovery experience and occupational well-being.

## **2.3. Moderating effect of intergenerational differences**

Intergenerational differences refer to differences in the characteristics of groups living in different eras. The reason for the differences in group characteristics is that groups in different eras have experienced different social cultures and possessed different "common memories", thus showing different ways of thinking and behavior (Pan Liang et al., 2020). For the new generation employees (post-80s, post-90s, post-00s), because of their superior growth environment, most of them are only children, so compared with non-new generation employees (post-60s, post-70s), they often More squeamish, specifically manifested as "poor resistance to setbacks, relatively fragile emotionally and psychologically, and can't endure hardships in occupational and life" (Zhang Jun et al., 2019). In addition, the new generation employees are more concerned about themselves and whether their efforts are rewarded. Compared with non-new generation employees, they hope to get the company's recognition of their own value and the response of their families and society (Zhao Qing, 2018). Therefore, for the new generation of employees, their self-confidence, courage, optimism, hard work and tenacity actually come from the company, because they regard their occupational as a channel for self-realization. If the occupation cannot allow them to obtain the above psychological capital, or even reduce their psychological capital level due to occupational pressure and occupational demands, then for the new generation of employees, the lost psychological capital can largely not be made up by restoring experience. Therefore, based on the above analysis, this study puts forward the hypothesis H4:

H4: Intergenerational differences negatively moderate the relationship between recovery experience and transactional psychological capital.

At the same time, for the new generation of employees (post-80s, post-90s, and post-00s), they do not obey authority, pay more attention to the content and environment of the occupation, emphasize the meaning of occupation for life, have more assertiveness and unique ideas, and adhere to their own positions. , revealing individuality (Wang Xueli et al., 2014). At the same time, they pay more attention to their true feelings. Therefore, for the new generation of employees, it is almost impossible for them to achieve "no matter what style of leadership I encounter, I can adapt to it", "I can also cooperate well with people who have a very different personality", "I Respect your own leaders like you respect your parents" and so on (Ke Jianglin et al., 2009). However, compared with the new generation employees, the non-new generation employees (post-60s and post-70s) are generally affected by special historical periods because they were born earlier than the new generation employees, and their values tend to emphasize authority and respect for their superiors-

they show a sense of collectivism (Pan Liang et al., 2020). And occupation is a means of making a living for them to solve the problem of food and clothing, so they are more willing to choose forbearance in order to be able to occupation. Therefore, based on the above analysis, this study proposes hypothesis H5:

H5: Intergenerational differences negatively moderate the relationship between recovery experience and interpersonal psychological capital.

From the above hypothesis, it can be seen that the recovery experience has an indirect impact on occupational well-being through the psychological capital of things and interpersonal psychological capital. This study further proposes that intergenerational differences will weaken the mediating role of thing-based psychological capital and interpersonal psychological capital in this process, that is, there is a moderated mediating role. For the new generation of employees, the meaning of their occupational is to pursue the realization of self-worth, so for them, occupational is a channel for them to enhance the level of psychological capital of things. For non-new-generation employees, the effect of recovery experience on the psychological capital of new-

generation employees is weak, and of course, the impact on their occupational well-being is weak. Similarly, because the new generation of employees pays more attention to their own feelings, they reject authority, and they are more eager to grow up in an equal occupational environment than non-new generation employees. Therefore, interpersonal psychological capital is also their spontaneous psychological state based on respect, and to a large extent will not allow them to become humble, tolerant, respectful, dedicated, and of course, the impact on occupational well-being due to authority through restoration experience Also weaker. Therefore, based on the above analysis, this study proposes hypotheses H6 and H7:

H6: Intergenerational differences negatively moderate the mediating relationship between transactional psychological capital in recovery experience and occupational well-being.

H7: Intergenerational differences negatively moderate the mediating relationship between interpersonal psychological capital in recovery experience and occupational well-being.

Based on the above analysis, this research constructs the following theoretical model (see Figure 1).

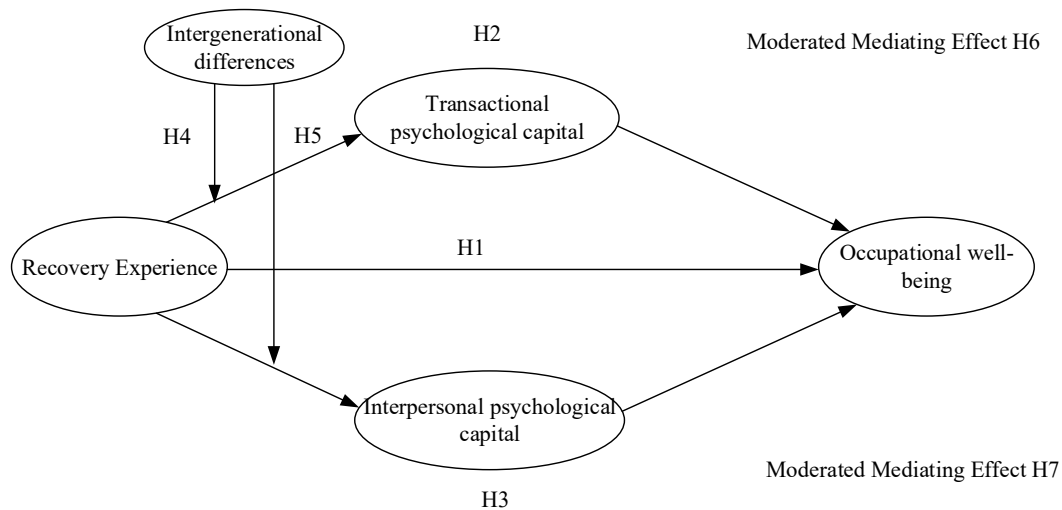


Figure 1. Theoretical model

### 3. Research Method

#### 3.1. Research object

The research object of this research is enterprise employees. And according to the age standard, employees are divided into new generation employees (post-80s, post-90s, post-00s) and non-new-generation employees (post-60s, post-70s), and the new-generation employees are subdivided into Generation Z employees (post-95s.) and Generation Y employees (post-80s-post-95s) (Newman, 2013; Chai Yilin et al., 2019).

#### 3.2. Data collecting process and sample characteristics

This study adopts the questionnaire survey method to collect data. The data were collected through the Creator of Data and Model (Credamo) platform from February 27 to March 6, 2022. This platform is a one-stop service platform for providing questionnaire design and collection. To ensure data collection quality, the questionnaire is paginated, and 50 seconds are set for answering each page. To further ensure the quality, the platform also adds selection questions, and a

questionnaire that is not answered carefully will be automatically eliminated by the system. There are four direct-reverse questions in some topics, such as “I can keep distance from work after work,” “I cannot keep distance from work after work,” so as to manually eliminate invalid questionnaires presenting opposite choices. A total of 102 invalid questionnaires were rejected, and 660 valid questionnaires were finally obtained, with an effective rate of 86.61%. Male respondents accounted for 36.8%, female respondents accounted for 63.2%.

Regarding age, post-60s accounted for 12.0%, post-70s accounted for 21.1%, post-80s accounted for 23.0%, post-90s accounted for 41.1%, post-00s accounted for 2.9%. Regarding education level, 11.8 % respondents have a high school degree or below, 25.2% of respondents have a junior college degree, 52.6% of respondents have an undergraduate degree, 9.4% of respondents have a master’s degree, 1.1% of respondents have a doctoral degree. Regarding the industries in which employees are engaged, leasing and business services account for the largest proportion (35.2%), followed by manufacturing (20.6%), and information transportation,

software and information technology services (8.8%); mining (0.2%) accounts for the smallest proportion.

### 3.3. Hypothesis test

#### 3.3.1. Whole model examination

After the whole model examination using AMOS22.0, the

model fits the data well (CMIN = 223.59; DF = 48; CMIN / DF = 4.66; TLI = 0.94, CFI = 0.97, IFI = 0.98, RMSEA = 0.08 (0.075); SRMR = 0.04). Figure 2 shows that recovery experience has no significant effect on occupational well-being ( $\beta = 0.03$ ,  $p > 0.05$ ), so H1 is invalid.

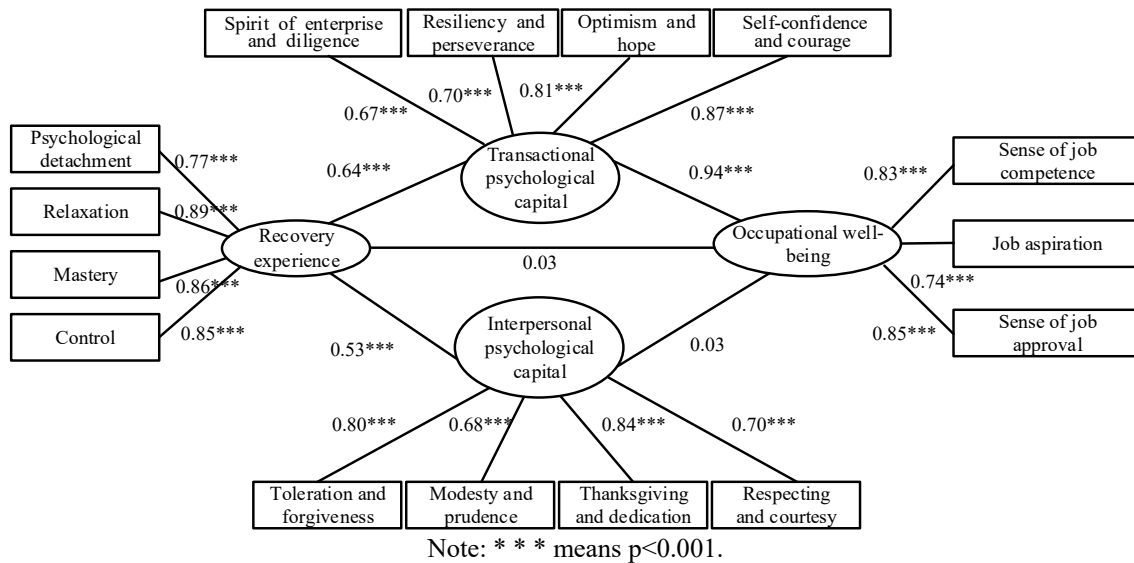


Figure 2. Full model verification results

#### 3.3.2. Mediating effect test

According to procedures and test methods of mediation analysis proposed by Zhao et al. and Hayes (Zhao, Lynch, & Chen 2010; Hayes, 2009), bootstrap was exploited to test mediating effect. Model 4 of the SPSS PROCESS macro program was used for statistical data analysis. With recovery

experience as the independent variable, occupational well-being as the dependent variable, transactional psychological capital and interpersonal psychological capital as the mediating variables, and gender, education level, and industry as the control variables, 5000 samples with a 95% confidence interval were used to test mediating effect. The results are shown in Table 1.

Table 1. Mediating effect test

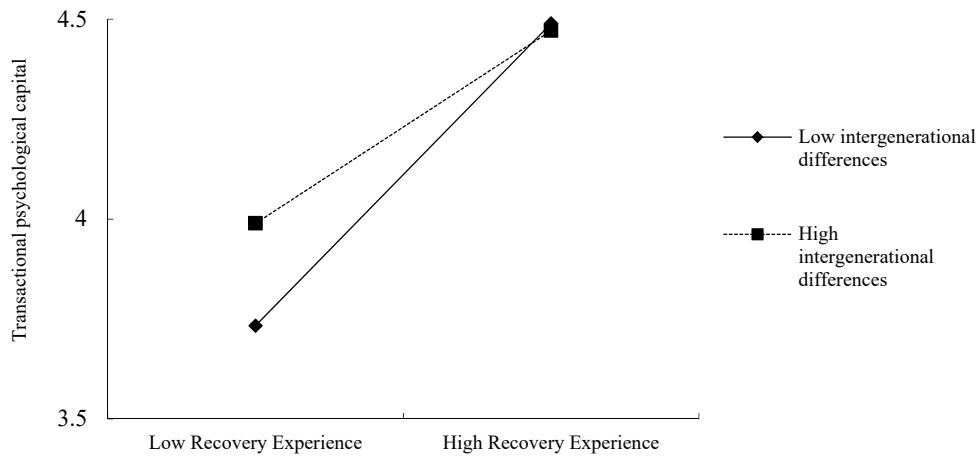
Path	Effect value	Standard error	95% confidence interval	
			Boost LLCI	Boost ULCI
<b>Total effect</b>	0.3758	0.0264	0.3240	0.4277
<b>Direct effect</b>				
Recovery experience → occupational well-being	0.0237	0.0196	-0.0147	0.0621
<b>Indirect effect</b>	0.3521	0.0284	0.2979	0.4101
Recovery experience → Transactional psychological capital → occupational well-being	0.2820	0.0273	0.2314	0.3389
Recovery experience → Interpersonal psychological capital → occupational well-being	0.0702	0.0400	0.0400	0.1060

According to Table 1, the mediating effect of “recovery experience → transactional psychological capital → occupational well-being” is significant, and the effect value is 0.2820; the 95% confidence interval is [0.2314, 0.3389], thus H2 is valid. The mediating effect value of “recovery experience → interpersonal psychological capital → occupational well-being” is 0.0702, with a 95% confidence interval of [0.0400, 0.1060], thus H3 is established.

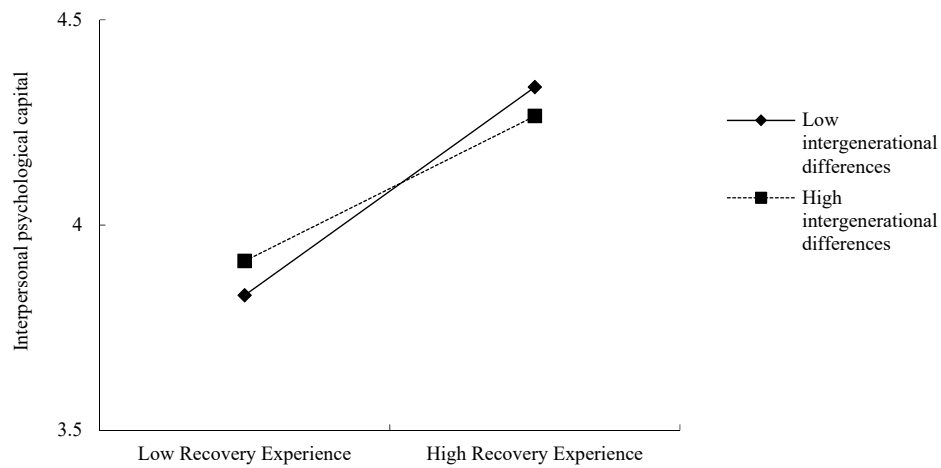
#### 3.3.3. Moderating effect and mediated effect

Similarly, Model 7 in the SPSS PROCESS macro program is used to verify the moderated mediating effect. Taking recovery experience as independent variable, occupational well-being as a dependent variable, transactional psychological capital and interpersonal psychological capital as mediating variables, intergenerational differences as a moderating variable, and gender, education level and industry as control variables, 5000 samples were selected with 95% confidence interval for the effect test. The results show that

the coefficient of the interaction term between transactional psychological capital and intergenerational differences is -0.21 ( $p < 0.001$ ), and the 95% confidence interval is [-0.3183, -0.0982], which does not include 0. Thus, the moderating effect is significant, and H4 is valid. The coefficient of the interaction term between interpersonal psychological capital and intergenerational differences is -0.12 ( $p < 0.05$ ), and the 95% confidence interval is [-0.962, -0.0161], which does not include 0. The moderating effect is significant, so H5 is valid. In addition, this study draws the mediating effect diagram of intergenerational differences in “recovery experience → transactional psychological capital, recovery experience → interpersonal psychological capital” (Figure 3, Figure 4). Compared with the new generation of employees (post-80s, post-90s and post-00s), the recovery experience of non-new generation of employees (post-60s and post-70s) has a stronger effect on transactional psychological capital and interpersonal psychological capital.



**Figure 3.** Moderation of intergenerational differences between recovery experience and transactional psychological capital



**Figure 4.** Moderation of intergenerational differences between recovery experience and interpersonal psychological capital

Simultaneously, the results also show (Table 2) that the indirect effect of intergenerational differences on recovery experience and occupational well-being is significant in the non-new generation of employees (indirect effects = 0.4051, 0.0919 ; 95 % CI = [0.3281, 0.4950], [0.0520, 0.1406] and new generation employees (indirect effect = 0.2603, 0.0648 ) ; 95 % CI = [ 0.3076, 0.3197], [0.0367, 0.10005] ), and the indirect effect difference ( $\Delta$ indirect effect = -0.1448, -0.0271; 95% CI = [-0.2259, -0.0749], [-0.0578, -0.0011]) is also

significant, indicating that intergenerational differences mediate recovery experience through transactional psychological capital and interpersonal psychological capital to affect the indirect effect of occupational well-being. In addition, for non-new generation employees, the indirect effect of transactional psychological capital and interpersonal psychological capital on recovery experience and occupational well-being is stronger than that of new generation employees. H6 and H7 are established.

**Table 2.** Moderated mediating effect test

Path	Intergenerational differences level	Indirect effect	95% confidence interval	
			Boost LLCI	BoostULCI
Recovery experience → transactional psychological capital → occupational well-being	Low	0.4051	0.3282	0.4950
	High	0.2603	0.3076	0.3197
	Differences ( $\Delta$ )	-0.1448	-0.2259	-0.0749
Recovery experience → interpersonal psychological capital → occupational well-being	Low	0.0919	0.0520	0.1406
	High	0.0648	0.0367	0.1005
	Differences ( $\Delta$ )	-0.0271	-0.0578	-0.0081

### 3.3.4. Multi-group analysis of new generation employees

In view of the above analysis results, this study further examines the differences in the indirect effects of task-oriented and interpersonal psychological capital between

Generation Z (post-95s) and Generation Y (post-80s, post-90s – post-95s) in the new generation of employees. Sample data of new generation employees was divided into two parts (Generation Z and Generation Y), and model 4 of the SPSS

PROCESS macro program was used to verify the mediating effect of transactional psychological capital and interpersonal psychological capital. The results show that (Table 3): in the new generation of employees, the mediating effect of transactional psychological capital and interpersonal

psychological capital for Generation Y employees is significant, while for Generation Z employees, the indirect effect of transactional psychological capital is significant, and the indirect effect of interpersonal psychological capital is not significant.

**Table 3.** Multi-group indirect effect test of new generation employees

Group	Path	Indirect effect	95% confidence interval	
			Boost LLCI	BoostULCI
Generation Y	Recovery experience → Transactional psychological capital → occupational well-being	0.2320	0.1762	0.3053
	Recovery experience → Interpersonal psychological capital → occupational well-being	0.0681	0.0340	0.1167
Generation Z	Recovery experience → Transactional psychological capital → occupational well-being	0.3621	0.1135	0.6547
	Recovery experience → Interpersonal psychological capital → occupational well-being	-0.0572	-0.2572	0.1002

## 4. Discussion and Conclusion

### 4.1. Research conclusion

Based on the perspective of intergenerational differences, this study explores the differences in the role of new-generation employees and non-new-generation employees' recovery experience on transactional psychological capital and interpersonal psychological capital, as well as the role of transactional psychological capital and interpersonal psychological capital in recovery experience and occupational happiness. Differences in mediation effect between senses. Concluded as follow:

(1) No significant relationship between recovery experience and occupational well-being.

First, there is no significant relationship between recovery experience and occupational well-being. We speculate that this is because recovery experience cannot directly affect occupational well-being. That is to say, the recovery experience can only play a certain role in the occupational well-being under the premise of changing the psychological capital level of employees. Table 1 further verifies the hypothesis, that is, the direct effect of recovery experience and occupational well-being is not significant (the direct effect value is 0.0237, and the 95% confidence interval is [-0.0147, 0.0621]).

(2) Transactional psychological capital and interpersonal psychological capital play a mediating role between recovery experience and occupational well-being.

This conclusion echoes the resource conservation theory. The resource conservation theory states that when employees respond to occupational pressures and occupational requirements, these precious resources themselves or valuable sources of obtaining resources will be lost in large quantities, and individual physical and mental health will be damaged due to the loss of these precious resources, which will further damage employees' occupational happiness. Therefore, in order to make up for the psychological trauma of employees and restore their normal occupational status, employees need to obtain new resources or restore lost resources through other channels, so as to allow employees to recover from emotional exhaustion and occupational exhaustion, thereby enhancing the employee's occupational well-being.

(3) Intergenerational differences play a negative moderating role between recovery experience and transactional psychological capital and interpersonal psychological capital.

The conclusion of this study shows that the effect of recovery experience on transactional psychological capital

and interpersonal psychological capital is different between new generation employees and non-new generation employees. Compared with non-new generation employees, the effect of the recovery experience of new generation employees on transactional psychological capital and interpersonal psychological capital is significantly weaker. We infer that one of the reasons for such a result may be that for the new generation of employees, whether it is transactional psychological capital or interpersonal psychological capital, the essence of the "like state" is weakening or disappearing.

More precisely, according to Luthans' classification of variables: positive state variables that are very easy to change, such as happiness and reconciliation, positive emotions, etc.; state variables that are easier to change and develop, such as self-confidence, hope, etc., are relatively stable; Trait-like variables that change, such as Big Five personality and personality, etc.; positive trait variables that are very stable and difficult to change, such as intelligence and talent (Luthans et al, 2004), transactional and interpersonal psychological capital have gradually been replaced by "The class state variable is transformed into the class trait variable or has been transformed successfully. Second, whether it is transactional psychological capital or interpersonal psychological capital, the essence of its "quasi-state" has not changed at all, and the reason why intergenerational differences play a role in restoring experience and transactional psychological capital and interpersonal psychological capital The adjustment is because the new generation of employees has changed their occupational orientation. They no longer only regard their occupational as a tool for making a living, but more importantly, they regard their occupational as a channel for self-growth. Therefore, for the new generation of employees, transactional psychology Capital or interpersonal psychological capital is something that needs to be provided by the profession itself, rather than restoring lost psychological capital through other channels of recovery experience activities.

(4) Intergenerational differences play a negative moderating role on the indirect effects of transactional psychological capital and interpersonal psychological capital.

This conclusion shows that, compared with non-new generation employees, the indirect effect of transactional psychological capital and interpersonal psychological capital of new generation employees on recovery experience and occupational well-being is weaker. A further comparison between Generation Y and Generation Z among the new generation employees directly negates the mediating effect of interpersonal psychological capital of Generation Z employees between recovery experience and occupational

well-being. This shows that in the new generation of employees, the Z-generation employees have more personality characteristics than the Y-generation employees, such as publicity, self-esteem, uneasy about the status quo, bravely accepting challenges and pursuing changes, disdain for obeying authority, and emphasizing equality between people.

It is becoming more and more obvious (Yu Chuanpeng et al., 2018), and we infer that there are two direct results caused by the "extremization" of this personality trait: First, the interpersonal psychology of modesty, sincerity, tolerance, forgiveness, respect, courtesy, and gratitude. For Gen Z employees, capital has changed from a "state-like" variable to a "trait" variable, so the specific performance of the above interpersonal psychological capital is no longer in line with Gen Z employees. In other words, the above interpersonal psychological capital dimension variables are no longer in line with the connotation of psychological capital for Generation Z. Second, the dimension variables of interpersonal psychological capital are still "like state", but for Gen Z, their indirect effects on recovery experience and occupational well-being are not significant. In other words, in order to change the level of interpersonal psychological capital, it may be necessary to seek the role elements from within the organization. As a result of this direct effect, the indirect effect of interpersonal psychological capital on recovery experience and occupational well-being is no longer simply weakened, but directly no longer plays any role.

#### 4.2. Theoretical contributions

The theoretical contributions of this study are as follows:

(1) Reveal the boundary conditions in the path of "recovery experience → psychological capital → occupational well-being". Previous studies have only demonstrated the indirect effect of psychological capital on recovery experience and occupational well-being, but have not further explored the boundary conditions of this path. Based on the perspective of intergenerational differences, this study revealed the difference in the strength of the mediating effect between new-generation employees and non-new-generation employees. For the new generation of Z-generation employees, the mediating effect of interpersonal psychological capital between recovery experience and occupational well-being is directly does not exist.

(2) Two basic hypotheses for the moderating effect of intergenerational differences are put forward: First, the "like state" nature of psychological capital has changed, resulting in changes in the dimensional variables of existing transactional psychological capital and interpersonal psychological capital. . Second, the "like state" feature of psychological capital has not changed at all. The reason why intergenerational differences have a moderating effect is that the boundary conditions of psychological compensation theory, resource conservation theory, and occupational requirement-resource model have changed. If hypothesis 1 is true, then the contribution of this study is to enrich and refine the psychological capital theory in organizational behavior; if hypothesis 2 is true, then the contribution of this study is to add psychological compensation theory, resource conservation theory, and occupational requirements-resources The boundary conditions of the model theory realize the further supplement and improvement of the above basic theories.

#### 4.3. Implications for practice

The practical implications of this study are as follows: The study further reminds organizations that managing the new generation of employees should no longer rely solely on recovery experience activities, such as team building activities. Instead, we must start from the inside of the organization, so that employees can get the experience and growth they deserve in their occupationally, and become more confident, brave, optimistic, hopeful, enterprising and tenacious. For example, the gamification management model proposed by Chai Yilin and Zhang Qiuzhuo has greatly catered to the ego characteristics of the new generation of employees (Chai Yilin et al., 2019). Of course, it is also necessary to enhance the credibility of the leaders and members within the organization. The organization must realize that if the new generation of employees are to be humble, honest, tolerant, forgiving, respectful, comity, and grateful for their dedication, the driving force for convincing them can only come from the credibility of the internal members of the organization, but not authoritative.

#### 4.4. Prospects for future research

The future research prospects of this study are as follows: This study proposes two basic hypotheses for the moderating effect of intergenerational differences: First, the "like state" nature of psychological capital has changed, resulting in the existing transactional psychological capital and interpersonal psychological capital. The dimension variable of capital has changed. Second, the "like state" feature of psychological capital has not changed at all. The reason why intergenerational differences have a moderating effect is that the boundary conditions of psychological compensation theory, resource conservation theory, and occupational requirement-resource model have changed. Then in future research, we can further verify which hypothesis is correct, so as to clarify the real reason for the moderating effect of intergenerational differences, and at the same time, it is also convenient to guide the organization to conduct targeted management of the new generation of employees.

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