

RESEARCH ARTICLE

Impact of psychological capital on job satisfaction: Moderating role of perceived organizational support and emotional intelligence

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ABSTRACT

Researchers in today's corporate world are particularly interested in the positive psychology and social exchange interaction. When an individual's emotional intelligence is strong, they exhibit traits like optimism, hope, resilience, and self-efficacy, which are together known as psychological capital (PsyCap). Interactions between organisations and their workers, characterised by rules of reciprocity and social exchanges, have a direct impact on the level of dedication shown by employees. How much care and value an organization's workers feel is reflected in their perceived organizational support (POS). Therefore, the purpose of this study was to examine the effect of psychological capital (PsyCap) on job satisfaction through moderating role of and emotional intelligence (EI). Data was collected from cross border e-commerce industry employees operating in China. A total of 483 responses were obtained from technology staff, and senior managers. Data were used for analysis using PLS-SEM (Smart PLS 4) to test hypothesis relationships. Study hypotheses were accepted and finding shows a positive relationship between the variables. Similarly, understanding the association between PsyCap and job satisfaction is crucial for businesses and their workforces. Result revealed perceived organizational support and emotional intelligence both have positive and significant moderating influence on the relationship between PsyCap and job satisfaction. Therefore, current study suggested that employees are able to provide high motivation because they have a high level of PsyCap and job satisfaction. In this way, they are more likely to put in significant effort on behalf of the company. PsyCap is an untapped positive resource that can improve employees' job satisfaction and performance, boosting global competitiveness.

Keywords: emotional intelligence; job satisfaction; psychological capital; perceived organizational support

1. Introduction

Human resources are essential to long-term competitiveness, especially as organisations change faster^[1]. According to positive organisational behaviour, employee and organisational development comes from resources that work at multiple levels and must be strengthened^[2]. As the rate of change in cross border e-commerce organizations accelerates, human resources become even more important in gaining and

ARTICLE INFO

Received: 23 January 2024 | Accepted: 20 February 2024 | Available online: 11 June 2024

CITATION

Yao G, Mansor ZD, Ghazali HB, Yan Z. Impact of psychological capital on job satisfaction: Moderating role of perceived organizational support and emotional intelligence. *Environment and Social Psychology* 2024; 9(6): 2444. doi: 10.59429/esp.v9i6.2444

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maintaining a competitive edge^[3]. The theory of positive organisational behaviour posits that the growth and development of an e-commerce organisation is contingent upon teams of individuals situated at different hierarchical levels within its structure and need to be fortified for the best results^[4,5]. Positive personal attributes and states are thus individual psychological resources that generate positive subjective experiences such as contentment and well-being^[6]. Besides that, improvements in environmental factors changed workplace competition and this type of competition results in organizations acquiring a unique identity and emphasizing human resources^[7].

Extensive research conducted over the past two decades has demonstrated that possessing elevated levels of hope, optimism, confidence, and resilience, collectively referred to as Psychological Capital (PsyCap), greatly enhances both work and life experiences^[8]. Ashmawy^[9] identified that PsyCap not only predicts career success, job satisfaction, and overall well-being, but it also functions as a buffer against adversity, resulting in higher income and better health. It is essential for personal, organisational, and societal success, goal achievement, social standing, problem solving, handling failures, and recovering from adversity. In this context, PsyCap plays a vital role in organization. According to the prior research, cross border e-commerce companies with high levels of PsyCap have lower rates of employee stress and turnover. PsyCap consists of four active psychological capabilities: self-efficacy, hope, optimism, and resilience^[10]. Psychologists assert that hope is a constructive motivational state that arises from a perception of effective agency, characterised by goal-directed energy, and routes, which involve strategic planning to achieve those goals^[11]. These elements of hope are believed to be outcomes of interacting processes. “Agency” refers to the motivation and drive to succeed, whereas “Pathways” refers to the “Way Power” or creative problem-solving skills required to get things done^[12]. Besides that, self-efficacy also known as confidence, is the conviction that one possesses the internal drives, mental tools, and behavioural strategies needed to successfully complete a given task^[5].

Resilience, on the other hand, refers to the capacity to effectively recover from and adapt to many challenges, including adversity, conflict, failure, as well as positive occurrences, progress, and increased responsibilities^[7,13]. The capacity to adapt, acquire knowledge, and develop in response to challenges is an essential aspect of resilience for both individuals and organisations^[14]. It is away of looking at the world that looks for the positive reasons for things and the negative reasons for the negative things^[15]. Optimism helps maintain a positive outlook in an environment that is predominantly negative by buffering negative events and amplifying positive ones^[16]. Similarly, the cultivation of optimism and hope can assist individuals in maintaining their focus on the future by adopting a temporal perspective, which has been associated with enhanced abilities in managing both present and future tasks^[17]. PsyCap has been shown to improve employees' perceptions of their own professional success in another study^[18]. The goal of PsyCap is to help people find and use their own strengths and positive psychological conditions. Consequently, those who possess enhanced amounts of PsyCap demonstrate correspondingly increased levels of productivity and job satisfaction^[19]. According to the theory of psychological capital, employees with strong PsyCap can use more resources to achieve their goals and perform better. Consequently, prior research has demonstrated that PsyCap improves workers' job performance^[20].

The term “job satisfaction” refers to how content an employee is with their current position and working conditions. It's related to employee expectations about the job and its environment^[21]. Therefore, it is likely that the level of job satisfaction among employees may increase if benefits and the working environment are provided as stated. Employees' level of job satisfaction can be significantly impacted by their level of experience in the position^[22]. Some people think that people's opinions and experiences in the past determine how satisfied they are with their jobs now. Hence, their psychological well-being is directly linked to their

level of job satisfaction^[23]. For instance, resilience, optimism, and hope were shown to have significant positive relationships with job satisfaction across a variety of industries^[24].

Another important factor in organizations is perceived organizational support (POS). It is crucial to worker satisfaction and the achievement of business objectives. It comprises universal convictions regarding the extent to which the organisation values and is concerned with the welfare of its members and their contributions^[25]. Prior studies found that organizations with high performance and expectations will be noticed and appreciated, which can increase job satisfaction and organizational commitment^[26]. Besides that, one of the most influential factors in employee behaviour and performance on the job is a person's EI, which includes their knowledge, skills, and attitudes in dealing with different emotional states and situations in the workplace. Ran et al.^[7] defines EI as a component of social intelligence encompassing the capacity to perceive and differentiate the emotions and sentiments of oneself and others, as well as to employ this knowledge to inform one's decision-making and behaviour. Moreover, organizational interactions require understanding others' emotions as well as one's own^[27]. When people understand others and control their emotions, they can maintain good relationships^[28].

The aim of the current study is to examine the impact of PsyCap on job satisfaction: moderating role of POS and EI. Various studies have demonstrated that for effective implementation of environmental management, it is crucial to motivate all employees, not just managers, to cultivate the requisite functional and managerial competencies. Employees' management of standard operating procedures is one way in which their actions contribute to the success of their companies. Nevertheless, there is a limited body of research that has investigated proactive environmental behaviours carried out by individuals within cross-border e-commerce organisations^[14]. While several research studies have been conducted on job satisfaction, the majority of them have focused on examining the impact of demographic variables, work conditions, and negative emotions on individuals' level of job satisfaction. However, the more positive features of PsyCap and POS have recently become a growing research area targeted at increasing job satisfaction^[29]. This study presents more empirical evidence about the influence of PsyCap on job satisfaction, as well as the involvement of moderators in the relationship between psychological capital and job satisfaction. Moreover, this study emphasises the importance of EI and the sense of organisational support in achieving success for both individuals and organisations. Furthermore, while there has been a considerable body of research conducted on psychological capital and its impact on business, there is a dearth of studies examining PsyCap and its relationship to POS and EI. Nevertheless, there is a scarcity of research investigating the impact of PsyCap on job satisfaction among employees in the e-commerce industry.

2. Literature review

2.1. Conservation resource theory

The Conservation Resource Theory (COR), as introduced by Hobfoll^[30], centres on the various elements required to cultivate pleasant emotions that enhance psychological resilience. The field of PsyCap, which investigates the same concept, identifies four characteristics that can be developed to increase personal strength. According to COR, people have an innate need to protect the quality and quantity of their resources while also working to eliminate everything that might threaten them. Stress from a lack of resources may lead to work dissatisfaction, anxiety, and even thoughts of leaving.

Human capital refers to a person's skills and knowledge, while social capital includes their network of friends and acquaintances. However, Luthans et al.^[31] argue that PsyCap is an even more significant resource. It's a malleable tool for encouraging productive habits and outlooks among staff. PsyCap has been shown to significantly correlate with positive workplace attitudes including job satisfaction, organisational

commitment, and psychological health in a growing corpus of empirical research. Moreover, PsyCap shows a good link with task and contextual performance, as well as objective and self-reported work performance and organisational civic conduct. Employee attitude might potentially be affected^[6].

2.2. Psychological capital and job satisfaction

With the help of PsyCap, workers are more likely to have optimistic views of their situation and to believe that they have a good chance of succeeding as a result of their own initiative, drive, and hard work^[32]. Affective and behavioural tendencies differ between individuals and as a result, there will always be discrepancies between how individuals within an organization interpret their surroundings and how they act^[33]. A study conducted by Katircioglu et al.^[34] revealed that the utilisation of PsyCap was associated with a notable enhancement in job satisfaction among employees. This improvement was attributed to an elevation in their favourable evaluations of their respective roles, responsibilities, and accomplishments. Without PsyCap, people are less likely to see the bright side of things, be intrinsically motivated to do their best work, and instead focus on the extrinsic rewards like money, perks, and job security that are increasingly difficult to come by in the post-revolution, unstable economy^[35].

Within the context of organisational dynamics, the concepts of hope, agency and pathways play a crucial role in empowering workers by providing them with a perceived sense of control over their responses to the multitude of competing and unpredictable demands inherent in their work environments. This, in turn, has the potential to enhance both morale and productivity levels among employees^[36]. They can shield individuals from the negative effects of being in a setting where they frequently experience setbacks in their pursuit of goals, resulting to more upbeat self-evaluations and contentment^[37]. Similarly, the ability to effectively handle and recover from failures can contribute to the cultivation of coping strategies that are crucial for mobilising appropriate material, cognitive, emotional, and social resources in order to surmount obstacles and persist in achieving objectives. This, in turn, can result in a feeling of fulfilment and contentment in one's work. The ability to see the many positive aspects, interactions, successes, and accomplishments of one's work can lead to greater job satisfaction^[21,38].

Previous research investigations have indicated a positive association between elevated levels of PsyCap and heightened levels of job satisfaction^[39]. Similarly, a study revealed that PsyCap exerted a noteworthy influence on both the subjective and objective measures of employees' job success, along with several other outcomes pertaining to social and health aspects. This finding remained consistent even within the challenging circumstances posed by the COVID-19 pandemic^[36]. It also helps employees deal with hard and uncertain times by promoting a positive psychological state^[40]. The individual components of PsyCap also have their own unique ways of increasing workers' satisfaction on the job. An individual's sense of efficacy influences their willingness to select, pursue, and ultimately succeed in achieving ambitious goals in their lives^[41]. Effective workers are more likely to see challenges at work as opportunities to actively pursue rather than problems to avoid^[32]. Approach goals are more satisfying than avoidance goals. As a result, efficacy can increase employee job satisfaction as they proactively confront work-related challenges^[21].

According to several studies, boosting an organization's PsyCap makes workers happier and more committed to their jobs^[42]. PsyCap exerts a beneficial influence on the work attitudes, psychological condition, and performance of employees. Research indicates that workers with greater PsyCap tend to feel happier, which boosts their energy, concentration, and commitment at work, leading to greater job satisfaction. Furthermore, PsyCap is regarded as a beneficial asset in managing adverse consequences, including exhaustion and violence at work^[43]. Furthermore, PsyCap and necessary work attitudes, behaviours, and performance are significantly positively correlated^[44]. Research has revealed that PsyCap has a positive

impact on employee attitudes and work outcomes, specifically in terms of job satisfaction^[20]. Similarly, prior research has shown a positive correlation between PsyCap and employee job attitudes, suggesting that team members' PsyCap can predict individual levels of job satisfaction^[6]. Based on the above-mentioned literature, we hypothesized that:

H1: PsyCap has a positive association with job satisfaction.

2.3. POS as a moderator between psychcap and job satisfaction

POS refers to the degree to which employees perceive that their organisation demonstrates concern for their well-being, recognises and appreciates their efforts, and provides support for their socio-emotional needs^[45]. It is one of the most influential factors in how fulfilled one is with one's professional life. It promotes socialization within the organization, which in turn helps pro-social values and institutionalized public service to become more deeply ingrained^[25]. Employees are inclined to exhibit a favourable disposition towards their organisation when they see themselves to be esteemed by their superiors and entrusted with autonomy in decision-making^[45]. Koomson^[46] elucidated that POS influences productivity and employee happiness by promoting teamwork in the workplace. Employees are happy and work harder to repay the company's good treatment, environment, and rewards^[47].

Nisar et al.^[48] have identified long working hours, high work pressure, and work-life interference as prevalent stressors among urban workers. PsyCap is a comprehensive construct that encompasses positive affective states such as confidence, self-esteem, resilience, and hope^[29]. High PsyCap people are committed to meaningful goals and determined to find alternative paths to success; confident in their abilities to take the necessary actions; resilient to overcome adversities, setbacks, and failures; and optimistic by attributing events positively^[49]. PsyCap is a valuable tool for improving the mental health of workers and overcoming obstacles in the workplace^[36].

POS affects job outcomes through self-improvement and socialisation. POS self-improvement helps workers address psychosocial and emotional requirements, which may boost professional success^[45]. POS shows that the organisation values employees' aspirations and takes pride in their accomplishments, satisfying the need to be hopeful^[50]. POS shows employees that the organisation is available to aid when needed, satisfies the need to be robust, and shows that the organisation values employees^[46]. Nazetal.^[37] and Wang et al.^[10] found that organisational support positively affected the four PsyCap aspects in Chinese culture. For instance, according to previous literature PsyCap has a positive influence on employees' behaviour and performance on the job, and it may be more prevalent among those who feel their workplace is supportive^[44].

Prior literature has suggested that exposure to a positive work environment can foster the conducive conditions necessary for the development of PsyCap. For instance, when employee mistakes cause obstacles, people working in a supportive environment are more likely to have better resiliency^[51]. This resilience is less common among employees who are constantly afraid of retaliation or punishment for their mistakes. When employees are provided with a positive work environment, they are better able to concentrate on their work, recover from setbacks, and ultimately excel in their roles. Employees who are resilient make themselves and others feelgood, which can help create a more supportive environment that helps POS^[14]. In addition, Matoori^[52] study discovered a positive and statistically significant correlation between one's level of PsyCap and their level of reported organizational support. Aydin et al.^[42] indicated that PsyCap significantly influences an individual's professional attitude and personal productivity within the work setting. Prior research has shown that PsyCap is an important predictor of workplace performance, as well as behavioural and attitude consequences^[6]. Generally, perceived organisational support reflects employees' perceptions of the quality of their relationship with their organisation. The higher the POS, more likely is the employee's job satisfaction^[53].

An increased level of employee dedication is necessary for businesses to thrive in today's competitive, ever-evolving business environment. Employees are more invested in the success of their organizations if their employers are equally invested in them. This social exchange relationship provides a foundation for studying perceived organizational support and its causes and effects^[54]. Employees' sense of belonging in an organisation that cares about them as people, values their work, and makes an effort to accommodate their needs is an important contributor to their sense of POS^[55]. Satisfaction on the job is defined as “the degree to which one derives emotional or psychological satisfaction from one's employment”^[56]. Previous research indicates that job satisfaction is a positive emotional state that results from work experiences.

Based on reciprocity, assisted employees help co-workers and boost workplace happiness and organisational commitment, lowering waivers and absenteeism and enhancing performance^[26]. Pradhan et al.^[57] suggest POS boosts pleasure and performance. Employees will be happier at work and perform better if they think the company and their bosses treat them well. POS appears to start a social exchange process that makes people feel obligated to help the company succeed, which leads to bigger rewards. According to social exchange theory, job satisfaction strengthens business bonds^[58].

Perceptions of organisational support affect employee commitment. Organisational support helps employees meet basic socio-emotional needs, improve themselves, affiliate, and accept organisational change^[59]. Organizational perception mechanisms that benefit both employees and businesses are founded on self-improvement and social exchange, so studying these concepts is crucial^[54]. POS and PsyCap has been the subject of few studies^[44,45]. Employees that feel valued by the company are more likely to give that same company their full backing. Relationships between givers and receivers are key to the POS concept^[28].

Employees' perceptions of incentives from the outside world may moderate the impact of psychological resources on their actions and attitudes on the job^[60]. Wang et al.^[10] conducted empirical research using POS as a moderating variable and found that it moderated the effect of PsyCap on workers' attitudes and actions. According to research, psychological capital improves job satisfaction, job commitment, and organizational performance^[28]. PsyCap has been shown to significantly improve workplace performance, satisfaction, commitment, and well-being^[61]. Some authors have noted that higher levels of the four components of PsyCap can improve job satisfaction and performance^[62]. PsyCap is based on principles from positive psychology and has been shown to boost morale and productivity in the workplace^[63]. Thus, we propose the hypothesis as:

H2: POS has a moderating role between PsyCap and job satisfaction

2.4. EI as a moderator between psychcap and job satisfaction

The concept of EI refers to the capacity to perceive and comprehend the emotions of both oneself and others, and to utilise this understanding in order to regulate one's own cognitive processes and behaviours^[50]. EI has been shown to have positive effects on businesses in previous research. Effective performance is dependent on the four-branched hierarchical model of EI^[62]. It was demonstrated that leaders with a high EI are more likely to foresee the anger of their employees in the event of unfair treatment. Low EI leaders fail to address employee concerns and are seen as incompetent^[64]. Higher EI people are more likely to manage their own emotions and actions, as well as those of those around them, in order to achieve their goals^[65].

While the positive effects of PsyCap on organizations have been studied for over two decades, the link between PsyCap and superior performance in the workplace has received less attention. Hope, self-efficacy, resilience, and optimism boost job satisfaction and performance^[66,67]. EI of employees has been recognized as a crucial factor in sustaining a competitive advantage over time. In addition to academic skills, understanding and regulating emotions is necessary to maintain good relationships and avoid conflicts^[68]. Acquiring emotional knowledge and an understanding of others' perspectives requires the development of

non-cognitive abilities. Those with a high EI would have a better ability to process emotional stimuli and adapt to adversity^[7].

An individual with high PsyCap who is heavily focused on their future will understand that while it is important to work hard, it is also important not to sacrifice their psychological health in the process. A person with high EI is also better able to adapt to new situations and maintain control over their emotions and behavior, allowing them to set more defined boundaries between their personal life and their professional life^[68]. Employees' PsyCap has been found to increase significantly when they are able to both motivate themselves through their own feelings (self-encouragement) and manage their emotions in high-stress situations (emotional self-control)^[69]. Moreover, employees need psychological resources to do their jobs well. What makes some people more successful than others is their ability to control their emotions, for example, when they lose resources (like when they're in a bad mood)^[70]. A person with good EI can manage those things and make the workplace peaceful and comfortable for working. It also improves employee relationships and reduces misunderstandings^[71,72]. Researchers have found that those with a high IQ have a better handle on their feelings, allowing them to keep a more optimistic outlook on life and their work^[73]. George et al.^[70] specified that a leader's EI affects their subordinates' levels of job satisfaction. Similarly, Khanzada et al.^[74] discovered a noteworthy positive association between EI and job performance.

Research has shown that workers who report high levels of both PsyCap and job satisfaction are more likely to volunteer their time and energy to help out the company. Therefore, it is noted that individuals who possess a high level of psychological capital in their workplace exhibit a strong sense of optimism and satisfaction regarding their ability to attain positive outcomes in their profession. Consequently, they also express more contentment with their overall position within the organisation^[42]. Multiple scholarly studies have provided empirical evidence supporting the presence of positive correlations between PsyCap and Job Satisfaction^[12]. EI also affects an individual's positive or negative outlook on an experience, which affects their motivation and actions. Prior studies have demonstrated that those who possess the ability to effectively manage challenges in life will exhibit motivation and employ productive strategies for dealing with them, ultimately leading to the expected goal^[75].

Usman et al.^[28] have demonstrated that there exists a positive correlation between elevated levels of PsyCap and heightened levels of commitment, trust, productivity, and job satisfaction within organisational settings. Likewise, PsyCap was found to correlate positively with organizational commitment, job performance, and job satisfaction^[54]. Prior research found a positive association between PsyCap and job satisfaction, well-being, organizational citizenship behaviour, organizational commitment, and performance^[6,12]. Different cultural groups investigated PsyCap among Chinese workers and it was found to have a significant positive effect on productivity^[23]. Moreover, a study also supports the association between EI and job satisfaction^[72]. Based on literature, we made the hypothesis as (see **Figure 1**):

H3: EI has a moderating role between PsyCap and job satisfaction.

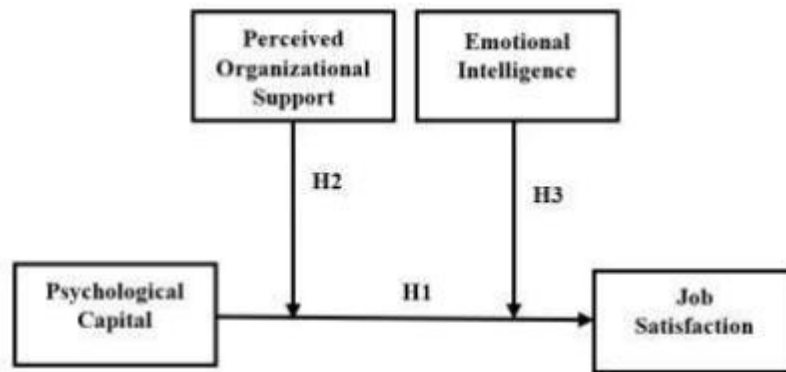


Figure 1. Conceptual model.

3. Research methodology

The targeted population included technology staff, and senior managers of the cross border e-commerce industry operating in China. Information from 483 personnel was collected utilising purposive and convenience sampling methods^[76]. We utilised email and social media platforms (specifically, Facebook and WeChat) to disseminate a hyperlink to the Google Doc survey. All survey respondents were provided with information regarding anonymity, participation, and withdrawal policies on the initial page of the survey. During the course of four months, from February to May 2023, the data was collected. Since the data was gathered at a specific juncture in time, this study can be classified as cross-sectional^[77]. The G* power software indicates that in order to attain a power of 0.95 and an average effect size of 0.15, 119 participants are required for this study^[78]. As per the aforementioned criterion, a total of 600 questionnaires were disseminated, of which 503 were subsequently received back. As a result of the screening procedure, which was executed, 120 forms with incomplete data were excluded from the study. Subsequently, statistical analysis was conducted on the remaining 483 questionnaires, which accounted for a respectable response rate of 80.5%.

All four variables (psychological capital, perceived organisational support, job satisfaction, and emotional intelligence) were tested using Harman's single factor test in SPSS to look for the CMV issue^[79]. The results varied by 16.22% due to the first component. The lack of CMV in the data is indicated by a percentage below 50%. **Table 1** shows that out of 483 employees, 193 (40%) were female and 290 (60%) were male. The majorities of employees were 20–30-year-old and have bachelors, masters and MS/ M. Phil. degree holders. The majority of employees have 1-3 years and 4-6 years of working experiences. Common method variance (CMV) may be evident in the findings if the same participants were used to gather data for all the variables. Despite the adoption of several procedural remedies (cover letter to ensure responder anonymity, clarification of new terminology, brief, easy-to-understand questions, etc.). CMV was still present^[79]. In addition, the “Correlation Matrix Process” (CMP) statistical approach developed by Fuller et al.^[80] was used to examine the influence of the CMV by connecting latent variables. The primary factors did not show a correlation of 0.90 or above, hence CMV could not be determined. In addition, we conducted a thorough collinearity evaluation technique to make sure that CMV was achieved.

Table 1. Descriptive statistics.

Demographics	Categories	Frequency	Percent
Gender	Female	193	40.0
	Male	290	60.0
Age	20-30 years	235	48.7

Table 1. (Continued).

Demographics	Categories	Frequency	Percent
	31-40 years	134	27.7
	41-50 years	114	23.6
Education	BACHELOR	153	31.7
	MASTERS	131	27.1
	MS/M.Phil	157	32.5
	PhD	10	2.1
	ANY OTHER	32	6.6
Experience	<1 years	68	14.1
	1-3 years	151	31.3
	4-6 years	157	32.5
	>6 years	107	22.2

3.1. Measures

All construct items employed in this research were obtained from pre-existing literature, and data were gathered via the administration of questionnaires. Prior to undertaking a thorough analysis, a pilot study was undertaken to ascertain the measuring instrument's dependability. The independent variable utilised in our research was psychological capital, which was derived from a previous study by Luthans et al.^[31]. It consists of four sub-dimensions: optimism (2 items), hope (4 items), and resilience (3 items). In the interim, work satisfaction serves as the dependent variable, and the three-item overall job satisfaction scale established by Cammann et al.^[81] was utilised. Prior studies have established the dependability and accuracy of the job satisfaction scale developed by Cammann et al.^[81] in the context of cross-border e-commerce, as evidenced by its alpha coefficient of 0.90. The present study incorporates two moderator variables, namely emotional intelligence and perceived organisational support. The eight-item scale of perceived organisational support was adapted from the work of Eisenberger et al.^[82], whereas the fourteen-item scale of emotional intelligence was devised by Diefendorff et al.^[83]. Every participant's response was categorised using a five-point Likert scale, which encompassed “strongly disagree” (1) and “strongly agree” (5).

4. Research findings

The correlations between job satisfaction and psychological capital were subsequently computed utilising SmartPLS version 4^[84]. A moderation analysis was performed using partial least squares-structural equation modelling (PLS-SEM), and the influence of perceived organisational support and emotional intelligence on the association between psychological capital and job satisfaction was examined using a bootstrapping approach with 5000 sub-samples^[85]. One notable benefit of PLS-SEM is its capacity to accommodate particular needs and specifications, in addition to augmenting statistical power^[84]. Subsequent to that, the PLS-SEM statistical analysis involved distinct evaluations of the measurement and structural models. Prior to employing the data for establishing correlations between variables, it is critical to validate that the measurement model meets the necessary standards for validity and reliability, as demonstrated in **Table 2**.

4.1. Measurement model

As shown in **Table 2**, convergent validity is indicated by factor loadings ranging from 0.506 to 0.923. Hair and Alamer^[84] state that factor loadings falling within the range of 0.40 to 0.70 ought to be eliminated

exclusively if doing so results in an increase in the average variance extracted (AVE). Nevertheless, the convergent validity of the concept is considered satisfactory when the mean extracted variance exceeds 0.5, Cronbach's Alpha (α) surpasses 0.7, and the composite reliability (CR) surpasses 0.70^[85]. It is evident from both **Table 2** and **Figure 2** that the composite reliability exceeds 0.80 for all constructs.

Table 2. Measurement model analysis.

Construct	Items	Factor loading	α	CR (rho_a)	CR (rho_c)	AVE	Authors
Psychological Capital							Luthans et al. [31]
Efficacy			0.808	0.807	0.875	0.639	
	EFF1	0.676					
	EFF2	0.853					
	EFF3	0.842					
	EFF4	0.814					
Hope			0.786	0.790	0.862	0.611	
	HOP1	0.760					
	HOP2	0.809					
	HOP3	0.824					
	HOP4	0.728					
Optimism			0.807	0.812	0.912	0.838	
	OP1	0.923					
	OP2	0.908					
Resilience			0.859	0.863	0.914	0.780	
	RES1	0.898					
	RES2	0.897					
	RES3	0.854					
Emotional Intelligence			0.874	0.878	0.892	0.575	Diefendorff et al. [83]
	EI1	0.506					
	EI2	0.672					
	EI3	0.697					
	EI4	0.670					
	EI5	0.690					
	EI6	0.644					
	EI7	0.704					
	EI8	0.611					
	EI9	0.599					
	EI10	0.562					
	EI11	0.510					
	EI12	0.574					
	EI13	0.531					
	EI14	0.546					

Table 2. (Continued).

Construct	Items	Factor loading	α	CR (rho_a)	CR (rho_c)	AVE	Authors
Job Satisfaction			0.755	0.756	0.860	0.671	Cammann et al. [81]
	JS1	0.824					
	JS2	0.815					
	JS3	0.819					
Perceived Organizational Support			0.862	0.820	0.879	0.578	Eisenberger et al. [82]
	POS1	0.733					
	POS2	0.682					
	POS3	0.768					
	POS4	0.621					
	POS5	0.610					
	POS6	0.652					
	POS7	0.722					
	POS8	0.725					

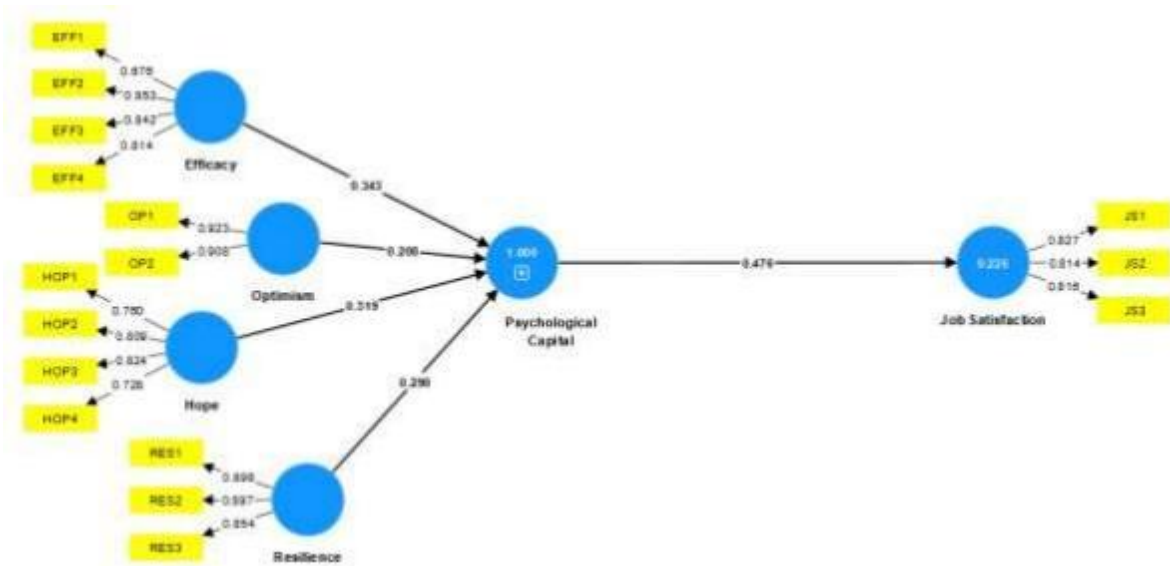


Figure 2. Measurement model analysis. (second order variables).

4.2. Discriminant validity

The Heterotrait-Monotrait Ratio (HTMT) technique proposed by Henseler, Ringle, and Sarstedt^[86] was implemented to assess the reliability of discrimination. HTMT was first used to determine the threshold value. The presence of prejudice is confirmed if the score is higher than the HTMT's minimal criterion for non-discrimination. It is not obvious what the best HTMT cutoff value should be when the correlation is near to one. An initial cutoff value was determined with the help of HTMT. Results over the HTMT threshold level suggest that discrimination is not taking place. When the correlation is near to 1, it's hard to pin down an exact HTMT cutoff point. A value of 0.90 has been suggested by more lenient researchers, while 0.85 has been endorsed by others^[87]. Analyses were conducted on HTMT values with a confidence interval of less than one in order to further demonstrate the discriminant validity. Analyses were conducted on HTMT values with a confidence interval of less than one in order to further demonstrate the discriminant validity.

By eliminating one from the interval range, the concepts become more comprehensible. The data presented in **Table 3** indicates that the variation in HTMT values for all constructions is below 0.85. Consequently, this study recognises the presence of discriminating validity.

Table 3. Heterotrait-monotrait ratio (htmt) analysis.

Constructs	EI	JS	POS	EI x PsyCap	POS x PsyCap
EI					
JS	0.274				
POS	0.737	0.117			
EI x PsyCap	0.266	0.130	0.152		
POS x PsyCap	0.141	0.152	0.059	0.587	

Abbreviations: Psychological Capital (PsyCap), Perceived Organizational Support (POS), Job Satisfaction (JS), Emotional Intelligence (EI).

4.3. Assessment of second-order construct

After the validity of the primary constructs had been verified through assessment and confirmation, the multicollinearity among the items in the second-order construct and the statistical significance of its outer weights were examined. Hair and Alamer^[84] proposed a two-stage evaluation process for second-order structures. Lower-order component scores for the latent variables were obtained initially. Once the first scoring was complete, all scores from latent variables were included into psychological capital as indicators. **Table 3** displays the findings of our evaluation of the psychological capital model, which was conducted in accordance with the recommendations of Ringle et al.^[85]. Collinearity issues were investigated by calculating VIF values from inside the model. Multicollinearity refers to the situation in which several different aspects of a concept are highly correlated with one another^[84]. The “Variance Inflation Factor” (VIF) maybe used as a metric for assessing multicollinearity. Multicollinearity occurs when the value is more than 5. The relationship between collinearity and the idea of reflection and formation was investigated. Therefore, the predictive value of the Efficacy, Hope, Optimism and Resilience components for psychological capital was calculated. **Table 4** displays the VIF values for the second-order reflective-formative dimensions, demonstrating that there are no collinearity difficulties. The reflected indications were rated based on the external weights. The bootstrapping method was used to further examine the statistical significance of the weights. The indicators' relative relevance and weights are shown in **Figure 2**. Efficacy, hope, optimism, and resilience all have significant outer weights, as seen in **Table 4**.

Table 4. Outer weights and variance inflation factor values.

Relationship among Constructs	β	Sample mean	Standard deviation)	T Value	P values
Efficacy -> Psychological Capital	0.350	0.350	0.009	39.718	0.000
Hope -> Psychological Capital	0.316	0.316	0.010	31.346	0.000
Optimism -> Psychological Capital	0.200	0.200	0.007	29.458	0.000
Resilience -> Psychological Capital	0.293	0.293	0.008	35.722	0.000

4.4. Structural equation model

The structural equation model is next analysed^[84]. This occurs when it has been shown that the measurement model is adequate. A path coefficient is often used to evaluate hypothesised relationships in structural models, where each hypothesis is assigned a logical relationship. Ringle et al.^[85] provide several indicators of predictive power; they include coefficient of determination (R^2), effect size (f^2), and predictive

significance (Q^2). In order to determine the statistical significance of a coefficient, its t value is often employed. The typical cutoffs for significance in two-tailed testing are t -values of 1.65 (at the 10% level), 1.96 (at the 5% level), and 2.57 (at the 1% level). If the t -value (a measure of the strength of the link between the variables) for the hypothesis in this research was higher than 1.96, the hypothesis was accepted. The null hypothesis is rejected when the t -value of the connection between the variables is less than 1.96. In **Figure 3**, it is evident that psychological capital exerts a positive and statistically significant influence on job satisfaction ($\beta = 0.441, t = 11.991, p < 0.001$). Notably, the t -value of 4.958 exceeds the critical threshold of 1.96. The β value signifies the percentage change, indicating that a one-unit change in psychological capital corresponds to a 0.441 unit change in job satisfaction. These findings suggest that approximately 44.1% of the variance in the dependent variable, job satisfaction, can be attributed to psychological capital. Moreover, the p -value of <0.001 underscores a high level of significance, providing robust support for accepting hypothesis H1.

The R^2 coefficient of determination is a metric utilised to assess the model's accuracy. This component represents the complete impact of external latent factors on the underlying latent variables and has a possible value range of 0 to 1. Greater explanatory capacity was denoted by R^2 values that were higher. Ringle et al.^[85] delineate the classification of R^2 values of 0.25 as low, 0.75 as high, and 0.50 as moderate. PsyCap, POS, and EI accounted for 34.4% of the variance in JS, as shown in **Table 5**. This represents a moderate level of explaining power. As illustrated in **Figure 3**, the predictive accuracy of the model is quite high. The predictive relevance metric Q^2 enables us to assess the importance of the internal model in the context of forecasting. D was determined to be seven, and Q^2 was calculated using the blind method. By employing a cross-validated redundancy methodology, we ascertained the model's predictive significance. Predictive significance is attributed to the model when the value is greater than zero; in contrast, predictive relevance is absent when the value is less than zero^[85]. The predictive significance of the model for the endogenous component JS ($Q^2 = 0.314$) is presented in **Table 5**.

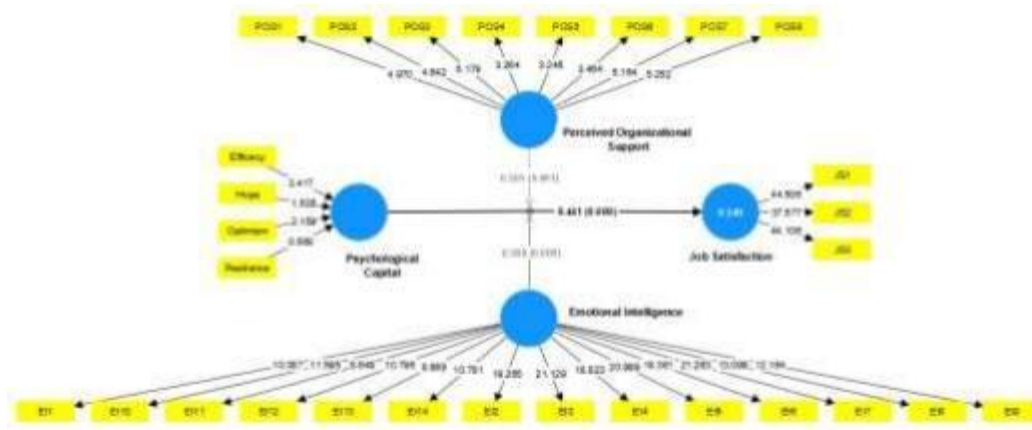


Figure 3. Analysis of PLS-Paths (n = 5000 bootstrapped samples).

Assigning a value to the degree to which the value of R^2 changes when a specific exogenous construct is eliminated from a model in order to determine whether the exclusion affects the endogenous constructs constitutes the effect size (f^2). Hair and Alamer^[84] suggested establish cutoff values of 0.02 to denote a small effect size (f^2), 0.15 to indicate a medium effect size (f^2), and 0.35 to indicate a large effect size. According to the data presented in **Table 5**, PsyCap significantly impacts job satisfaction (0.289). However, the f^2 values of the moderating variables POS and EI on job satisfaction are moderate (0.087 and 0.090, respectively). In addition, POS and EI were predicted and confirmed by the model to moderate the relationship between PsyCap and JS. Positive and statistically significant indirect moderating effects of POS

and EI were observed on PsyCap and JS ($\beta = 0.391$, $t = 3.311$, $p < 0.05$; $\beta = 0.308$, $t = 4.505$, $p < 0.05$), respectively (see **Table 5**). As a result, the second and third hypotheses were also supported.

Table 5. Structured-equation-model results.

Hypothesis	Relationship among constructs	β	Sample mean	Standard deviation	t Values	f Square	P values	Remarks
	Direct Effect							
H1	PsyCap -> JS	0.441	0.447	0.037	11.991	0.289	0.000	Supported
	Indirect Effect							
	Moderating Effect							
H2	POS x PsyCap -> JS	0.301	0.257	0.091	3.311	0.087	0.001	Supported
H3	EIx PsyCap -> JS	0.308	0.283	0.068	4.505	0.090	0.000	Supported
Determining Coefficient for the Partial Least Squares Method								
		R-square	R-square adjusted		Q ² predict			
	Job Satisfaction	0.344	0.338		0.314			

Abbreviations: Psychological Capital (PsyCap), Perceived Organizational Support (POS), Job Satisfaction (JS), Emotional Intelligence (EI).

5. Discussion

This study aims to investigate the impact of PsyCap on job satisfaction, with a specific focus on the moderating roles of POS and EI. In today's business climate, a worldwide e-commerce company's most valuable asset is its people resources. E-commerce companies are placing a greater emphasis on human resources due to new technologies, changing demographics, and intense competition. When employees are competent and invested in their work, a business can gain a competitive advantage^[23].

First, it was hypothesized that there is a positive association between PsyCap and job satisfaction. The results of the study were consistent with the previous researches. Xu et al.^[88] found that optimism, hope, resilience, and self-efficacy were all positive predictors of job satisfaction. Similarly, there is a correlation between PsyCap and satisfaction in one's job^[23,72]. Another study found that a positive correlation existed between employees' levels of PsyCap and their levels of satisfaction on the job^[89]. The degree of employee job satisfaction influences various outcomes, including heightened organisational commitment, enhanced work performance, reduced job burnout, and diminished intention to depart. Besides that, the level of job satisfaction among employees can be inferred from their perceptions of their work, which encompass efficacy, opportunities to utilise resources and abilities, and a sense of fulfilment derived from completed tasks^[90]. In past studies, researchers regarded employees' job performance as a crucial aspect in enhancing the competitive capability of the organisation they are employed by. Furthermore, persons who possess a higher level of PsyCap are more likely to fulfil their professional goals and exhibit greater work efficiency.

Second, it was hypothesized that POS has a moderating role between PsyCap and job satisfaction. The study's findings were consistent with earlier researches. According to Zyberaj and Bakaç^[17], PsyCap has been shown to increase job satisfaction and decrease stress and turnover. Likewise, according to prior study, high levels of POS improve job satisfaction, organizational environment, and outcome^[14]. In another study, it was found that PsyCap and employee job satisfaction are indeed positively and significantly correlated^[91]. Previous studies have shown that hope, optimism, and resilience, which are components of psychological capital, positively influence employee performance, job satisfaction, working happiness, and workplace commitment. This situation highlights the importance of managers having a good understanding of their employees' personalities, strengths, and negative and positive behaviour variables. It also shows that

managers who want to create a positive work environment and expect high productivity from their employees should invest in their employees' "psychological capital" by evaluating what could be done to increase devotion and how it would affect their work (Kurt, & Demirbolat, 2019). A strong feeling of support from the organisation can enhance employees' job satisfaction, leading them to engage in behaviours that are advantageous for the company^[53]. Moreover, a meta-analytic review found that POS maintains organizational and individual outcomes like affective organisation commitment, job satisfaction, and job performance. Higher levels of POS have been shown to boost employee productivity^[23].

Third, it was hypothesized that EI has a moderating role between PsyCap and job satisfaction. The findings were in line with previous research. Several studies have shown that EI plays an important role in both professional success and personal fulfilment and the job satisfaction of the employees will be the core competency of the organizations, which will play the most important role in organizational success (Jin et al., 2022). Employees can increase their own PsyCap by learning to be self-motivated and learning to regulate their emotions in different contexts, both of which contribute greatly to EI (Gong et al., 2019). This study also contends that employees with high degrees of self-efficacy, optimism, hope, and resilience are more likely to manage positive workplace emotions^[70]. Similarly, PsyCap enhances employees' sense of purpose, responsibility, and feedback mechanism, thereby increasing their overall job satisfaction. In line with this, an alternative study posits that individuals who possess greater levels of optimism, hope, and resilience are more likely to report job satisfaction upon task completion. This is due to the fact that when hope, optimism, and resilience function collectively at the psychological level, it produces job satisfaction^[69]. Prior research asserted that EI has an impact on PsyCap. For example, employees who are highly motivated and have a strong drive to achieve their goals will typically possess a solid feeling of self-efficacy, which is characterised by a strong belief in their ability to complete tasks. Similarly, individuals who possess sufficient self-regulation skills, such as effectively managing their emotions and promptly recovering from emotional strain, are likely to exhibit robust resilience, characterised by promptly bouncing back from adversity, actively confronting obstacles, and swiftly adjusting to unfamiliar surroundings (Widodo, & Sulistiasih, 2023).

According to prior studies, high EI employees would utilise deep acting to show the company's ideal emotions in customer service encounters (Wen et al., 2019). Likewise, EI is believed to have a correlation with job satisfaction. Previous literature shows that, a high level of emotional exhaustion is associated with lower self-rated performance and a greater propensity to leave the organization. Another study also indicates that those with high EI experience greater levels of happiness and exhibit superior functioning compared to those with low EI. In addition, the study determined that EI necessitates cooperation and interpersonal aptitude, both crucial for achieving success. Furthermore, it was observed that an individual's ability to identify and handle the emotions of others may influence their level of commitment to the organisation, thereby enhancing their motivation and effectiveness (Afolashade et al., 2024).

6. Conclusion

The objective of the current study was to investigate the impact of PsyCap on job satisfaction, with a specific focus on the moderating roles of POS and EI. The study's hypotheses were accepted, and the finding indicates a positive correlation between PsyCap and job satisfaction. It inferred that individuals who possess greater resilience, hope, and an optimistic outlook are more likely to exhibit job satisfaction in their tasks. Furthermore, investigating the potential moderating influence of POS and EI on the correlation between PsyCap and job satisfaction constituted the principal objective of the research. Consequently, this study concluded that employees' dedication to their work is greatly impacted by their EI, satisfaction with their

employment, and POS. Hence, employees' dedication and contentment to their jobs will be adversely affected by factors such as low job satisfaction, a deficiency in EI, and low POS.

7. Implications

The study has the following implications. Firstly, it is supported by Hobfoll's (1989) Conservation of Resource (COR) Theory. The argument suggests that the psychological capital of employees is associated with the PsyCap of leaders, which is linked to the level of work engagement of employees [20, 23]. Additionally, the importance of psychological resources and consequences was emphasised, as individuals will labour to acquire, maintain, and safeguard resources such as property and employment status. Second, because PsyCap is learnable, it can be accurately measured, produced, and controlled, and it is generally long-lasting and stable once formed. Third, by implementing focused training programmes, organisations may cultivate and oversee the PsyCap of their employees, leading to increased job satisfaction and ultimately strengthening their competitive edge. Furthermore, it is imperative to establish a comprehensive learning and development platform for employees to enhance their self-efficacy. In order to enhance organisational success and employee well-being, human resource management strategies might benefit from investigating the relationship between job satisfaction, PsyCap, and individual social responsibility. Fourth, organisations have the ability to carry out initiatives and programmes with the goal of developing PsyCap among its employees. These endeavours encompass the advancement of enjoyable work settings, the facilitation of training and growth prospects, and the support of employee well-being initiatives.

Finally, organisations should provide enough work resources for employees to maximise their position and boost work engagement. Organisations must offer employment resources such as work autonomy, professional development chances, and social support to facilitate employees in carrying out their responsibilities. By providing these job resources efficiently, the personal psychological capital of employees can be enhanced, enabling them to approach high-intensity work with a positive mindset. It can also reduce work stress and prepare employees for increased job expectations.

8. Limitations and future recommendation

The following limitations should be considered when interpreting the findings of this study. First, this research was conducted in China, it cannot be assumed that the findings are representative of all companies' employees worldwide. Hence, it is imperative to replicate the study across many sectors and nations in order to generalise the results. Second, the goal of this study was to evaluate how PsyCap and contentment on the job are associated in the workplace. Future studies can delve into the correlation between sectors when examining the relationship between PsyCap and contentment in the different fields. Third, it would be valuable to examine how sectors and organisations vary in their levels of PsyCap, levels of organisational commitment, intentions to leave, and levels of organisational citizenship behaviour and psychological well-being. To improve business staff job satisfaction, a fair wage plan, supported organizational culture, effective communication system, improved employee benefits, award and penalty system, and objectively applied human resources policies and applications can be implemented. Failure to address these aforementioned concerns will result in an increase in employee turnover, a decline in service quality, a decrease in customer satisfaction, a negative impact on competitiveness, and an elevated chance of business closure.

Conflict of interest

The authors declare no conflict of interest.

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