The Impact of Job Competence on Job Well-Being: Taking Job Control Level and Perceived Organizational Support as Moderators, Psychological Ownership and Job Insecurity as Mediators

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ABSTRACT

The more capable a person is, the happier he is at work? why in reality, many competent people are unhappy at work, complaining and leaving their jobs? What are the psychological or organizational factors that contribute to this? This paper takes 328 questionnaires of supervisors and employees in the service industry as samples and verifies the mechanism of the relationship between job competence and job well-being.

The survey object of this study is more than 350 million people in China's service industry. The study select 6 provinces and 4 service industries (telecommunications, finance, tourism and education) with a large number of employees. A total of 360 people were sampled from 4 industries in 6 provinces. 60 people will be selected from each province and 90 people from each industry. that is 15 people is randomly selected from each industry of each province。

The research results show that job competence has a significant positive impact on job well-being, the stronger the job competence is, the higher the job well-being will be, and the positive effect of job competence on job well-being is mediated by psychological ownership and job insecurity. By test the moderating effect of perceived organizational support，it can be seen that the interaction between job insecurity and perceived organizational support is significant, indicating that perceived organizational support has a significant positive moderating effect. By test the moderating effect of job control level, it can be seen that interaction between job competence and job control level is not significant, indicating that the moderating effect of job control level is not significant.

The research results enrich the mediating and moderating mechanism between job competence and job well-being, and provide important theoretical support for managers to improve employees' psychological ownership and job security to enhance their job well-being，and provide new ideas to improve organizational support to retain and make good use of talents.

Key Words: Job Competence; Job Well-Being; Perceived Organizational Support; Job Control Level; Psychological Ownership; Job Insecurity

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CHAPTER 1

INTRODUCTION

Whether they are scholars in the field of management and psychology, or practitioners involved in business management, they are all exploring how to improve the psychological state of employees to improve their job well-being. At the same time, in the field of human resource management, job competency has attracted much attention since it was proposed in the 1960s. In recent years, job competency has been given more and more important status. Many enterprises in various countries have introduced job competency model into management and recruitment practice. Previous studies have shown that high competency can help employees experience work achievements, keep a happy mood and feel professional happiness, thus promoting work development (Wang &Su, 2017; Zhu &Xia, 2014). Therefore, when the professional factor of competency becomes the main factor affecting the happiness of employees, it becomes very necessary to study the relationship between them.

The development of service industry and its proportion in industry is an important index to measure the progress of social civilization and the quality of people's life. According to statistics of the service industry (Xu, 2018), China's service industry exceeded the secondary industry for the first time in 2013, and its proportion increased to 48.2% in 2014 and 51.6% in 2017. In 2018, the added value of primary, secondary and tertiary industries accounted for 7.2%, 40.7% and 52.2% respectively. The employment ratio was 26.1%, 27.6% and 46.3%, respectively. In terms of contribution to economic growth, the tertiary industry contributed 59.7% to economic

growth in 2018, 23.6% higher than the secondary industry. This shows that the service sector is playing a stronger role in driving economic growth (Du, 2019). It is expected that by 2025, China's service industry will account for more than 60% of the industry. China has gradually stepped from an industrialized society into a service-oriented society. Modern service industry has four main features: high human capital content, high technology content, high added value, high emotional experience and spiritual enjoyment of service quality.

In the modern service industry, there is such a group. They are a combination of service, knowledge and skills. They often communicate with customers face to face and provide services to customers face to face. Whether they feel satisfied and happy at work will directly affect their service behavior and attitude. In addition, service quality is also affected, which in turn affects customer mood and purchasing behavior, and even customer satisfaction and loyalty (Yang, 2013; Tai, 2016). This group is service personnel.

According to the statistical bulletin on the development of human resources and social security in 2018, by the end of 2018, 26.1 percent of Chinese workers were employed in the primary industry. Employment in the secondary industry accounted for 27.6 percent. Tertiary industry employment accounted for 46.3%.The employment ratio of workers in the tertiary industry, namely the service industry, increased from 40.6% in 2014 to 46.3% in 2018, showing a continuous upward trend in the past five years and becoming the main force of employment. According to statistics from the official gazette, China's employment reached 775.86 million by the end of 2018.The service industry employees account for 46.3% of the national employment, or about

359.22 million people, which is a large group, and the research on this group is of great significance.

Therefore, this research tries to explore the impact of the service personnel' job competence on job well-being. This chapter includes 3 sections, the first section is the research background and motivation, the second is the research purpose and questions, the third is the research significance.

1.1 Research Background and Motivation

1.1.1Research Background

The development law of world economy demonstrates that when the society develops to a certain stage, the industry will decline in proportion, the proportion of service industry rapidly increase, and service industry eventually replace industry, becoming the most important growth engine. The development of modern service industry and its proportion in all industries has become an important symbol to measure social civilization and progress as well as people's quality of life. Take China for example, China has now stepped into the post-industrial era, the status of the service industry is increasingly significant. According to the statistical findings of Xu, director of the statistics department of China's service industry, in the report Development and Statistics of Modern Service Industry, After China adopted reform and opening up, economy has sustained rapid growth especially in the 1990s, the increase rate of GDP has been at round 10%. The Chinese government enacted a series of industry policy to accelerate the development of service; service industry has

developed and grew in an unprecedented scale as one of the main engine of economic growth.

In 2013, China's service industry surpassed the secondary industry for the first time. The proportion continued to increase to 48.2% in 2014 and to 50.2% in 2015. It rose to 51.6 percent in 2016, with the service sector contributing 58.2 percent to national economic growth, 20.8 percentage points higher than the secondary industry. By 2025, China's service sector will account for more than 60 percent. Service industry has become the largest industry in China's national economy, accounting for half of it, and has become the main driving force and engine for China's economic development. China has gradually stepped into a new era of service-oriented society from industrialized society. (Xu, 2018)

The equivalent is employment in China's service sector. From 2013 to 2016, the number of employed people in the service industry increased by 6.667 million to 37.57 million, with an average annual growth rate of 5.1%, accounting for 43.5% of the total number of employed people in the country. Every day, 16,000 newly registered enterprises are registered in China. In 2016, 5.53 million newly registered enterprises have employed about 18.85 million people. More than 80 percent of newly registered enterprises are in the service sector, which has attracted a large number of new employees.

The service industry plays an important role in promoting economic development. It can promote economic development by increasing employment and enhancing product competitiveness. It can also bring high-skilled talents through agglomeration, improve labor productivity and promote economic growth.

For four consecutive years, the high contribution rate of over 50% makes the service industry a key industry to ensure steady economic growth. It can be said that the service industry has played a crucial role in driving economic growth at the present stage, and its development at the aggregate level is the foundation of driving economic growth, which needs to be paid more attention to.

Although the service sector is growing fast, it still lags behind developed countries in 2018, the added value of the service sector accounted for 80.6 percent of the total GDP of the United States).Moreover, although the service industry is large in scale, it is not strong, which is a very prominent problem, and it is easy to restrict the sustainable contribution to economic growth. Talent is the key factor restricting the development of service industry. The development of the service industry needs the support of hundreds of millions of highly skilled talents, who are important human resources to promote the development of the service industry.

The relevant policies of the state council pointed out that, focusing on promoting industrial transformation and upgrading and accelerating the process of agricultural modernization, we will vigorously develop the service industry and cultivate talents of all levels and types needed for the development of the service industry. Therefore, this paper selects the modern service industry, which is worth paying attention to, as well as a group of service industry personnel to carry out research. Domestic scholars also follow the trend, in recent years, launched a series of research on the service industry. For example, migration mode of commercial service industry migrant workers in cities (Wu, 2019), service guarantee of domestic service personnel (Fan, 2019), health literacy of service industry personnel (Song, 2018; Nie,

2018), quality of life of service personnel (Yang, 2018), happiness of industrial and commercial service employees (Han, 2017), etc.

Luthans (2002) has put forward a new positive organizational behavior model–Positive Organizational Behavior, which means to remove individual's negative aspects, test and develop both their physical and psychological positive sizes to boost job performance. Many scholars have reached agreement that the study of positive organizational behavior takes employee's health and happiness as its mission (Wright, 2010; Cartwright, 2014; Meneghel, 2016) and tries to achieve the triple-win situation of organizations, employees and researchers.

No matter they are scholars from management or psychology areas, or they are real practitioners devoted to company operations, they are all in need to find the way to maintain employees' positive psychological status and improve employees' job well-being. The job well-being related issues stir up more and more people's attention. Employee's psychological diathesis, mental state and work attitude will directly decide the level of organization performance. Only by fully developing their positive psychology and constantly enhancing their job well-being, can the employees work more happily and contribute to the company more actively.

Competence becomes a more and more popular term in the field of human resource development and management. Around the globe, many enterprises have already introduced the competence model to their human resource management.

In a way, competition is competition for staff. Especially in service industry, the talent is an indispensable factor. Although some service product is provided by machinery and equipment, such as bank ATM, but the retail enterprises and employees of the bank is still in the process of providing such services plays a

very important role. Specific service personnel service industries including: guide, insurance salesman, bus drivers, etc. In the service sector in the company, they play a role in direct contact with customers; their working attitude affects the quality of the service. If service staff's attitude is not good, it will damage all the service work. On the other hand, may promote customer satisfaction and loyalty (Yang, 2013).

Recently, service personnel become increasingly professional, making their competence a very hot topic in human resource management area. Through practice, we found that the best lies in the most competent and the most suitable. Service personnel's competence helps them to fulfill their work achievement, to stay relaxed and pleasant, to promote career development and to feel professional happiness.

Therefore, when service personnel's competence and other professional factors become the major elements that affect their well-being, conducting a study on the relation between those factors and well-being appears necessary and important. Only by considering the influencing factors for the service personnel's job well-being from their professional development perspective, can the internal cause for their job well-being be truly unveiled.

1.1.2 Research Motivation

As described in the research background, the research on happiness is getting more and more attention. From the research literature, more and more scholars begin to pay attention to the field of job well-being, and make certain research achievements in the cause of job well-being and the results caused by it. How is the happiness of the personnel of modern service industry? What is the influence of

different personal backgrounds on the happiness of service personnel? This is one of the motivations of this research.

With the development of research on competency theory, many enterprises in China have begun to use competency related theories to select and appoint enterprise personnel. Service personnel need to be competent to provide customers with satisfactory services. But how to make a service personnel feel happy and positive about their work while doing it well. Through theoretical analysis, the researcher finds that there are few studies on the relationship between service personnel's competence and job well-being, so it is urgent for the researcher to supplement relevant theories. This is the second motivation of this research.

Kraimer and Wayne (2004) and Steward (2009), many scholars in the past few years have proved the following psychological factors can improve well-being: "the meaning of life", "positive attitude", "self-efficacy", "and perceived organizational support". Borra and Gomez - Garcia (2015) and other scholar's study also proved that job insecurity has significant influence on career happiness. On the other hand, related research also shows that job competence affect the psychological ownership of the heart, in turn, affects job well-being (Ni & Wang, 2015; Marjanovi & Dimitrijevi, 2016), and job control level would adjust the relationship between job competence and psychological ownership.

To enhance competitiveness, enterprises need excellent and competent talents. Does competence affect job well-being? If so, what factors might interfere with it? How do intermediary variables and moderating variables, such as "job insecurity", "perceived organizational support", "job control level", and "psychological ownership", affect the impact of job competency on employee

happiness? Researchers hope to obtain the results through research. This is the third motivation for this research.

1.2 Research Purpose and Questions

1.2.1 Research Purpose

Based on the research background and motivation mentioned above, this research explores the correlation between job competence and job happiness of service personnel through empirical analysis. Zhu *et al.* (2014) studied the relationship between job competence and well-being, but did not explore the effects of job insecurity, as well as the effect of psychological ownership variables.

Therefore, the purpose of this research is enrich the research theory of competence and job well-being in modern service industry. Although there are quite a number of researches about employee's job competence or psychological well-being, there's almost no research on the relations between job competence and job well-being of personnel from service industry in China. This research is going to explore the relation and path coefficient between job competence and job well-being by building structural model of service personnel's job competence and job well-being. Determine different variables' effects on service personnel's well-being, and offer theoretical basis for service-related companies' strategies such as investing psychological capital, improving management methods, promoting performance and so on.

1.2.2 Research Questions

Although the major of staff are operation team in the service industry, however, this study explores the job well-being of individual personnel in service industry. Because happiness is a kind of subjective feeling for people, different people may have different feeling of happiness under the same external environment and work team (Wang, 2017).

Based on the above research purposes and motivations, this research is going to take personnel from service industry in China as object, and explore the following problems:

1. Does the job competence of personnel from service industry affect their job well-being?

2. Do the organizational and psychological related variables have significant moderating effects or mediating effects between job competence and job well-being?

3. Does job insecurity play a mediating effect in the relationship between job competency and job well-being?

4. Does psychological ownership play a mediating effect in the relationship between job competence and job well-being?

1.3 Research Significance

1.3.1 Theoretical Significance

In the early 1970s, Clelland has put forward the concept of competence. In recent years, in the academic and business circles, an upsurge of research on competence quality model has been set off. Researches on employee competencies are

vast, but with policymakers and key middle leaders as the research object, in view of the enterprise personnel at the low level in particular of service personnel is less discussed. Research on job competencies is mostly on the result of organization or individual performance. Most researches on job well-being come from the abroad, study on china's employees still need to be strengthened. The research directly related the enterprise personnel's job competence to job well-being is rare. Especially there is less study join the job insecurity, psychological ownership as mediating variables and join perceived organizational support, job control level as Moderator variables to discuss. There are abundant achievements on academia research of job well-being. However, happiness is a kind of comprehensive mood emotion work and has the very strong comprehensive and concealment, so people often cannot truthfully report their feelings very well which brings great difficulties for the empirical research. But we still have already got some preliminary results. At present, the study of job well-being mainly focus on the cause of it, and few connection with competencies, especially for this special group of service personnel in the company. Therefore, this research explores the relationship between job competence and job well-being of service personnel, as well as the role of psychological ownership, job insecurity, perceived organizational support and job control level. This research can enrich the study on working mechanism of job competence and well-being, and provides the theoretical foundation for future related research.

1.3.2 Practice Significance

In the era of knowledge economy, it's easy to conclude that talents are the indispensable resources for company success. In order to improve competitiveness

and realize long-term development, companies not only have to recruit talented people, but also have to bring their advantages into full play and keep the most suitable personnel for the company development. Job competence, a significant indicator to testify personal value, is gradually becoming the core and basis for company's human resource management. Employees' job well-being level will affect their work initiative and in turn, decide their work efficiency. It will produce impact on the labor relations between employees and organizations. Finally, it can influence company's organizational goals. At present stage, the competitions between different companies are mainly reflected by the facts that whether their employees' potentials have been effectively developed, whether the company holds sustainable competitive advantages and whether the company maintains an ever-increasing profit.

This research, on one hand, can encourage company managers pay more attention to service personnel' competence while enhancing their job well-being. The exploration on mediators like psychological ownership and job insecurity will in addition provides beneficial inspirations for digging into service personnel' psychology. On the other hand, this research of job competence that affects job well-being will offer new ideas for companies to find suitable personnel, raise job performance and improve employee relations. This research, applying human resource management perspective, will also shed light on how to select, use, cultivate and keep excellent staff and how to improve staff's work enthusiasm and job performance in service-related companies.

CHAPTER 2

LITERATURE REVIEW

In this research, we discuss the relationship between job competence and job well-being of the personnel. In order to clarify the topic, establish the framework and Foundation, this chapter is divided into six sections. Section one discusses the job competency; Section two discusses the job insecurity; the third section discusses perceived organizational support the fourth section discusses the psychological ownership; the fifth section discusses job control level; the sixth section discusses the job well-being.

2.1 Job Competence

At present, job competence has become the important research problem of industrial and organizational psychology, human resource management, career development and management, and many other subjects in European and American. This study argues that work competency, which includes motivation, traits, self-concept, attitudes, values, knowledge, can identify the behavior of the skills and personal traits, refers the competency that can be measured by means of credible, and the measured competence has the ability to distinguish between high performance and the average performance. First of all, job competency has close relationship with

personal traits. Personal traits generally include personal knowledge, skills, attitudes, motivations, values and other factors. It can be shown through the way of working, and determines individual work behavior and ways of thinking. Secondly, the job competence is associated with bear by the employees, and has the characteristics of the work situation. There are different work requirements for job competence in different work tasks and environment. One's competence can produce high performance in this task but not necessarily to produce high performance in another task.

Current research of job competency mainly involves working competence structure of exploration and development of confirmation, measurement tools and antecedent variables and effect of job competence and, etc.

2.1.1 Implication of Job Competence

The job competency had attracted greatly attention from enterprise and academe after it was mentioned. Many researchers put forward their own definition of the "competence".

Clelland (1973) considered that competence referred to knowledge, skill, trait, or motive work that directly similar or related to work performance or other important achievements in life; It could be obtained by empirical and could distinguish between being the best performance and the performance of ordinary people. It was also the qualities which was not easy to fraud and was not easy to imitate.

Boyatzis (1982) argued that competence referred to some latent traits that some person have, and the latent traits were the key features that caused and effected

the person to show better and more efficient work performance and results in work. These potential traits included motivation, personality, skills, self-image and social role or the use of his knowledge entities and so on.

Spencer (1993) argued that competence was to point to individual potential, deep characteristics that could distinguish a work excellent performers and the mediocre person. It could be a motive, characteristics, self-image, attitudes or values, a domain knowledge and cognitive or behavioral skills, that any could be measured or counted reliably and could distinguish the outstanding performances and general performances significantly.

Clelland (1994) argued that competence referred to the skills and personal qualities, such as motivation, traits, self-concept, attitudes, values, and knowledge, identifiable behavior, which could distinguish the high performance and general performance and could be measured by credible means.

Zhong and Shi (2003) argued that the competence referred to the behavior characteristics that could distinguish the excellent performers and the mediocre individuals in certain position.

To sum up, opinions are different on the definition of job competence, but we can also be concluded the consensus from the definition of some scholars:

Job competence relates to job performance, it can distinguish high performance from general performance;

Job competence is associated with specific work situation, and is closely linked to the specific job requirements of individuals;

Job competence is the characteristics of individuals to achieve high performance the in the context of specific work situation, such as motivation, attitude, values, knowledge and skills, etc.

As for the definition of competence, the opinion proposed by Clleland (1994) is the most recognized at present. The concept states that competence can be measured in a credible way. It includes motivation, traits, self-concept, attitudes, values, knowledge, identifiable behavioral skills, and personal traits.

Because this article studies personnel of the service industry. Therefore, when designing indicators, we should not only examine individual characteristics, but also the concept skills of personnel. Therefore, the index design has been improved. The research draws on the views of scholars such as Zhu (2014), and initially establishes personnel's job competence from service industry, each aspect meaning is:

1. Customer Insight. Customer insight not only refers to the personnel to observe carefully and pay attention to every action of the customer when visiting the customer, so as to understand the psychological needs of the customer. It is more important to fully understand the market information before the visit, and effectively explore target customers, so as to achieve a targeted goal.

2. Customer Communication Skills. The level of communication ability is an important factor for the successful contract signing between personnel and customers. Therefore, personnel should use various communication skills to achieve good communication results according to different personalities of customers. Also, learn to listen and respond appropriately to better understand the real needs of customers.

3. Customer service. The service personnel is not only to have a good attitude and skill with the client, but also to keep in touch with the old clients, and to provide them with the appropriate services in time. If you want to have strong service ability, you must constantly "recharge" yourself after work, so that you can do your best when working.

2.1.2 Relevant Theories of Job Competence

2.1.2.1 Basic competence model

Competency Model is the structure that contains a variety of competencies and combined with excellent performance of specific job requirements. It describes a unique combination of knowledge, skills and characteristics for effectively finishing the work of a particular organization need. At present, the basic theory of competence model put forward by the scholars mainly refers to iceberg model and onion model.

Iceberg model divides job competence into two parts: "the water" and "below the surface", the competencies from top to bottom layer upon layer-by-layer depth. "Surface" is the external knowledge and skills that relatively easy to observe and evaluate, namely, the benchmark competencies; "Under the surface", including self-conception, values, attitudes and motivation, are some deep qualities that a difficult to observe and evaluate, namely, identify competencies(Spencer,1993).

The onion model tries to explain the iceberg model from another angle. It describes competence characteristics from the outer to inner layer, from the surface to the layer, layer by layer. The surface is the basic skills and knowledge, the core content in inner is characteristics of the individual potential.

2.1.2.2 The evolution of the competence model

Spencer (1993) revealed the competence model of top managers: influence, achievement, teamwork, analytical thinking, and initiative, develop others, self-confident, command, information seeking, team leader and general thinking. Alpha and Waterloo (1993) concluded that managers had five basic competence, including concept of skills and creativity, leadership and interpersonal skills, administrative management and technology. For the research on competence model of human resources managers, Young (1994) constructed the model including human resource management skills, business skills, change, and interpersonal trust. Gosline (1996) put forward a model including commercial ties, human resources, service support, problem solving, consultation and support change. Brockbank *et al*. (2002) concluded a new generation of competence model of human resource management, that included personal integrity, business knowledge, strategic contribution, human resources, technology and human resources implement, through the questionnaire and comparison analysis of outstanding person and the ordinary.

2.1.2.3 Intelligence career theory framework

In the 1990s, Arthur and his colleagues put forward intelligence career framework, laid the theoretical basis of modern job competence. Intelligence career framework is actually applying the "intelligence enterprise" proposed by Quinn (1992) to individual career level. Quinn (1992) argued that the success of an intelligent enterprise in the knowledge driven competitive environment were the result of three different core competencies: company culture, know - how and social networks. Based on this view, Defillippi and Arthur (1994) pointed out that every company competence required employees showed corresponding work competencies in response to a changing environment and the employment relationship. They proposed

three working competences for the first time under the boundary less career era to match the company competence: "knowing why ", "knowing how", " knowing whom", and take competence as the cumulative knowledge that can be developed as time goes by and needs by successful career management. Arthur (1995) formally put forward the theory of "intelligence career framework" to reflect the application of the three kinds of "know" job competence when individuals response to a variety of career opportunities.

"Knowing why ", "Knowing how" and "Knowing whom" are three kinds of complementary job competencies; they depend on each other to play a role (Defillippi & Arthur, 1994; Inkson & Arthur, 2001; Parker & Arthur, 2002). There is at least one job competence investment for every work shift in the individuals' career, and the other two job competence will also change quickly. It is bad for individual career development if the three types of job competence development imbalance. Job competence, of course, as an individual career capital, is not could be accumulated in any job. A no future job can cause severe consumption of individual job competence.

2.1.3 Related Research of Job Competence

With the development of job competence measurement tools, there are a lot of empirical research to explore the influence factors and results of job competence. The antecedent variables of job competence are divided into individual factors and work & organize related factors. The outcome variables are divided into individual professional results and job related results.

2.1.3.1 The influence factors of job competence

(1) Individual factors

At present, the researchers found that the individual factors which have an impact on job competence mainly include: Firstly, demographic variables, including gender, age; Secondly, the psychological characteristics of stability, including control points and cognitive ability; Thirdly, the individual subjective factors related to the profession, including flow will, career ambitions, professional commitment; Fourthly, individual boundary less career experience. In the individual characteristic variables, research shows that: gender and age have prediction effect on some dimensions of job competence. For example, Kuijpers and Scheerens (2006) found that the ability of introspection and motivation introspection dimensions of job competence of women were significantly higher than that of male; Age had positive influence on motive introspection and job explore of job competence. Kuijpers and Gundy (2011) researched the relationship between the learning environment and the presence of career competencies, a study was done among 3499 students and 166 teachers in 226 classes in 34 schools. The results show that career guidance in school, in which a dialogue takes place with the student about concrete experiences and which is focused on the future, contributes most to the presence of career competencies among students. Without this dialogue, career guidance methods and instruments barely contribute to the acquisition of career competencies.

Patton (2004) also showed that internal control personality can promote the individual planning career, self-knowledge, and better working environment, and make better career choices. In addition, Kuijpers and Gundy (2011) study also showed that cognitive ability could positively predict individual professional mold. Campbell (2015) studied how warmth and competence perceptions affect a female job candidate. The results showed that warmth and competence perceptions were positively related,

reflecting a halo effect, such that higher warmth was inferred from higher competence.

(2) Work and organize related factors

Work and organize related factors of job competence mainly include: professional support, career opportunities, dynamic characteristics of the work, the organization career management, work - family supporting leadership and resources. Kuijpers and Scheerens (2006) showed that, in a survey of 1,579 employees (51% response) in 16 Dutch companies, 6 career factors and competencies of career self-management prove to be relevant for career development: career development ability, reflection on capacities, reflection on motives, work exploration, career control, and networking. Among the explanatory variables that are considered, mobility perspective and career support at work and private life appear to be associated most strongly (statistical significance at .01) with career competencies.

Kong (2012) showed that organizational career management activities (such as guidance, training, assessment center, networking opportunities, etc.) could help employees develop their job competencies of knowing-why, knowing-whom, and knowing-how.

Kong (2013) also studied the supportive leadership activities effect on job competencies. Research showed that work-family same supportive leadership behavior influence on employees' competence significantly and positively. This suggested that due to work-family supportive leadership helped employees to balance work and family, focus on individual career management, and eventually get a high level of job competence.

Kong and Yan (2014) concluded that there was a positive relationship between experiential learning and learning satisfaction, and learning satisfaction contributed positively to career competencies. The increase of learning satisfaction may enhance the three forms of career competencies—knowing-why, knowing-whom, and knowing-how. This study may provide useful guidance to young talents' career development and practical human management activities.

Dickmann *et al.*(2016)measured changes in three dimensions of career capital; 'knowing how', 'knowing whom', 'knowing why' and find that company assigned expatriates learn more than self-initiated expatriates. All three career capital areas benefited from international experience and all are increasingly valued over time. They concluded that a dynamic notion of career capital acquisition and use was needed. Managerial implications include the need for a wider view of talent management for international businesses. Ewiss (2016) showed that job satisfaction partially mediates the relationship between core self-evaluations and career competencies, and subjective well-being, while career satisfaction not mediates this relationship.

2.1.3.2 The outcome variables of job competence

(1) Effect on individual professional results

A lot of research studied the influence of job competence on employees career success (Kuijpers & Scheerens, 2006; Francis Smythe *et al*., 2012; Akklermans *et al*., 2012; Eby *et al*., 2003; Kuijpers*et al*., 2006; Colakoglu, 2011; Huang, 2014; Park,2015). Studies consistently found that job competence had a significant effect not only on the subjective career success (for example: internal and external market competitiveness of career satisfaction, perceived), but also on the

objective career success (salary, promotion). For example, (2003) use data from 458 alumni from a large southeastern university, predictions were tested using partial correlations and dominance analysis. The results found support for the importance of 'knowing why,' 'knowing whom,' and 'knowing how' as suggested by previous theoretical work. The findings are discussed in reference to future research and theorizing on the boundary less career. Among them, the job competence of the "knowing why" have the greatest influence on career satisfaction and self-perception of internal competitiveness, and the job competence of the "knowing how" have the strongest influence on self-perception of external competitiveness. As another example, Colakoglu (2011), Huang and Li (2014) have made a preliminary exploration in this aspect.

Park (2015) researched by using data from the Korea Collegiate Essential Skills Assessment (K-CESA) of Korean university during 2009-2014. This test comprised of 6 categories of competence: self-management, global readiness, interpersonal relationship, resource/information/technology handling, communication and comprehensive reasoning. In addition to these competences, they added the comprehensive variable, grade point average. In order to identify the qualities of employment, employment was classified into 3 types: all employment, employment in decent jobs and employment in the top 500 companies. Results showed: For all employment and decent jobs, GPA and comprehensive reasoning were the meaningful variables. However in case of the top 500 companies, interpersonal relationship was added. Based on the analysis, this study suggested the fundamental concepts of college students' job competence: job specific competence, job basic competence, and basic competence.

(2) Effect on job related results.

Existing limited research shows that job competence has positive influence on the staff involved in, job satisfaction, job resources and engagement. Suutari and Makela (2007) showed that the employees with high job competence could set career goals, would agree that they are interested in the work, to establish social networks and development job-related skills, these features can led to a high level of job satisfaction. Similarly, Kong (2013) also pointed out that job competence could lead to higher job satisfaction, so that individuals are more likely to agree with the current job, and then produced high job satisfaction; Not only that, the employees with high job competence would work with high internal motive and the internal motivation can made the individuals to work harder, and then increased the degree of work involved.

About the relationship between job competence and job resources, and the engagement, not only job resources can promote the personal resources, but personal resources also can promote the job resources, employees may use personal resources (competence) to shape positive work environment, to gain more resources, and then bring the ascension of work engagement. Akkerman *et al*. (2013) made an empirical research to find that: as the similar concepts and personal resources, job competence could promote employees perceived resources, job resource acted as the mediator between job competence and job engagement. Chang *et al*. (2014) found that career competencies were positively related to career success. Career counseling and individual career management moderate the relationship between career competences and subjective career success.

2.1.4 Summary and Assessment

The studies of job competence have explored its definition, structure, measuring and the relationship of relevant variables, and many valuable results have been achieved. But the researchers must also see clearly that the scholars on the key issues related to the job competence were controversial. There are still limitations in the research design and methods, and need explore further in the future research and practice.

2.1.4.1 Controversy and evaluation

Firstly, it is whether job competence should include the personality characteristics. Some scholars explicitly put psychological characteristics related to personality in the competency of "knowing why" (Eby *et al*., 2003; Kong *et al*., 2011; Parke, 2009). For example, Parke (2009) pointed out that the competency of "knowing why" should include psychological traits such as the big five personality, adaptability to the environment; Eby *et al*. (2003) argued that "knowing why" competency should include the openness of proactive personality and experience. Because of the high, proactive personality individuals tended to identify opportunities and took action actively, and took responsibility for their own career; Job competence in recent years, however, to the work of the study, some scholars believe that these personality traits are relatively stable, lack of development, so that the job competencies should not contain characters (Smythe *et al*., 2012; Akklerman *et al*., 2012).

Future research should further clarify the relationship between behavior and ability needed by the personality and career management motivation, should explore the intercommunity and differences between these concepts. It can also help organizations or institutions to adjust ascending individual job competencies

according to individual differences of intervention to realize that individuals with certain personality traits are more likely than others to develop certain types of job competence.

Secondly, it is whether job competence has universality. Researchers with Kuijpers (2006) as the representative tend to identify the generalized structure of job competence for different types of work staff. On the contrary, some researchers tend to work for a certain type of individuals to confirm the corresponding competence structure (Kong *et al*., 2011, Cappellen & Janssens, 2008; Akklermans *et al*., 2012). This study argues that two ideas has its rationality, the two complement each other. On the one hand, Career is the process of the change of position and the realization of the ideal of individuals. The job competency developing the career has its generality in different professional and career development stage. To develop a universal job competence questionnaire, is advantageous to the comparison between the results of the study. Future research should enlarge the sample size, as far as possible to include more different work, occupation, industry types and staff samples at different stage of development. On the other hand, there should exist a certain differences for job competence between different stages of career, such as mentoring relationship in terms of the competence of "knowing who" is relatively important for hotel staff, and for new employees whom just coming into the company, adaptive skills and behavior may be more important. It is advantageous to take targeted activities and intervention measures to improve the job competencies to determine the contents and structures of the job competencies for different groups. In the future studies on job competence should also be further extended to the different types of industry, professional and career development stage.

Thirdly, only part of the job competence dimensions can significantly predict professional results. Studies have found that the whole job competence and three kinds of competence were significantly predictive for subjective and objective career success when predicting career success in the total level of job competence or in the competence level of "knowing why" and "knowing how " and "knowing whom" (Kong *et al.*, 2011; Colakoglu, 2011; Smythe *et al.*, 2012). When researchers working on multi-dimensional competence to predict career success, some aspects of the professional results can only are explained by some job competence elements. For example, Smythe (2012) found that, in the development of the six dimensions of job competence, only goal setting and career planning have explanatory power to the income, and only political skills have explanatory power for promotion. Kuijpers and Scheerens (2006) found that only professional realizing ability and the social relations can predict subjective career success in 6 kinds of job competence. Does this suggest that job competence is the result of the profession as a whole works? So what is the mechanism of the whole work? Future research should focus on job competence structure of mutual influence between each dimension, clarify the relationship between different dimensions and different professional results, and explore how the job competence dimensions work together to predict professional results.

2.1.4.2 Limitation

Lack the exploration of mechanism of job competence results variable. The existing studies only examined the simple relations of job competence and career success, less pay attention to their mediation effect and boundary conditions. Future research should further explore how job competence of individuals, organizations to exert influence on the results, how is the effect with different organizational culture,

organizational learning atmosphere, organization structure and so on related variables, as well as the age, stage of career development, individual related variables such as boundary less career attitude of change and change.

Therefore, combining the job competence theory and practice with Chinese characteristics, adopting the combination of subjective and objective research methods, clearly defining local concept of job competence, Establishing standardized questionnaires with high reliability and validity. On this basis, combining methods of qualitative and quantitative, on-the-spot investigation and experimental research, exploring the mechanism of formation and action of job competence under the background of China's social and organizational culture, then providing helpful reference for staff career management and promotion of the organization's core competitiveness.

2.2 Job Insecurity

There were disagreements over the definition of job insecurity in academic. Many scholars give their own understanding from the perspective of their own, such as personal expectations of continuous work, concern of the job viability in the future, subjective expectations for an important or involuntary event.

Hellgren *et al*.(1999) distinguished quantitative job insecurity (worry about lost the job itself)from qualitative job insecurity (worry about missing important work characteristics, such as: poor work conditions, career opportunities missing, falling wages, the concerns of individual to adapt to organization in the future, etc.). Hellgren *et al*. (1999) found that the relationship between qualitative job insecurity and working attitude is more significant, while the relationship between the

quantitative job insecurity and health disease (Well-being) is more significant. This study adopts a multi-dimensional definition of job insecurity; job insecurity is powerlessness for employees to keep the sustainability of their expectations under the threat of job situations. This kind of powerlessness both concern about losing the job, and concern about losing some job characteristics and resources (Greenhalgh & Rosenblatt, 1984; Witte, 2016; Reichert, 2015)，The study used the job insecurity scale developed by Hellgren *et al*.(1999), which includes two dimensions, continuity and development. Continuous job insecurity refers to the recognition of threats against the continuation of one's own work. Developing job insecurity is a recognition of the threat to job development.

2.2.1 Implication of Job Insecurity

The seminal study of job insecurity comes from Greenhalgh and Rosenblatt (1984), their definition of job insecurity is powerlessness for employees to keep the sustainability of their expectations under the threat of job situations." Their model, which analyzes the antecedent variables and outcome variables of job insecurity, not only applies to employees facing declining performance in the organization, and also applies to employees existing subjective threat for sustainable of the future job in the stability organization.

With the deepening of the research on job insecurity, its definition also has certain dispute.

First of all, dispute on subjective or objective. On the one hand, many studies confirm that not all employees facing job threat can realize job insecurity because different individuals have different perception of situation. On the other hand,

quite a number of researchers think that the objective job insecurity should deserve more academic attention. Mohr (2000) defined job insecurity from the angle of combination of subjective and objective. He discussed the four types of job insecurity. First of all, as a kind of public perception, job insecurity involved social high levels of unemployment; secondly, job insecurity on the level of organization referred to a state of instability and insecurity; Thirdly, the acute job insecurity involved the situation subjective experience of threat to hire; Finally, "expectations on unemployment "was suitable for the situation of launching redundancies in organization. Therefore, in the Mohr, job insecurity can base on subjective experience level, and can also be attributed to the objective situation.

Secondly, dispute on integrity or multi-dimensions. Job insecurity is an individual's sense of threat that whether they can continue to work. So this awareness relate to the integrity of the work or the loss of some of the important work characteristics.

In fact, whether it is the important characteristics or job integrity are not split, because employees can feel the two different threats on different occasions. Bert *et al*. (1999) argued that, rather than treat the difference, analyzed the cause of them and compare threatening of the loss of important characteristic with the whole work in different situations.

Finally, dispute it on cognitive and affective. Hartley *et al*. (1992) distinguished the awareness of possibility of losing job from the anxiety about the loss of work. Probst *et al*. (2000), however, argued that job insecurity mainly related to the perception of employees for their work stability and continuation, and the affective of this perception was caused by cognition.

He thought that limit job insecurity in the aspect of consciousness would allow researchers to evaluate cognitive better. Personality factors, family environment, the local labor market, and even the social security system will affect the perception of employees about the level of threat. In the same way, such as organizational environment, the economic operation cycle, national policy factors may also affect the possibility of job loss. Although it is very important for understanding the role of job insecurity by distinguishing affective from cognitive, but so far this problem was not widely discussed in the research literature of job insecurity.

Although perspectives are different, both work base concept and the concept of comprehensive view all admit that job insecurity is a perceptual phenomenon, and it is the individual's subjective feeling, and different understanding of individuals to the objective facts lead to the differences in individual job insecurity perception.

2.2.2 Relevant Theories of Job Insecurity

1. Organization model theory

Greenhalgh and Rosenblatt (1984) pioneered the organization model of job insecurity. This model mainly focuses on the sources and results of job insecurity in a recessional organization, and put forward the experience and reaction control variables preliminarily that effect job insecurity. This model put forward a subjective sense of threat to work, which includes: the formal organizations statement, clues and rumor of unconscious of The Individuals' interpretation of objective threat is named the subjective sense of threat.

Individual differences and job dependence can moderate the relationship between objective and subjective job insecurity. They think the individuals, whom tend to external control, conservative, attaching great importance to the work, internal attribution, and needing high security, are more likely to experience the job insecurity. At the same time, the more individuals rely on job, the more feel this kind of job insecurity. An individual's response to job insecurity include: don't work hard, the increase of the turnover rate and resistance to organizational change. The negative experiences and negative consequences of job insecurity will be moderated by individual difference, degree of dependence on work and social support.

2. The integration model of Sverke and Hellgren

Sverk and Hellgren (2002) intended to make a comprehensive analysis on job insecurity in theory and find out the future research direction of job insecurity by theoretical review. They summarized the integration model of job insecurity from previously literature, as shown in figure 2.1.

The model firstly takes job insecurity as a kind of multi-dimensional phenomenon under subjective experience. They think that job insecurity will bring the interaction of objective environment and the individual differences; and job insecurity can produce negative experiences and negative effect on working attitude and psychological well-being of employees. At the same time, they put forward three kinds of potential adjustment variables in the model, including: individual character, organizational justice and social support.
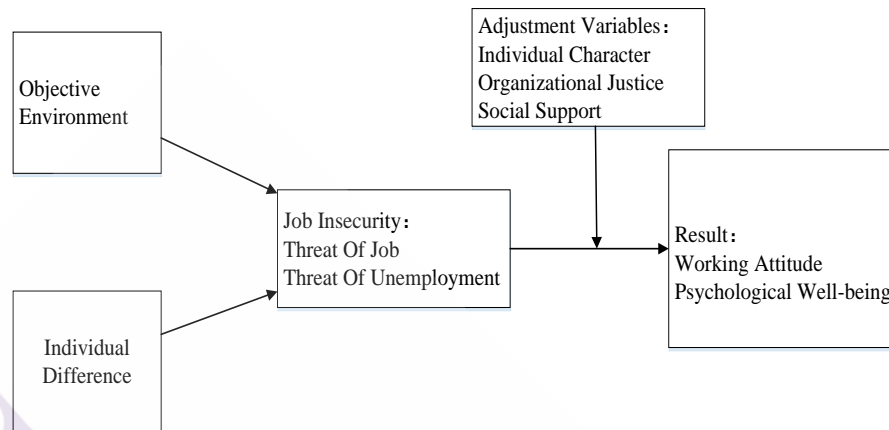
Figure 2. 1   The integration model of Sverke and Hellgren

Source: Sverke and Hellgren (2002)

3. Pressure source - resources - pressure effect model

Biaggi *et al.* (2003) pointed out that the pressure source is the external factor effect on individual, and pressure is the subjective reaction caused by the pressure source, as shown in figure 2.2.

Individual resources provide a possibility to reduce stress. Individuals experience stress level is not only affected by pressure source, but also depend on the degree of resource utilization. Work related resources such as social support and chance to speak. Resources associated with individual include competence, social skills and ability to deal with problems, etc.
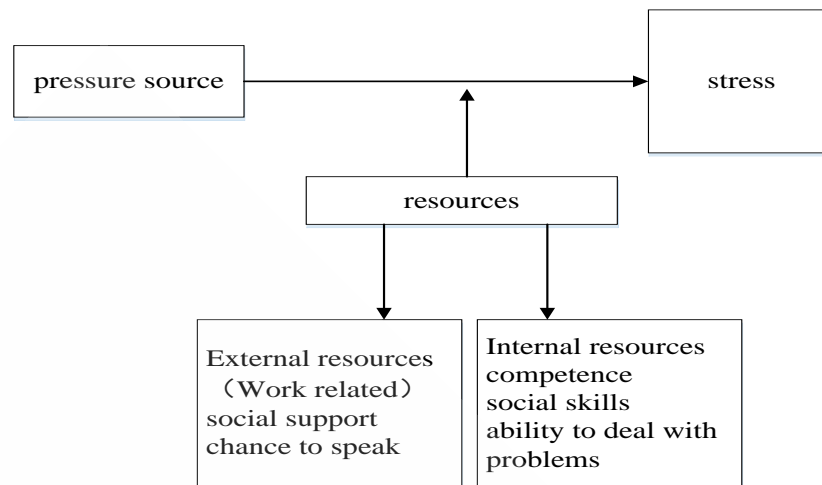
Figure 2. 2   Pressure source - resources - pressure effect model

Source: Biaggi, Peter and Ulich (2003)

4. Integration model theory of Probst

Probst (2004) divided antecedent variables of job insecurity into four categories: organizational change, staff characteristics, employment characteristics and economic factors, as shown in figure 2.3. Organizational change includes layoffs, mergers, restructuring and technical updates, etc. Staff characteristics include demographic characteristics, such as gender, age, level of education, etc., and employee's working experience. Employment characteristic reflects the nature of the labor contract, whether outsourcing and position of the elastic, etc. Economic characteristics mainly refer to unemployment rate of social overall. Probst (2004) assumed that the above factors were the main sources of job insecurity. Probst, meanwhile, integrated the three types of outcome variables of job insecurity: individual, family, society and work related variables. Individual variables mainly include physical and mental health, such as work stress, emotional exhaustion, etc. Family and society variables mainly refer to marital discord, family pressure and friendship, etc. In addition, the work related variables refer to organizational

commitment, work attitude, turnover intention and work achievement. This study on integration model of job insecurity and antecedent/outcome variables provide broader thinking and more comprehensive model.
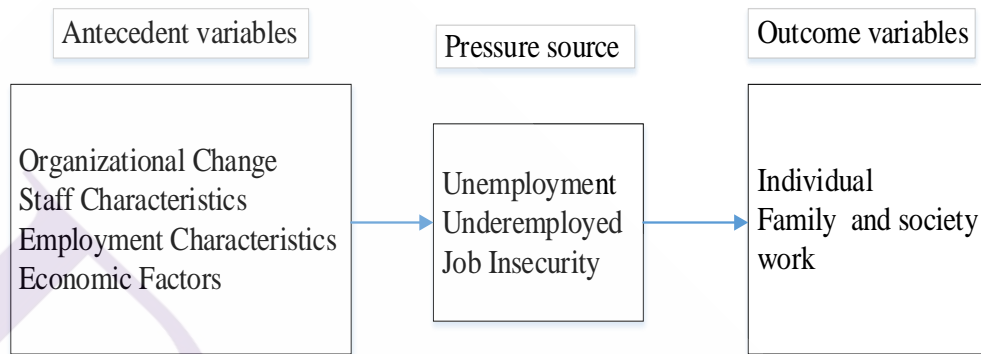
Figure 2. 3   The integration model of Probst

Source: Probst (2004)

2.2.3 Related Research of Job Insecurity

1. Research on the influence factors of job insecurity

With the intensification of market competition, many enterprises try to deal with the fierce market competition by lowering the running cost, such as downsizing, process reengineering, organizational restructuring, organizational change, layoffs and so on. Many scholars confirm that organizational factors will influence job insecurity of employees. Greenhalgh and Rosenblatt (1984) suggested that the sources of job threats included company mergers and acquisitions, downsizing and reorganization, the generation of new technology, *et al*. Ashford (1989) found that the more frequently the company changed, the more intense the role of staff fuzzy feeling and job insecurity. Elst *et al*. (2010) researched 3881 samples of 20 organizations, used empirical analysis to verify the organization communication could predict job insecurity. Xie *et al*. (2007) suggested that procedure justice could also affect job

insecurity to a certain extent. In addition, factors of individual characteristics also affect the generation of job insecurity. Probst (2004) argued that staff characteristics, such as demographic characteristics, could affect the job insecurity. Bosman (2015) found that employees with optimistic personality have lower job insecurity, but employees with external control type would feel higher job insecurity by studying the employees of two financial institutions. Chen (2016) studied job insecurity by selecting organizational change and control point as antecedent variables, and also found that employees with high control points firmly believed that everything were under control, therefore they have relatively low job insecurity. At the same time, the individual's age and gender may also affect job insecurity.

2. Study on outcome variables of job insecurity

The research results about outcome variables of job insecurity focus on three aspects: individual emotion and physical and mental health, work-related attitudes variables and behavior variables and spillover effects.

(1) Emotional and health of physical and mental

Firstly, it is emotional exhaustion. Employees concern about stable and persistent of work make them adopt the form of surface play and deep play to make self-regulation in order to maintain the existing jobs and working environment, thereby reducing the possibility of passive resignation. Cuyper (2014) made a survey of 603 Peruvian workers through structural questionnaire, and found that when employees have job insecurity, the fine example behavior aimed at impression management might exacerbate their emotional exhaustion.

Secondly, it is the damage of physical and mental health. Hellgren and Sverke (1989) made a longitudinal study on 786 survivors in layoffs, and found that

job insecurity have negative impact of overlapping and lagging on mental illness. Ferrie (1999) made a survey of 10308 civil servants in London, argued that employees lack of job security reported higher levels of disease rate. They also found that employees with chronic awareness of job insecurity reported the highest disease rate.

Thirdly, the well-being is damaged. Job insecurity means the future is unpredictable and out of control. Individuals don't know how to deal with and also do not have the capacity to deal with, and so their well-being is damaged. In addition, the psychological contract between employer and employee means employers to provide security and employee returns to loyalty. But job insecurity destroys the psychological contract between employer and employee, and then makes a negative impact on employees' well-being.

(2) Work attitude and behavior

Firstly, it is working attitude. The perception of job insecurity reflects the possibility that employees feel the organization against psychological contract between them. When the position or job characteristics and even both are under threat, the staff loyalty, organizational commitment, and organizational trust will be reduced. Ashford and Cynthia (1989) confirmed the negative relations between job insecurity and organizational commitment, job satisfaction and organizational trust. Cheng and Chan (2008) confirmed the negative relations between job insecurity and job satisfaction, organizational commitment by "Yuan" analysis.

Secondly, the work behavior and performance. Some scholars believe that job insecurity is a challenging pressure source, and have a positive impact on the work attitude and behavior of employees. When the individuals perceive job insecurity, for fear of losing their jobs, so they will work harder and increase their job

involvement in order to reduce the threat. Van (1991) made a survey of 500 employees in Israel and Finland, these employees agreed that as long as you work to increase output, you could not be fired (Staufenbiel, 2010).

Wang *et al.* (2015) investigated the interaction effect of job insecurity and organizational justice on employees' performance. They found that when employees perceived low levels of organizational justice, job insecurity was significantly negatively related to job performance. In contrast, we found that job insecurity was not related to job performance when there were high levels of organizational justice. (Ouyang *et al.*, 2015). Haynie *et al.* (2016) surveyed employees of an industrial equipment sales firm located in the Southeastern USA. Surveys were completed by 151 employees using instruments assessing job insecurity, overall justice, pay satisfaction, and incentive satisfaction. The study results indicated job insecurity was negatively related to both pay and incentive satisfaction. Further, the study found that overall justice mediated the job insecurity to pay satisfaction relationship, but not the job insecurity to incentive satisfaction relationship.

But many scholars believe that job insecurity is a blocked pressure source, and have a negative impact on the employee attitude and behavior (job performance, organizational citizenship behavior, organizational commitment, etc.). When individuals face blocked pressure source of job insecurity, they tend to take withdrawal behavior to avoid the stress of job insecurity. Job insecurity not only detriments employees work attitude, but also deteriorates employees work behavior. Ashford and Cynthia Lee (1989) pointed out that job insecurity related to and turnover intention. Cheng and Chan (2008) pointed out that job insecurity is against

organizations and employees, there is a negative correlation between job insecurity and job involvement.

Podsakoff *et al*. (2007) used the empirical study confirmed that blocked pressure source was negatively related to job performance, job satisfaction and organizational commitment, and was positively related to the behavior of work shrinking and organization shrinking (absenteeism, lazy). Most scholars at home and abroad have confirmed this point.

Reisel *et al*. (2010) showed that job insecurity is negatively related to satisfaction and that job insecurity has both direct and indirect effects on work behaviors and emotions. They addressed these results in the context of growing pressures on business to improve efficiencies through human capital reductions bearing in mind the trade-offs that businesses must anticipate as employees respond to job insecurity in ways that were counterproductive to organizational purpose.

Probst (2010) researched 94 workers in Nigeria, and found that job insecurity can reduce its peers, superiors and the work satisfaction and enhance their departure.

Lam *et al*. (2015) developed and tested an explanation for employees' reactions to job insecurity based on their conceptualization of their social exchange relationship with the organization at different levels of job insecurity. Using data from 244 Chinese employees and 102 supervisory ratings of OCB, they found support for a U-shaped relationship between job insecurity and OCB. Moreover, 2 factors--psychological capital and subordinate-supervisor relationship moderated the curvilinear relationship, such that the curvilinear relationship is more pronounced

among those with lower psychological capital or less positive subordinate-supervisor relationship.

Piccoli *et al.*(2015)This examined the processes underlying the association between job insecurity and emotional exhaustion, proposing that lack of reciprocity in the organizational exchange relationship was a main theoretical explanation for this association. Specifically, based on the social exchange perspective, they compared and tested two distinct mediating mechanisms: psychological contract breach and distributive injustice. These two indicators of lack of reciprocity constitute the explanatory process through which job insecurity relates to emotional exhaustion, the primary component of burnout. Data analyses from a sample of 322 blue-collar workers in Italy confirmed the mediational hypotheses. A contrast test revealed that distributive injustice was the indicator with more explanatory strength. The results contribute to research on the theoretical explanations of the adverse consequences of job insecurity, considering the nature and antecedents of psychological distress from an organizational exchange perspective.

(3)Spillover Effect

Job insecurity has some spillover effects. Mauno and Kinnunen (1999) researched 387 married or cohabiting salaryman partner, found that there are two-way cross influence between spouses and partners. Barling (1998) found that there was a negative correlation between the parents' job insecurity and children's self-efficacy and career beliefs. The spillover effect shows that the impact of job insecurity has across organizational boundaries to infiltrate the social environment. Sora (2010) made a different research. He not only measured the organizational justice perceived by employees, but also verified the moderating effect of organizational justice in the

relationship between job insecurity and job satisfaction. Sora (2012) studied the moderating effect of organizational climate in the relationship between job insecurity and organizational results.

2.2.4 Summary and Assessment

Existing research on the organizational level variables is very little. A few scholars (Lastad, *et al*, 2015) begin to make multi-level extension of job insecurity, and put forward the concept of work unsafe atmosphere (Job Insecurity). Previous researches on job insecurity have focused on its negative effects. When employees perceive the threat of losing their jobs, they can take measures such as increase work investment, improve performance, update the knowledge structure, learn new skills to ensure that their organization status, so modest job insecurity could help employees maintain vitality to improve performance. Future study should, discuss the positive role of job insecurity to enrich research of job insecurity based on China's situation.

2.3 Perceived Organizational Support

For a long time, the research on the relationship between organization and employees emerged in endlessly, but it always stays in the unidimensional level of employees to organize. Researchers too much emphasis on employees commitment to organization, relatively neglect the organization commitment to employees. Under such research background, Eisenberger, who is a social psychologist, proposed the concept of Perceived Organizational Support for the first time in 1986 based on the social exchange theory in social psychology, and used Perceived Organizational

Support to represent the organizations commitment to employees. As the concept is put forward, the researchers and managers have made related researches, and have introduced the concept to the practice of organization management. This research adopts the concept of perceived organizational support defined by Eisenberger (1986), the perceived organizational support is "the employees perceive of organizational evaluation to their contribution, and the attention to their well-being. It will form an employees' integrated entirety perception of organizational support."

2.3.1 Implication of Perceived Organizational Support

Eisenberger (1986) argued that the concept of "perceived organizational support, POS)" is the core of organizational support theory. We should discuss effective incentives for employees from the perspective of motivation and needs of employees. Employee's behavior in the organization is restricted on organizational specification etc. They have to pay a labor for organization is due to look forward to get "return" from the organization. Therefore, the relationship between the employees and organization interaction has always been based on the two sides of each other's "expect" and "demand". Eisenberger (1986) argued that it was helpful to create effective incentives by meeting the needs of employees. The needs of employees in the work including social emotional needs come from the "looking forward" to the organization. Eisenberger (1986) defined the concept of perceived organizational support based on these ideas as: the perceive, which is named perceived organizational support, is the employees perceive of organizational evaluation to their contribution, and the attention to their well-being, and will form an employees' integrated entirety perception of organizational support. This concept consists of two

main points: one is the organizations attach importance to efforts and contributions of employees, it reflects that the employees have a need to be recognized by organization; Second, organization attaches great importance to the employees' well-being, it reflects the employees expect organizations to meet their "social needs".

Organizational support can be regarded as organizational commitment to employees which can make employees feel sense of the corresponding obligations. Therefore, Eisenberger *et al.* (1986) argued that perceived organizational support was an important determinant of employees' commitments to organization. The higher the employee perceived organizational support, the easier it is to see the relationship between organization and him as "connection type"; On the other hand, the easier it is to see the relationship between organization and him as "transaction type". Perceived organizational support will affect the employees cognizance of the relationship between organizations and themselves. Frijda (1988) concluded that employees often made attribution when they encountered adverse condition, and the result of attribution would directly affect the sentiments of employees. Employees have a higher perceived organizational support often make a better attribution for organization, namely standing the position of organization and finding reasonable reasons and explanations for organization (for example: the organization may be due to face the bad situation and so on). This suggests staffs have higher perceived organizational support will see their relationship with the organization as a "link type"; often do not easily shake positive affection to the organization. The higher the perceived organizational support, the more employees incline to think that their own "social needs" were met by organization, their value can be recognized by organization, and the more efforts they are willing to return for organization (Rhoades

& Eisenberger, 2002). To better achieve organizational goals (Witt, 1991). Perceived organizational support although describes the "giving" and "paying" of organization and employees, however, the real incentive for employees is organizational "giving" perceived by employees. Therefore, organizational support plays a role by "perception" of employees, which is the action mechanism that cannot be ignored. Eisenberger and Huntington (1986) argued that employees analyzed and recognized the "intention" of organization through the "perception" of organizational support, thus forming the overall cognitive attitude to the organization.

The concept of perceived organizational support is easily confused with similar concept, such as psychological contract. Existing researches show that the perceived organizational support is an independent concept which not only contact with the psychological but also has significant difference with it. Both psychological contract and organizational support apply the theory of social exchange to organization situation so that discussing the social exchange between employees and employers.

The common ground of psychological contract and organizational support are taking the social exchange theory and reciprocity as the interpretation mechanism (attitude and behavioral variables).Both psychological contract and perceived organizational support are regarded as the key means of evaluating the employment relationship between employees and the organization. However, the differences of psychological contract and perceived organizational on concept are very apparent. Perceived organizational support emphasizes organizational commitment to employees (Rhoades & Eisenberger, 2002; Wayne, Shore & Liden, 1997). So it is on behalf of the employees' perception of organizational support in single direction.

Psychological contract, on the contrary, concerns perceptions of the obligations and responsibilities of organization and employees, as well as the degree of realizing obligations and responsibilities in the relationship between employee and employer. So the perspective of psychological concerns the contingency relationship between employees and employers, on behalf of the perception of mutual obligation between employees and employers.

Millin (1997) extended the concept of perceived organizational support, and argued that perceived organizational support should not only contain the connotation proposed by Eisenberger (1986), but also include instrumental support, such as the information support employees required in the work, personnel training, equipment material support, etc. Ling (2006) argued that the concept of perceived organizational support should contain three dimensions: work support, care workers' benefits, and identification of the value of employees.

According to the above literatures, the employee can be sure that he can obtained explanation from organization when he need complete the normal work and resolve work pressure. Perceived organizational support is derived from the organizational humanistic qualities that employees can aware (such as organization's values, morality and the sense of responsibility etc. reflected by behavior of organization representatives). Employees judge how the organization view their contribution and whether concern their welfare through the behavior of organization representatives and their own received positive or negative treatment.

According to social exchange theory, when employees feel different perceived organizational support, they also give different returns by showing different organizational behavior. At the same time, according to social exchange theory,

employees are rational people, if organizations want to get identity and commitment of employees, they must give employees the required support and care in work and life.

2.3.2 Theoretical Basis of Perceived Organizational Support

Organizational support theory (OST) is proposed based on the social exchange theory and reciprocity. Social exchange theory and reciprocity, which are as theoretical basis of perceived organizational support, contribute to a better understanding of employee organization relationship. Blau (1964) described social exchange as a kind of obligation specified in advance, individual "positive treatment" for others, expectation to pay off in the future. Future returns based on the individual's trust on the other side, trusting the other will fulfil obligations for a long time (Holmes, 1981). Social exchange theory is commonly used comparing with the economic exchange theory, there are differences between the two (Blau, 1964). Social exchange is based on moral obligations, while economic exchange is based on economic and legal obligations. In social exchange, the returns value is not predetermined, but in the economic exchange, the value of returns is predetermined before the exchange. Although social exchange is not equal economic exchange based on the constraints of the contract to regulate the behavior of each other, however, if they accept the "positive treatment" party fails to fulfill its obligation to return, they can still change the exchange relationship between the two sides (Blau, 1964). Therefore, the core idea of social exchange theory is "reciprocity". Based on the principle of reciprocity, the individuals have the responsibility and obligation to actively respond to the positive treatment of the other side (Blau, 1964; Gouldner,

1960). When individuals accept others treated with "positive treatment", they will naturally form psychological pressure and sense of duty of return, so as to generate attitude or behavior of return to the give party. Social exchange theory and the principle of mutual benefit are not only widely used to describe the relationship between the individuals, but also can be used in the organization situation (Shore & Strauss, 2006). The social exchange theory is regarded as theory basis of the relationship between employees and organization in the field of Organizational Behavior.

We can take organizations and employees as both sides of exchange when discussing the relationship between employees and organizations based on social exchange theory. When one party gives the other party "active treatment", the recipient will give a higher level of commitment to giving party.

Watson (2000) called it "strategic exchange" and argued that the exchange would determine the development direction of the organization. Applying social exchange theory to organization situation, organizational support theory (OST) arises at the historic moment. Organizational support theory stressed that the organization should identify the employee's needs and tries best to meet the needs of employees, so that employees perceive an employer's support. This is called "reciprocity" between employees and organization (Gouldner, 1960). Therefore, Eisenberger *et al.* (1986) regarded the social exchange within the organization as social exchange of the "organizational commitment". When employees perceive a strong organization support, they will have a sense of obligation to return, and return a higher level of organizational commitment, job satisfaction, work efforts and organizational performance (Eisenberger *et al*, 2001). Organizational support theory make managers

focus from employees to the organization, and think that the first premise of improving employee commitment to the organization should be promoting employees organizational commitment to employees perceived by employees.

2.3.3 Related Research of Perceived Organizational Support

1. Influence factors and measurement of perceived organizational support

Armeli *et al*. (1998) argued that meeting employee's social emotional need can make employees having a positive change, make employees feeling their support by organization, and then form perceived organizational support. Therefore, we can min influence factors of perceived organizational support from the perspective of employees' motivation. Existing research shows that there are two influence factors of perceived organizational support: One is the perspective of human resources practice derived from the individuals. Another is the perspective of human resource practice derived from the organizations, such as organizational justice, etc. Rhoades and Eisenberger (2002) found that the antecedent variables that have a significant prediction role of perceived organizational support including: organizational justice, supervisor support, organizational rewards and job environment, the characteristics of the employees, etc. Compare the forecast effect of perceived organizational support on organizational level with individual level; organizational level factors such as organizational justice have stronger prediction function. The effects of characteristics of individuals on perceived organizational support are relatively weaker (Rhoades & Eisenberger, 2002).

In order to test employees' feelings of organizational support, Eisenberger *et al*. (1986) established 36 questions to describe several views of employees on how

the organization would benefit or hurt them. To avoid the tendency to agree, the study used Likert scales, with negative questions accounting for half.

Huang (2008) pointed out that the perceptual organizational support scale developed by Eisenberger had only a single dimension and high internal reliability. The shortened version used in the study is ok. Pan (2007) divided organizational support mechanism into two types, including emotional support mechanism and institutional support mechanism. Wu (2006) studied the catering and leisure industry, and divided organizational support into two perspectives: perceived organizational support for interns and perceived organizational support for direct supervisors. Li (2000) divided organizational support into five parts: career assistance, leadership relationship, work environment, work life balance, self-achievement and development, and clarity of goals.

2. The outcome variables of perceived organizational support

(1) Attitude variables

Rhoades and Eisenberger (2002) argued that the higher the employee's perceived organizational support, the more positive view of their own work(increasing job satisfaction, producing more positive emotions, etc.), and the more investment to the organization (affective organizational commitment; performance; turnover drops). The predictive role of perceived organizational support on organizational commitment has been validated by a number of studies (Allen & Mayer, 1990; Randall, 1997; Karen, 2007; Wu, 2006; Shore *et al*., 2016). Alexander Newman *et al*. (2012) found that there is a positive correlation between perceived organizational support and affective organizational commitment.

Meenakshi *et al*. (2010) found that perceived organizational support has a positive correlation with psychological well-being. Psychological well-being has a positive correlation with emotional commitment and normative commitment. The higher the employee's perceived organizational support, the stronger the sense of belonging to the organization, the higher of organizational loyalty (Loi *et al*, 2016). The empirical results show that perceived organizational support is negatively related to the turnover intention (Wayne *et al*, 1997). The conclusion was confirmed by other scholars' research (Cropanzano, 1997; Eisenberger, 1986; Cathy, 2008; Alexander *et al*., 2012).

In addition, Shen *et al*. (2014) showed that organizational identification fully mediates the relation of POS to OCB-directed to individuals, and partially mediates relations between POS and other work outcomes (turnover intention, work performance, OCB-directed to organization). Implications for management theory and practice are discussed. Ning *et al*. (2015) explored the relationship among job satisfaction, perceived organizational support and job burnout of nurses. They found that the nurses showed middle level of job satisfaction, organizational support, depersonalization and emotional exhaustion of job burnout. The burnout level of personal accomplishment was high. Work year, organizational support and job burnout affected nurses' job satisfaction. Hu (2016) found that perceived organizational support and personal accomplishment were negatively associated with depression and emotional exhaustion and depersonalization were positively associated with it. Perceived organizational support and job burnout explained 14.1% and 30.9% of variance in depression. Perceived organizational support and job burnout have an

important prediction effect on depression and the job burnout has a mediating effect between perceived organizational support and depression.

(2)Behavior variables

According to the existing literatures, perceived organizational support has a positive effect on in-role behavior and organizational citizenship behavior, and has a negative prediction function for absence behavior (Moorman *et al*., 1998; Tian *et al*, 2010); has a negatively relation with retreat behavior (Eisenberger *et al.*, 2002); has a positive effect on altruistic behavior (Susskind a. M, *et al*, 2000). Perceived organizational support has a good positive prediction function for organizational citizenship behavior (Yuan, 2007; Wang, 2009), and the prediction effect on organizational citizenship behavior is stronger than that of organizational commitment (Shore & Wayne, 1993). Perceived organizational support has a predictive effect on outside role performance, such as colleagues' behavior, putting forward constructive Suggestions for organization, etc. (Shore *et al.*, 1991; Witt, 1991).

Soltani *et al*. (2014) integrated three research streams, including POS, OCBs, and ERP continuance intention into one model in order to investigate whether POS and OCBs: altruism, conscientiousness, courtesy, civic virtue, and sportsmanship affect ERP users' continuance intention. They found that POS indirectly influence continuance intention through satisfaction and OCBs. Conscientiousness, civic virtue, and sportsmanship mediated the relationship between POS and continuance intention, but altruism and courtesy do not. Also, a number of implications for both researchers and managers are proposed. Edwards (2015) investigated links between perceived organizational support (POS), OID, organizational involvement, and turnover intention with 736 employees from a UK National Health Service (NHS) Trust. Using

Structural Equation Models (SEM), they analyzed models using the Trust and the NHS as organizational foci. With both Trust and NHS foci, POS had a positive effect on identification which, in turn, predicted both outcomes. Organizational support showed a direct and an indirect effect on outcomes through OID. Generally the effects were foci specific, though limited downward cross foci effects were found.

Vishal *et al.* (2016) found that affective commitment mediated the positive relationships between perceived organizational support and work outcomes (work engagement, organizational citizenship behavior). The perception of unfulfilled expectations (psychological contract breach) was also found to moderate the perceived organizational support-work outcome relationships adversely. Conclusion The results of this study indicate that perceived organizational support exerts its influence on work related outcomes and highlight the importance of taking organizational context, such as perceptions of psychological contract breach, into consideration when making sense of the influence of perceived organizational support on affective commitment, work engagement and citizenship behaviors of nurses.

（3）Study on organizational support as an intermediary variable or a moderating variable

Allen *et al*. (2003) argued that perceived organizational support had partly mediator effect between human resource practice and leaving. Wang *et al*. (2012) studied relationship between organizational ethical climate and the employee silence; think that perceived organizational support had partly mediator effect on the relation. Ali *et al*. (2011) discussed the influence of organizational justice on organizational citizenship behavior taking perceived organizational support as mediator variable. Research suggested that organizational justice had a significant positive influence on

organizational citizenship behavior, and perceived organizational support had a mediator effect. Millissaf *et al.* (2008) made an empirical study on Hong Kong, and found that distributive justice, information justice, interpersonal justice have a positive correlation with organizational identification with mediator role of perceived organizational support. Long *et al.* (2014) has shown that kindly leadership negatively impacts the spread of the work, fully supported by the organization, and the positive influence of authoritarian leadership on the alienation of the work, which is partially supported by the organization. Arshad (2016) demonstrates the intermediary role of perceived organizational support (POS) between career development practice (CDP) and turnover intention (TOI). Zorlu and Bastemur (2016) found that organizational support perception mediates workplace deviance and job satisfaction.

Many researchers have also studied the regulation of organizational support. Erdogan *&* Enders (2007) believe that organizational support can adjust LMX and employee job satisfaction. Chen (2009) pointed out that organizational support has a significant regulating effect on the "Dimission Capital Perception" factor in work values and turnover intention. Allison *et al.* (2009) found that the perceived organizational support regulates the relationship between emotional labor and job satisfaction. It regulates the relationship between emotional labor and performance. When employees have a higher perceived organizational support, the negative effect of emotional labor on performance is relatively low.

In this study, researcher felt that organizational support plays a moderating role in job insecurity and well-being.

2.3.4 Summary and Assessment

Through the review of literatures, Eisenberger (1986) put forward the concept of perceived organizational support on behalf of the satisfaction of social emotional needs met by organization. There are rich researches on the concept of perceived organizational support, dimensions, influence factors and outcome variables in existing literatures; however, there are still some shortcomings.

1. The definition of perceived organizational support is easily confused with dimensions

From the earliest concept and scale containing 36 questions of perceived organizational support put forward by Ensenberger (1986), we can conclude that perceived organizational support reflects employees' overall perception of organizational support, and tends to emotional support. Subsequent scholars constantly modify and extend the concept of the perceived organizational support. For example, taking part of the influence factors of perceived organizational support into the concept, resulting different connotation definition range of perceived organizational support, and generating a broader concept.

This study argues that the selection of the concept of perceived organizational support should depend on the research purpose and research design. Most importantly, should fully understand and reasonable define the research questions.

2. The defect of discussing the moderating effect of perceived organizational support

Existing researches have discussed the outcome variables from the perspective of attitude and behavior. Research results show that: perceived organizational support has a positive effect on positive work attitude and behavior,

has a negative effect on the negative attitude and behavior. However, what should be cause for concern is that the action process and mechanism of the effect of perceived organizational on outcome variable have not been fully discussed (Fasolo & Lynch, 1998). Most studies directly discuss the relationship between perceived organizational support and outcome variables, or take perceived organizational support as mediating variable, but there are significantly less discuss of the action mechanism between the perceived organizational support and the outcome variables. Perceived organizational support has received attention of organizational management and academics is due to the perceived organizational support can analyze employees effective motivation from the perspective of, needs and incentives, discover and understand the needs of the employees from the organization, and stimulate the advantage attitude and behavior of the organization by satisfying their needs.

Therefore, it is very important to understand why perceived organizational support can make the employees having a positive effect on behavior, and to grasp the action mechanism of perceived organizational support. Effects of perceived organizational support may have originated from the series of cognitive decision-making and psychological mechanism of employees. It is helpful for managers to know "why" clearly so as to better understand "how" by understanding the effect mechanism of perceived organizational support on outcome variables. This study will explain the effect mechanism of perceived organizational support on outcome variables from the perspective of job insecurity.

2.4 Psychological Ownership

2.4.1 Implication of Psychological Ownership

Psychological ownership put forward by Pierce and Morgan (1991) based on the theory of possession of psychology, and it was defined as a state of mind of individual who feel target was mine. Parker *et al.* (1997) emphasized the psychological ownership was a kind of responsibility for the target. Pierce *et al.* (2001) further to perfect the concept of psychological ownership, psychological ownership was defined as individual target is mine. He thought that psychological ownership and sense of responsibility were two different concepts. The sense of responsibility can be seen as the result of psychological ownership, rather than psychological ownership itself. He emphasized from the Angle of occupy to define psychological ownership. Feeling can be treated as the core of psychological ownership.

From the psychological perspective, possession of the target are almost everywhere. The target can be tangible, such as cars, houses, individuals have items, etc.; May also be intangible, such as ideas, opinions, knowledge, etc. When individuals have psychological feeling of possession for the target, and think that the target is belong to themselves, or a part of themselves. It means psychological ownership for the target. Pierce believed that understanding the psychological ownership need to further understand the related concepts as follow.

(1) Attitude

Sense of individual's possession of the object will cause the individual have a positive attitude (Beggan, 1992). As a result, individuals will establish positive contact with the object and will produce positive evaluation to the target.

(2) Self Concept

Based on the theory of possession, when the individual has a sense of possession on the target, means that individual takes target as part of self (Furby, 1978). Target once regarded as mine, is no longer his, but a part of mine (James, 1998). Therefore, target becomes an extension of the self-concept.

(3) Sense of Responsibility

When individuals take target as part of themselves, they will produce responsibility on the target naturally (Furby, 1978), and stimulate a positive attitude towards the target and take protective action (Hall, 1966).

In conclusion, the core of the psychological ownership is possession. Possession can affect individual's attitude and behavior to the target. Pierce *et al*. (2003) argues that psychological ownership psychological ownership is divided into two parts: emotional and cognitive status. Emotional state of psychological ownership helps produce pleasure; it indicated that psychological ownership may have a positive effect on the individual itself. And cognitive states of psychological ownership make individuals feel occupy feeling, which can reflect individual awareness, thoughts and beliefs of the target. The two states form the core of psychological ownership. As for where psychological ownership comes from, scholars purpose different views. Crachen (1956) argues that human beings in the early stages of life, such as young children, will be able to judge on the target, think themselves can control the target belong to themselves, without control is out of the concept of the themselves. So they produce psychological sense of possession to the target belong to themselves. The formation process of this kind of psychological state

is under the influence of social development and cultural factors. Therefore, we should focus on the effects of situational factors on psychological ownership.

The discussion above shows that psychological ownership as a kind of mental state, physiological factors of individual and social experience work together to produce the possession. Therefore, psychological ownership is quite a complex psychological phenomenon.

2.4.2 Related research of Psychological Ownership

2.4.2.1 Influence factors of psychological ownership

1. The individual level

Pierce *et al*. (2001) explore the paths of psychological ownership according to the motive of individual psychological perspective. They thought the following three ways to help create individual sense of possession.

(1) Control to the target

An individual's control to target causes his possession to target, and then he feels pleasure. On the contrary, for the target out of his control, it is difficult to produce possession move.

(2) Intimate understanding to the target

Intimate contact between the individual and the target will be conducive to the individual produces possession feeling to the target, and take the target as part of his.

(3) Individual inputs

Pierce *et al*. (2001) argued that employee's input degree in the target, was positive correlation with psychological possession. They thought that the more

individual input in the target, the easier it was to produce emotion on the target, and thought that the target was part of his. Input forms including: time, money, energy, physical strength, etc.

Comprehensive analysis of the above three kinds of paths, that explore psychological factors affecting research based on the ownership of control is relatively rich. While based on the research of the other two paths, especially the empirical research is relatively less. So it has a broad research space. All three of these paths for subsequent discussion of psychological ownership variables provide a good reference.

2. The official ownership

Pierce and Morgan (1991) discussed the relationship between official ownership and psychological ownership in the study, and argues that employee official ownership and the ownership of the target expectation difference, will affect the staff's psychological ownership. When two is consistent, official ownership predicts psychological ownership. Hammer (1980) argued if employees have to invest, to official ownership is not emotionally feel sense of possession of the target.

3. Job characteristics

Job characteristics act to the psychological ownership is mainly based on control path what Pierce (1991) put forward. Pierce *et al*. (2007) discusses the job characteristics model (JCM) influence on psychological ownership, and discusses five kinds of characteristic of JCM influence on psychological ownership.

4. The human factor

Interpersonal predict psychological ownership get the attention of the scholars (Zhu *et al.*, 2010). Avery *et al*. (2009) discussed the influence of human

factors on the psychological ownership, they puts forward that employee organization exchange can create the sense of responsibility returns to the organization, and form psychological ownership. That means the exchange relationship between employees and organization can be thought of a path of employee's psychological ownership.

5. Leadership and organizational factors

Leadership factors may affect the psychological ownership of organization. The attitude and behavior of leadership can be read as the intention of the organization by employees. This will affect the attitude and emotion of employees to the organization. Chen (2011) study the relationship between leadership style and psychological ownership, discuss the different leadership styles influence on psychological ownership. Research results show the prediction function of leadership style for psychological ownership. Li (2012) discussed the effects between authoritarian leadership and psychological ownership; the study found that was negative correlation.

Also some scholars explore psychological ownership from factors of the employee's perceived organizational level. Atalay *et al.* (2013) examined the relation between organizational justice and psychological ownership within a family business. The main hypothesis of the study that "Organizational justice perceptions of non-family employees are positively related to their psychological ownership toward the family business" seems valid from the results obtained. The result concluded that there is a significant relationship between organizational justice and psychological ownership.

2.4.2.2 The dependent variables of psychological ownership

Motivation in view of the psychological ownership, Pierce *et al.* (2001) proposed the "root" of psychological ownership.

1. The effectiveness

Self-efficacy is on behalf of a judgment and psychological cognitive of an individual's competence. Individuals have the ownership of the target, means that the individual has the authority to explore and change, namely the legal right of the individual control target from the psychological level. Individual through control of the target, gain the self-efficacy and pleasure.

2. The identity

Once individuals choose the target, and have sense of possession on the target. The target turns to be a representative individual identity. As a result, people produce psychological ownership to the target, and in the real situation, show the corresponding attitude and behavior. Its purpose is to further define the identity and show others identity through behavior, etc.

3. To have a space

Psychological ownership can be used to explain the motivation of an individual occupies a space, and hope to have a space that can be used as a "home" to stay or live (Duncan, 1981).

When individual has psychological ownership on the target, the three needs above will be satisfied. On the perspective of organization, when the organization can meet the needs of the employee above, employees will be organized as a target, have the emotion and cognition about ownership of organization. The mental state will stimulate the sense of responsibility for the organization, and produce positive attitude and good behavior to the organization (Pierce *et al.*, 1991; 2001). These positive

attitude and good behavior can be called psychological ownership effect or result. Research literature about the result variables of psychological ownership is relatively rich. This research will introduce the results variables as follow.

1. The positive impact

(1) The positive impact of psychological ownership on attitude

Psychological ownership will be beneficial to the individual have a positive attitude and evaluation target (Nuttin, 1987). Such as beneficial to the improvement of the employee's job satisfaction (Dyne, 2004); positively related to the organizational commitment (Michael *et al.*, 2006). Responsibility helps employees to produce dedication for the benefit of organization (Pierce *et al.*, 2001). Avery (2009) verified the employees' psychological ownership on retention will have positive prediction effect. Zhu (2010) argues that psychological ownership on departure will have negative prediction effect. Mayhew *et al.* (2007) think that psychological ownership and job satisfaction are related.

(2) The positive impact of psychological ownership on behavior

Organizational citizenship behavior (OCB) and out-role behavior are results variables of psychological ownership discussed most. Numerous studies have confirmed that psychological ownership and OCB significantly positively related (Avery *et al.*, 2009). Organizational citizenship behavior is not affected by the institutional constraints and specification, and also don't reward by organization of formal reward systems (Organ, 1998). Chen (2011) suggests that psychological ownership and organizational citizenship behavior are positively related, and verify the mediating role of organizational commitment and organizational identity. Dyne

and Pierce (2004) verify the prediction effect of psychological ownership on organizational citizenship behavior through empirical research.

The conclusion gets other scholars support (Michael *et al.*, 2016). The study found that psychological ownership has more effect on organizational citizenship behavior, higher than organizational commitment, job satisfaction and other variables. Situation in China, also obtained empirically (Yao, 2010; Chen, 2011).

While out-role behavior takes as a psychological ownership results variable, the study also is abundant. Such as, Dyne *et al.* (1995) found that psychological ownership and out-role behavior are related. Wagner *et al.* (2003) propose that psychological ownership is conducive to out-role behavior. Li (2012) study relations of psychological ownership and employee silence behavior, suggests that psychological ownership on employee silence behavior has a negative effect, and the relationship between the superior and the subordinate has significant adjustment.

Pan (2012) suggests that psychological ownership and positive organizational behavior are positively related. Self-esteem plays a mediating role of the organization. In view of the relationship between psychological ownership and job performance, Pierce *et al.* (1991) argues that psychological ownership and job performance are positively related. Dyne (2004) has opposite results, and proposes that does not have a significant correlation between the two. The positive effects of psychological ownership may be more based on out-role behavior. Wagner *et al.* (2013) propose when talking about the relationship between psychological ownership and job performance, it shall Distinguish the role behavior and out-role behavior; otherwise, the prediction results will be unstable.

Pierce (2015) explored the emergence and outcomes of psychological ownership in Chinese context. Design survey data from 158 Chinese participants were used to test several hypothesized relationships employing partial least square techniques. Findings Job-based psychological ownership appeared to mediate the relationship between experienced job control and organization-based psychological ownership. In addition, a statistically significant relationship between job-based psychological ownership and job satisfaction, organizational citizenship behaviors and turnover intentions, and a statistically significant relationship between organization-based psychological ownership and job satisfaction were observed.

2. The negative impact

Pierce *et al.* (2001) argues that psychological ownership by control, if it is too strong, would produce negative results. The employee refused to share the target. In the organization, it shows the refused to share common tools or intangible assets, etc. It is not conducive to team cooperation. In addition, the individual unable to realize the absolute control of the target, and perception to depression and other negative emotions (Cram *et al.*, 1993).Therefore, based on psychological ownership lead to possession of the target, thus make employees to the organization or threatening behavior of others, this is the performance of the negative effect of psychological ownership (Robinson *et al*, 1995).

3. Contingency impact

Psychological ownership will affect employee attitude towards organizational change. Within the organization, the staff often differs in their attitudes for organizational change. Psychological ownership can be used to explain why the employees hold different attitude (Dirks *et al*., 1996). The study found that

psychological ownership influence on organizational change depends on the type of organizational change. Pierce *et al.* (2001) argue that when the type of organizational change belongs to spontaneous, gradual, and increase type change; psychological ownership will make staff produce support organizational change behavior. In contrast, when organizational change type belongs to the forced, revolution, less change, psychological ownership makes employees resist change behavior. Dyne (2004) in the study did not distinguish between organizational types, only the expression of general, psychological ownership too high may lead to employees resist change behavior. Rousseau and Shperling (2003) argues that if employees have psychological ownership of the target is the organizational goals, is conducive to the realization of the organizational change.

In conclusion, no matter the positive impact, negative impact, or not sure contingency effect of the psychological ownership. The target of psychological ownership is often associated with work or the elements of the organization itself. In addition, there is research according to different target to discuss psychological ownership, to explain different management problems or organization. Such as, Liu *et al.* (2013) discusses the issue of tacit knowledge sharing based on psychological ownership theory. This study of the psychological ownership is divided into "my" and "our" two aspects, the tacit knowledge sharing and tacit knowledge sharing intention as dependent variable, the study found that "our" psychological ownership and positively related to the dependent variable; "My" psychological ownership is negatively related to the dependent variable. Sieger *et al.* (2011) found that employee allocation fairness and organizational psychological ownership are positively related. Liu *et al.* (2012) found that participative decision-making and self-management team

atmosphere for self-esteem and feelings based on organizational commitment has a positive effect, and psychological ownership is mediation. Self-management team has a positive influence on organizational citizenship behavior, but the mediation effects of psychological ownership are not significant.

2.4.3 Summary and Assessment

Since Pierce (1991) put forward the concept of psychological ownership, it is more than twenty years. Scholars in view of the definition of psychological ownership, a path, the impact factors and effect were studied. However, there is still a larger research space.

Individuals in different cultural situation, the influence of their psychological ownership may be different. This is because, in psychology, "possession" is combined action of physiological factors and social and cultural factors. About the psychological ownership in China, we can study the theory combined with local environment. This is not only beneficial to promote progress in theory, but also in terms of management practice, and it has important practical significance. Chinese culture especially attaches importance to interpersonal relationships; perceived organizational support employees in organizations can describe the exchange relationship between employees and organization. And from the perspective of human factors such as social exchange to discuss the formation of psychological ownership, the research will provide a new reference for psychological ownership.

2.5 Job Control Level

2.5.1 Implication of Job Control Level

Control level means that if a person lost control himself in his life, will cause his displeasure, and harm the health of physical and mental. If we improve people's sense of control will have the opposite result. An experiment was conducted to assess the effects of enhanced personal responsibility and choice on a group of nursing home residents by Langer and Rodin (1976). Questionnaire ratings and behavioral measures showed a significant improvement for the experimental group over the comparison group on alertness, active participation, and a general sense of well-being.

Control level can make people feel more happy than others, more vibrant, and all these differences significant in statistical. Many scholars' researches on the concept and structure of control level, but as a professional concept, the definition of job control level has not unified. This research refers to study of Bond and Bunce (2000). They think that employees feel a lack of enough autonomy, personalization and low sense of achievement, resulting in loss of control, work pressure increases, lead to employees are likely to leave the current company to avoid the negative consequences of this pressure. The lack of enough autonomy refers to the individual lack of control and power, emotional resources exhausted, produce the phenomenon of high tension and disappointment to work, the common symptom is afraid of the arrival of a new day's work; personalization refers to individuals treat the work item with negative, cold, excessive estranged attitude. They treat work as an inanimate object and show a negative mentality, impersonal, or personalization; Low sense of

achievement refers to the individual thinks he (she) can't effectively complete the work task or doubt his (her) ability to work, leading to low self-accomplishment and self-evaluation.

2.5.2 Related research of Job Control Level

Koeske and Kirk's (1993) research results showed that control -oriented coping strategies clearly acted as work stress buffers, and that those who relied exclusively on avoidance coping strategies reported higher general levels of negative consequences three months later.

Averill（1998）argue that sense of control is divided into three types which are cognitive control, decision-making and behavior control. He thinks that every control negative influence individual's stress response, individuals experience control to adjust the pressure from environment. Hall and Savery（1986）proposed，one of the largest management stressors is absence of autonomy. By giving managers more autonomy, their performance, attitude, and health will improve.

Tillman *et al*.（2010）studied the work locus of control (WLC) and job satisfaction by examining the relationships of variables. They use multiple dimensions of job satisfaction. They employ Herzberg Two-Factor theory to hypothesize WLC as a predictor of satisfaction with work on present job, predictor of satisfaction with present pay, predictor of satisfaction for opportunities for promotion, predictor for satisfaction with supervision, predictor for satisfaction with people at work, and predictor for the job in general. Further, they suggest WLC will have impact differences on the WLC-job satisfaction dimensions relationships. They examine

these proposed relationships in a sample of 114 accountants in the southeastern part of the United States. Their results provide strong support for the proposed associations.

Michelle（2013）proposed，when the group perceived high levels of collective efficacy, high control buffered the negative consequences of high demands on anxiety and satisfaction. Conversely, when the group perceived low levels of collective efficacy, high control exacerbated the negative consequences of high demands on anxiety, but not satisfaction.

Qubati (2014) focused on the impact of work locus of control and self-esteem of academic staff that was investigated with specific attention paid to how it affects several aspects of job satisfaction in universities of Yemen. This study was conducted to determine the level of job satisfaction among the academic staff. The results indicated that analyses on job satisfaction predictors such as self-esteem and work locus of control revealed that they were strong predictors of job satisfaction. There was a strong direct relationship between self-esteem, work locus of control and job satisfaction.

2.5.3 Summary and Assessment

In the internal factors related to the work, work of control refers to jobs which give employees enough autonomy, let employees feel in their control. Typically, intensity of job control is determined by the staff's freedom degree. High control work means that employees have enough freedom to decide the way of work methods and work process themselves. So that they can get funnier, feel the higher job security, get more sense of accomplishment and improve work enthusiasm. In contrast, low control employees don't have enough freedom to decide what they

should go to finish the task, when completed, and how to complete. They are a particular way, the stipulated time, refers to the task of qualitative control. Such work is often boring, repetitive and boring. For staff working on low sense of control, due to their inner feelings, needs and subjective initiative is often ignored or missing, it is difficult to gain satisfaction from work. If companies want to reduce the loss of staff, prevent outstanding member job-hopping, enterprises should solve the problem of low employee job control.

2.6 Job Well-being

2.6.1 Implication of Job Well-being

The well-being is a very broad concept, it often contains personal perception, cognition, emotion, health and so on. Different scholar has its own definition on well-being. Lazarus (1991) argues that people not only can evaluate the event, also can evaluate the life and itself. A person produces pleasant or unpleasant emotions in the evaluation, which inspired the researchers' definition and measurement on well-being.

The well-being is usually divided into two parts: Subjective well-being (SWB) and Psychological well-being (PWB) (Miao, 2004). Diener (1984) argues that subjective well-being is assessment and experience for his life quality in accordance with standard. Waterman (1993) argues that psychological well-being includes the personal expressiveness, also called Eudaimonia, and more emphasis on the goal of pursuit well-being.

1. SWB based on the theory of happy

Research of subjective well-being began in the 1950s. Researchers thought that subjective well-being includes three elements: high positive effect, low negative effects, and the whole cognition and experience of life satisfaction (Diener, 1994; Busseri *et al*., 2007). Subjective well-being was an overall evaluation people feel about their own lives and experience the happiness (Deci & Ryan, 2008). Wilson (1967) believed that a person's subjective well-being from individual needs was satisfied timely, while a person's unhappiness because he couldn't satisfy the demand. Diener *et al*. (2000) believed that SWB is a general phenomenon, because SWB not only contains the personal emotional responses, also includes personal judgment of life satisfaction, and they puts forward the four dimensions of Subjective well-being, such as happy feeling, unhappy feeling, life satisfaction and life area satisfaction. As shown in table 2.1, happy feeling includes joy, euphoria, satisfied, pride, mercy, happiness and ecstasy; unhappy feeling includes guilt, sad, worried, anger, pressure, depressed and jealousy; life satisfaction includes desire to change your life, satisfied with the current life, satisfied with the past life, satisfied with the future life and outlook of husband and wife on life; life area satisfaction includes work, family, leisure, health, financial, personal and group. It can be seen that subjective well-being is the cognition of one's own life and the pleasant and unpleasant emotions experienced by people. It can be an evaluation of the overall life, or it can be an evaluation of specific events or areas, such as family, friendship, career, etc. Diener (2000) think that happy and unhappy feeling belong to the reaction. The individual satisfaction in areas of life and life is also important. In the measurement of SWB, if

the score is high, it means that the person is happy, but the data can't tell the reason why we the people happy.

Table 2. 1   Four Dimensions of Subjective Well-Being

Happy Feeling	Unhappy feeling	Life Satisfaction	Life Area Satisfaction
Joy	Guilt	Desire to change your life	Work
Euphoria	Sad	Satisfied with the current life	Family
Satisfied	Worried	Satisfied with the past life	Leisure
Pride	Anger	Satisfied with the future life	Health
Mercy	Pressure	Outlook of husband and wife on life	Financial
Happiness	Depressed		Personal
Ecstasy	Jealousy		Group

Source: Diener (2000)

Some scholars study the role of employees' subjective well-being in work. Neve and Oswald (2012) Using data from a large US representative panel, show that adolescents and young adults who report higher life satisfaction or positive affect grow up to earn significantly higher levels of income later in life. The study's results are robust to the inclusion of controls such as education, intelligence quotient, physical health, height, self-esteem, and later happiness.

Xi (2008) proposed three dimensions of the subjective well-being: emotional dimension, cognitive dimension and process dimension. Xing (2002) proposed subjective well-being measurements tend to be integrated, diversified measurement method. The tool to measure subjective well-being use the China urban residents' subjective well-being scale (SWBS-CC) which compiled by Xing (2004)

and "general happiness questionnaire," produced by Miao (2004), but no special measuring questionnaire of Chinese staff well-being. Ma (2013) proposed the relevant research of employee happiness also is the main measurement of subjective well-being.

2. PWB based on the theory of happiness

In the research of PWB, scholars took emphasis on the process of Personal Striving. Some scholars think that the Personal effort is a part of Personal motivation, because it reflects the target of the event, as well as the psychological and physiological state of well-being (Emmons & Adams, 1991). Other scholars by studying the importance of individual cognition, individual expression and realizing ego value，found that if a person is engaged in the implementation of self-worth, his happiness will be affected, and mainly in life satisfaction, job satisfaction, health satisfaction and the absence of job burnout has significant positive correlation (Little, 1993). It is important to note that Larsen and Diener (1987) argue that SWB and PWB can appear at the same time.

Ryff (1996) proposed that, the study of a person's psychological well-being should not only consider the positive psychology of the individual, also need to consider individual facing different challenges in the different stages of life. So, the self –acceptance, relations with others, autonomy, environmental mastery, the purpose in life, and personal growth, is considered one of the key elements for psychological well-being. These factors explain psychological well-being has an impact on individual life and health.

In Waterman (1993) definition of PWB, the "eu" on behalf of good health and "daimon" on behalf of true oneself. And daimon also represents the potential of

each person and each person's maximize self-actualization. Therefore, Waterman attempts to represent one's self-realization and best state of mind through measurement of PWB.

In Waterman's study, he also mentioned the PWB is correlated with SWB. But the two are different levels of happiness. A person when he feels PWB under the self-realization is not necessarily can feel a lot of SWB (Telfer, 1998).It is important to emphasize that, although theoretical background of Waterman and Ryff（1994） comes from Aristotle's theory of happiness, but the PWB and SWB are essentially different, because Waterman and Ryff（1994） studied with different methods.

Guest and Clinton (2010) has carried on the empirical research of employees' well-being based on the theory of PWB. He thought that the employee's PWB includes four dimensions: career self-efficacy, anxiety - satisfaction, frustrated - degree of enthusiasm, is agitated, and in the study he found that the staff's self-efficacy and commitments have a strong correlation which because employees feel autonomy.

Employee frustration - enthusiasm and fidgety depends on the work or job security, while the employee's anxiety- satisfaction related with the psychological contract violation, organization , supervisor support, whether can do their glad work and other factors. But it is worth noting that the dimensions of the research on psychological well-being mostly reflect the negative psychological well-being measure dimensions, this measuring dimension difference from Ryff and Waterman's （1994）study. Clinton and Guest (2010) pay close attention to the enterprise of temporary employees or contractors, so this research has some limitations. In the study, Clinton and Guest also view the influence of psychological contract on

employees' working attitude. Some new generation employees even if there is a very good job also not happy, and some new generation employees don't have a job is very happy. We are uncertainty what kind of values and motivations can affect their well-being in China's new generation staff growth environment, and relativity between PWB and SWB in work environment.

Diener (2000) put forward the meaning of well-being on the basis of predecessors' researches; he thought that well-being is positive feelings and cognitive evaluation toward work. Job well-being is performance what well-being in the field of work. It is the positive or negative emotions. Warr (1990) found job well-being including negative, enthusiastic, anxiety and well-being, compiling subjective well-being scale of the working situation.

This research suggests that job well-being has relevance with SWB and PWB. Job well-being is a very complex concept, in this research it is defined as: employees experience the emotion of the positive or negative in the working process of the goal for life which meet the demand of self-actualization.

2.6.2 Related research of Job Well-being

1. Influence factors of well-being

Warr (1987) argued that happiness contains two major factors: subjective well-being and psychological well-being. However, these two factors reflect the two different philosophies. In the study of job well-being, subjective well-being (SWB), job well-being and psychological well–being (PWB) are considered to be the elements of measuring job well-being (Page & Brodrick, 2009). Robertson and Cooper (2011) also argue that psychological well-being includes the subjective

well-being of individuals to experience the joy of feeling in doing something. Therefore, in the empirical research on employee well-being, both the measurement of well– being may be used.

Kahneman (1999) referred to the concept of baseline in the research, Kahneman argues that even the one person in the life has experienced a major life change, his happiness after a temporary change, will eventually return to its original baseline.

Della (2010) put forward Sustainable Happiness Model (SHM) based on baseline theory. In the model, he considered the influence factors of subjective well-being are divided into genetics, life circumstances and activities and practices. Relative to the activity changes, people adapt more quickly to changes in environment. Lyubomirs *et al*. (2011) argued that on SHM, baseline should be understood as a happiness interval, baseline is the intermediate point in the interval. People according to the static and dynamic characteristics of life, happiness will be corresponding fluctuation.

In the study of the job well-being, some scholars put SWB and PWB together for measuring as shown in figure 2.4. It not only pleasure and arousal elements which reflect the SWB to measure individual emotions, but also use self-validation which reflect the PWB to measure. Warr (2011) also proposed job well-being contains three aspects, environment, personal, and personal perception under the environmental. In Warr's （2011）empirical research, he measure the level of job well-being from environment how to affect individuals, so his choice of work environment characteristics includes: opportunity for personal control, opportunity for

skill use, externally generated goals, variety, environmental clarity, contact with other, the availability of money, physical security and valued social position.
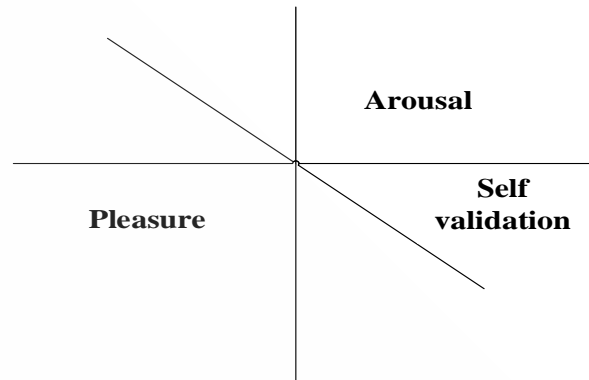
Figure 2. 4   Model of well-being

Source: Warr (2011)

Warr (2011) argued that environmental impact on job well-being such as vitamin on human body. When people was lack of a vitamin, to take it will be good for body, but if overdose it is bad to the body. The same as job well-being, if the environment affect job well-being more than a certain critical point, employees would feel unhappy.

Table 2. 2   Factors of Psychological Well-being

Eudemonic	Hedonic
Self-Acceptance	Happy
Positive Relationship With Others	Subjective Well-Being
Autonomy	Positive Emotions
Master the Environment	
The Meaning of Life	
Personal Growth	

Source: Robertson and Cooper (2011)

Robertson and Cooper (2011) combined with Diener (1994), Ryff and Waterman's（1996） theory, put forward happiness factors; the happiness was divided into two dimensions: Eudemonic and Hedonic, as shown in table 2.2. Eudemonic happiness focuses on the meaning and self-realization of life, while hedonic happiness focuses on the acquisition of pleasure and avoidance of pain. Eudemonic includes self-acceptance, positive relationship with others, autonomy, master the environment, the meaning of life and personal growth. Hedonic includes happy, subjective well-being, and positive emotions. Based on this, Robertson and Cooper (2011) creates the ASSET model of measuring job well-being. The ASSET model is derived from the theory of goal setting. The model reflects the effect of a specific set of work environment factors on employees' psychological well-being. At the same time, this model also explains the influence of employees' psychological well-being on the individual level and even the organizational level. In the relationships between work and employees' psychological well-being, Robertson and Cooper (2011) thought high happiness helps to improve the operation effect of organizational.

Edgar *et al. (*2015) uses three dimensions which are pleasant feeling, life satisfaction and subjective well-being to study the relationship between job well-being and job performance. The research found that only the life satisfaction has strong correlation with subjective performance.

Miao *et al.* (2009) thought we do empirical research on well-being; we should related theory model with econometric model, to ensure the accuracy and validity.

Seligman (2012) argued that study happiness should be considered from five aspects: positive emotions, personal participation in an activity, personal

understand the meaning of life, a positive relationship between people and personal accomplishment. Therefore, Happiness construct by different dimensions which are emotional, psychological factors, personal ideal and life satisfaction.

Research of personal emotions began in the 1960s. Hilgard (1980) argued the generation of emotion is based on motivation and cognitive theory. Happiness is a positive emotional expression. Avery *et al*. ((2011) argues that if a person has the positive emotions and happiness, then that person will have better health, job and life.

Luhmann (2012) purposed that life events have very different effects on affective and cognitive well-being and that for most events the effects of life events on cognitive well-being are stronger and more consistent across samples. Different life events differ in their effects on SWB, but these effects are not a function of the alleged desirability of events.

Luhmann *et al*. (2015) purposed that subjective well-being (SWB) is not only influenced by people's individual characteristics but also by characteristics of the places where they live.

This research reviews the domestic and foreign research achievements about well-being, found that many factors influence well-being, and all kinds of factors will be a comprehensive impact on job well-being, the interaction between some factors. The composition of well-being is different, influence is also differences. According to the research purpose, the influence factors are summarized into four categories: job characteristic, human resource management, Organizational culture and atmosphere, leadership and interpersonal skills. As shown in the table2.3.

Table 2. 3   Summary for the Independent Variables of Job Well-Being

Category	The Independent Variables of Job Well-Being
Job characteristics	Job characteristics (Karasek,1979;Warr,1999;van Veldhoven *et al*.,2005)
	Work obsessed,Job involvement (Shimazu &Schaufeli,2009;Shimazu *et al*.,2012)
	Healthy work practices (Grawitch *et al*.，2006)
	Job requirements and control (Van der Doef *et al*.,1999)
	Decision-making dimension,Job requirements (Warr,1990)
	The meeting time requirements (Rogelberg *et al*.,2006)
	Changes in workplace (Anderson-Connolly *et al*.,2002)
	The workplace person-to-person contact (Dimotakis *et al*.,2011)
	Role nature (Baruch &Barnett, 1 986)
	Attendance motivation (Johns,2009)
	Work motivation (Wegge *et al*.,2006)
	Job complexity (Warr,1987)
	Job resources ,The needs of work (Bakker *et al*.,2003)
	Working time (Luttmer,2004)
	The work itself (Bakker *et al*.,2003)
	Job burnout (Yang *et al*.,2008)
	Work value (Wang,2011)
	The physical environment (McGuire &McLaren,2009)
	The working conditions (Grebner *et al*.,2005)
	The division of labor (Scitovsky, 1992)
	Career development (Danna&Griffin, 1999)
	Professional identity (Chen, 2012)
	Availability (Cuyper *et al*., 2008; Cuyper *et al*., 2011)
	Working suggestion (Wood, 2008)
human resource management	Strategic human resource management (Brown *et al*., 2009)
	Human resource practices (Kooij *et al*., 2013; Turner, 2008)
	Human resource policies and practices (Vanhala & Tuomi, 2006)
	High participate in the working process (Mac&Boxal, 2008)
	Human resource atmosphere (Xu&Li, 2013)

Category	The Independent Variables of Job Well-Being
	Employment contract (Isaksson *et al.*, 2005)
	Retirement transition (Kim&Moen, 2002).
	Total compensation (Huang&Xu, 2007)
	Individuals, organizations match (Wang, 2014)
	Industrial relations (Heaney *et al.*, 1993)
Organizational culture and atmosphere	Organizational culture (Diener *et al.*, 2003;Wang, 2011)
	work - family culture In the organization (Beauregard, 2011)
	Organizational climate (Yang *et al.*, 2008)
	Organizational support (Thompson & Prottas, 2006; Wang, 2014)
	Transformational leadership (Arnold, 2007; Kelloway *et al.*, 2012).
	Ethical leadership (Kalshoven&Boon, 2015).
	Positive leadership (Kelloway *et al.*, 2013)
	Good faith led (Zeng, 2013; Zheng&Liu, 2008).
	Leadership behavior (Kuoppala *et al.*, 2008)
	Leadership legitimacy (Keyes *et al.*, 2000)
	Managers behavior (Gilbreath&Benson, 2004)
	Management support (Moyle, 1998)
Leadership and interpersonal skills	The manager feedback (Sparr&Sonnentag, 2008)
	Managers of empathy (Scott *et al.*, 2010)
	Abuse of shame management (Lin *et al.*, 2013)
	Leadership features (Reb *et al.*, 2014)
	Positive leadership and subordinate relationship (Aycan&Eskin, 2005; Kramer&Tyler, 1996; Herrbach &. Mignonac, 2004; Morris&Feldman, 1996).
	Leaders - staff exchange relationship (Sparr&Sonnentag, 2008).
	Relationships (Cohen&Wills, 1985; Wang, 2011)
	Comrade emotion (Baumeister&Leary, 1995; Haller&Hadler, 2006).
	Mutual trust relationship (Kramer&Tyler, 1996).
	Partner satisfaction (Simon *et al.*, 2010)

Source: summarized according to the literature.

2. Measurement of job well-being

In the measurement of well-being, the most commonly used methods are external measurement method and questionnaire method. The external measurement method is based on the frequency of occurrence of explicit behavior related to well-being, but it ignores the inherent subjective cognitive characteristics of the subject, so it is rarely used in the field of social science research. Questionnaire method is now the main research tool for researchers to measure well-being (Zhao, 2012).Although scholars have done a lot of research on well-being, there are many different factors influencing well-being due to researchers' individual cognitive experience and their theories on well-being. Therefore, there is no representative and unified measure of well-being yet. The following are the measurement tools of well-being that are commonly used and discussed by scholars, which are respectively illustrated in table 2.4.

Table 2. 4   Summary of Measurement Tools about Job Well-Being

Researcher (Year)	Name	Dimensions
Dupuy (1975)	General Well-being(GWB)	Health worries; Energy; A fulfilling and interesting life; A mood of depression or joy; Emotional behavior control; Relax or tense
Campbell, Converse, and Rodgers (1976)	Overall emotion and happiness index	Overall emotion; life satisfaction
Argyle, Martin, & Crossland（1989）	Oxford happiness scale (OHI)	Positive cognition; Social commitment; Positive emotion; Control; Good health; Self-satisfaction; Mental alertness
Ryff (1989)	Psychological Well-being（PWB）	Self-acceptance; Positive interpersonal relationships; Autonomy; Environmental control; Life goals; Personal growth
Waterman (1993)	Self-actualization questionnaire	Self-realization; Enjoy the fun
Lin（1996）	Well-being scale	Self-affirmation; Life satisfaction; Personal relationships; The physical and mental health
Lu & Shih (1997)、Shi（1995）、Lu（1998）	Chinese Well-being scale(CHI)	Optimistic; Social commitment; Positive emotion; Control; Good health; Self-satisfaction; Mental alertness; Harmonious relations; Appreciation by others; Material satisfaction; Work achievements; Live better than others; optimistic
Hills & Argyle (2002)	Oxford happiness questionnaire	A single dimension of happiness
Abbott *et al.*(2006)	Psychological Well-being（PWB）	Autonomy; Sense of environmental control; Personal growth; Positive relationships with others; Purpose of life; Self-acceptance

Source: summarized according to the literature.

3. Each dimension meaning of job well-being scale

After various assessments, the Psychological well-being scale proposed by Abbott (2006) and Ryff (1989) meets the needs of this study. Moreover, it has been widely used in academic studies for a long time, and is still used by many scholars to measure well-being (Parihar & Agarwal, 2015), which has good reliability and validity. Therefore, this study used this Psychological well-being scale compiled as a tool to measure happiness.

As the research object of this study is Chinese personnel on service industry, this study combine the views of Ryff (1989) and Wen (2006), and the connotation of each dimension of well-being is described as follows:

Environmental mastery: An individual has the ability to choose or create his or her own environment according to his or her mental state, which is considered as a feature of mental health.

Personal growth: Continuous Personal growth and self-realization, which is the most similar to Aristotle's concept of happiness in the perspective of happiness.

Positive relations with others: it emphasizes the importance of warm and trustworthy interpersonal relationships, and the ability to love others is regarded as an important component of mental health.

Self-acceptance: the main characteristics of self-acceptance are psychological health, that is, self-realization, personal best ability and mature personality.

Job value: Job value refers to the goal and value of job. People who have specific work goals and expectations about the value of their work are more likely to be happy at work.

Benefits: Although labor is supposed to be a pleasure. But in real life, unpaid work isn't going to make people happy. Benefits include income, opportunities for training, and opportunities for income growth, a good work environment, and appropriate compensation.

2.6.3 Summary and Assessment

What is well-being has always been a controversial topic. But Deci and Ryan (2011) argue it is consistent that selfish can't bring well-being, only live purposeful in certain social values can bring happiness.

Ryan *et al.* (2008) thought why the current definition of well-being has not been unified mainly because the consistency of research objects was fuzzy. From its positive and negative emotions, individual self-realization dimension, to the goal and significance of the life, actually did not give people a consistent view people the pursuit of happiness is a process, or the pursuit of the final result. This study do not want to pay more attention to the concrete definition of well-being, but to put forward well-being, especially PWB pay more attention to the contents of the personal life, and the process of pursuit for a better life. While SWB pay more attention to result, that is, people get positive emotions without pain.

Therefore, this research suggests to measure personnel's job well-being due to predict important values which the employees care. These values in the process of implementation, will bring them happiness and health whether life or work.

The main purpose of Aristotle to explore SWB is to find the most representative values and lifestyle for individual well-being (Deci & Ryan, 2008). And the core of human resource management is the management of people. Both in

terms of the employee's values and behavior should match the corporate vision and values. Management should be combined with social responsibility to guide employees' values and behavior.

In conclusion, research on SWB pay attention to psychological experience when material need was satisfied. Research on PWB focuses on the psychological experience of life value and self-potential realization. This research argues that both SWB and PWB can't fully reflect the essence of well-being. Because well-being is employee's subjective feeling, is the subjective evaluation of work and life. But the evaluation is objective; it depends on objective conditions and employee needs and value. It can be said that the two kinds of well-being research for well-being is indispensable.
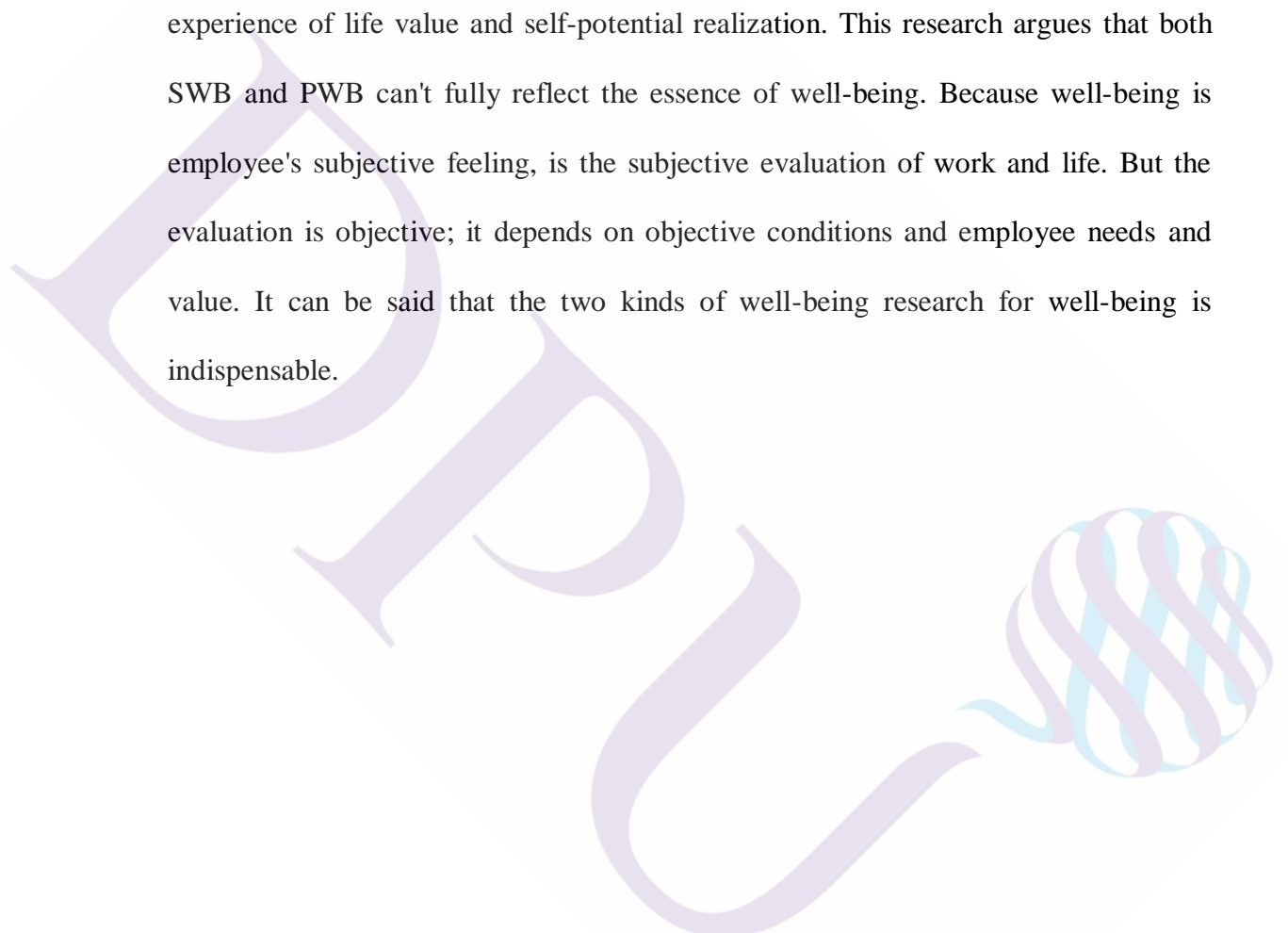
CHAPTER 3

METHODOLOGY AND DESIGN

This study aims at exploring the impact of the job competence of service personnel on job well-being. The method of quota sampling is used to study. The study choose personnel from telecommunication, finance, tourism and education service companies as the research object in China. In terms of data analysis, the study used statistical analysis tools such as SPSS and AMOS to conduct descriptive statistics, correlation analysis, confirmatory factor analysis, structural equation model analysis, regression analysis, reliability and validity test of scale, etc. This chapter consists of five sections. The first section introduces the research structure and hypothesis. The second section introduces research tools, the third section introduces research methods and questionnaire issuance, the fourth section introduces common method variation, and the fifth section introduces data analysis methods.

And the steps of this research are as follow:

1) Collect and read relevant literature, to determine the research direction.

2) Review the literature according to the research direction

3) Prepare the questionnaire draft

4) Send the draft questionnaire to relevant experts and scholars to amend and audit questionnaire

5) Implement the preliminary investigation

6) According to the analysis of preliminary investigation, factor analysis and reliability test results, delete inappropriate items, establish the formal questionnaire

7) Implement the questionnaire survey

8) Data processing and statistical analysis of questionnaire data

9) Summarize the results of the study and put forward conclusions and Suggestions
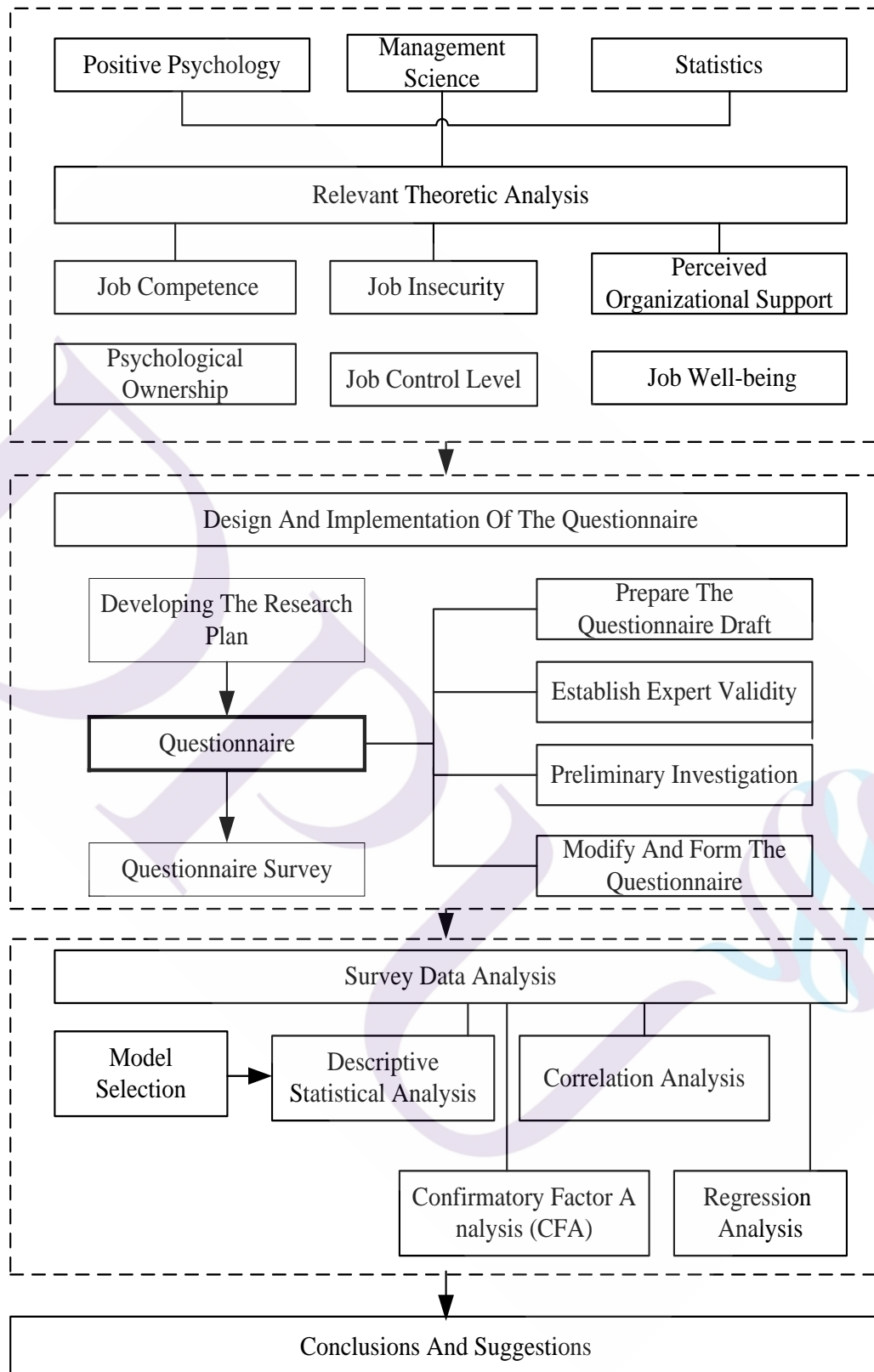
Figure 3. 1　Research Steps

3.1 Conceptual Framework and Hypothesis

As a specific aspect of competence research, this research focuses on personnel from service industry, it has to investigate both individual characteristics and employees' conceptual skills when designing indicators. Therefore, Referring to Zhu *et al.* (2014), the research improves its design and establishes a service industry personnel's competence model, which includes customer insight, customer communication and customer service.

Job well-being refers to well-being in the work. It is employees' positive or negative emotions caused by their judgment on the level of realization in the organization. Warr (1990) thinks that job well-being should include negative aspects, passion, anxiety, and comfort and so on, and he has designed a subjective well-being scale under work context. Based on the research of Warr (1990), Horn *et al.* (2004) has completed a Germany teachers' job well-being scale, which is made up by five facets: motivation, emotion, behavior, cognition and spirit. This research referred to the psychological well-being scale designed by Abbott *et al.* (2006). It consists of five dimensions: job value, benefits and income, environment control, self-acceptance, and interpersonal relations.

Job well-being is employees' specific feelings and evaluation on their work or working environment. In terms of the relation between job competence and job well-being, Waterman (1993) thinks that the improvement of working skills can raise employees' self-realization, and then makes them feel happy at work. Abraido (1997) infers that individual capacity plays an important role in job well-being. Ryan (2000) and other scholars believe the satisfaction of individual's needs for autonomy, skills

and relation are the key factors for job well-being. Thus competence helps to promote job well-being.

Based on the former literature review, this research deduces that service personnel's competence to some extent affects job well-being. Therefore, the research frame shows as the followed figure 3.2:
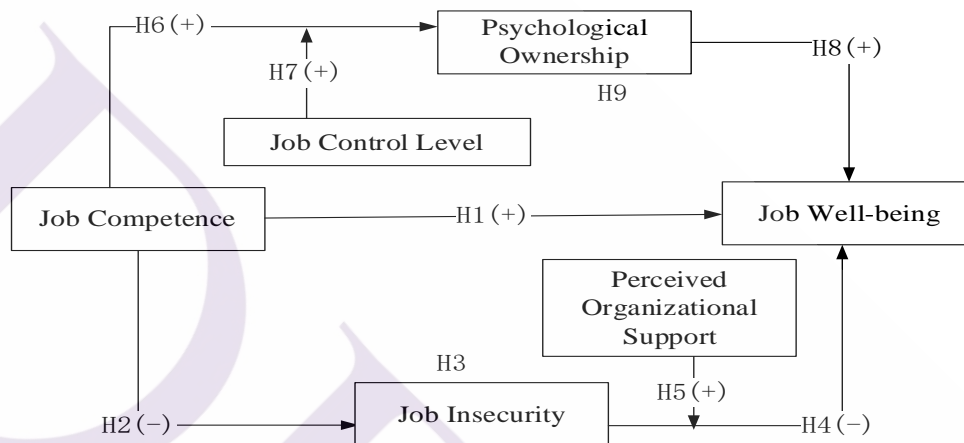
Note: "+"and"-" represents positive and negative influence between variables.

Figure 3. 2 Conceptual Framework

In the research framework, job competence of personnel in the service industry is the independent variable. Job well-being is the dependent variable. Job insecurity and psychological ownership are mediators. Moderators such as organizational support and job control level are also added in this research in order to discuss their effects on job competence and job well-being.

3.1.1 The Effect of Job Competence on Job Insecurity

So far there is still divergence on the definition of job insecurity in the theoretical field, and many scholars have proposed their own understanding from the perspective of themselves, for example, the expectation on job steadiness, anxiety on job maintenance in the future, subjective anticipation on certain important or

involuntary issues. Hellgren *et al*. (1999) made a distinction between quantitative job insecurity (afraid of losing a job) and qualitative job insecurity (afraid of losing important working features, for example: terrible working conditions, inadequate job opportunity, lower salary, anxiety of individual adaptability in an organization in the future, etc.). Hellgren *et al*. (1999) have found that qualitative job insecurity is more closely related to working attitude, while quantitative job insecurity is more closely related to health and disease (well-being). This research adopts the multi-dimensional definition of job insecurity: job insecurity refers to employee's powerlessness on keeping expectation in a threatened working environment. Such powerlessness includes the anxiety of losing job, or that of losing certain working features and resources. (Greenhalgh and Rosenblatt, 1984; Witte, 2016; Reichert, 2015)

Job competence can help employees to find a job and cope with job insecurity (Fugate *et al*.,2004), because compared with employees with less choices in the labor market, those who have more choices are less influenced by job insecurity. Job competency can bring positive career development results to employees, such as reducing job insecurity (Kuijpers, 2006). In addition, it can bring positive employee behaviors to the organization, such as improving employees' job satisfaction in the organization (Kong *et al*., 2014). Wang and Su (2017) investigated 326 preschool teachers in Sichuan, Chongqing, Tibet, Guizhou and Beijing to explore the influence mechanism of preschool teachers' competency, occupational pressure, occupational identity and job burnout on occupational happiness. The results show that preschool teachers' competence is positively correlated with occupational identity and job satisfaction, and negatively correlated with job burnout. Zhao (2010) found a significant positive correlation between teacher happiness and teacher competence and teaching efficacy. Teaching efficacy plays a part of mediating role between

teacher competence and teacher happiness. Wang *et al*. (2015) found that the competency of enterprise managers was significantly positively correlated with performance and happiness. Ma (2015) found that there was a significant positive correlation between physical education teachers' competence and professional happiness. Wang *et al*. (2018) proposed that organizational support and competence of preschool teachers are protective factors, which are conducive to improving their professional happiness. Luo (2019) proposed that there is a significant positive correlation between teacher competency and teacher professional happiness. Shen (2019) found a significant positive correlation between competency, job performance and subjective well-being.

On the mediating effect of job insecurity, Cuyper's (2008, 2014) research directly shows the relation between job competence and job well-being, and the mediating effect of job insecurity. On one hand, there is a positive correlation between job competence and job well-being; on the other hand, job insecurity plays a mediating role in the relation between job competence and job well-being. Xie and Song (2017) proposed that employability could indirectly affect job satisfaction through occupational self-efficacy, job insecurity and the chain mediation of the two. Su (2016) studied the mediating role of job insecurity in the relationship between self-perceived employability and subjective well-being of knowledge talents. It is concluded that self-perceived employability negatively affects job insecurity and indirectly affects subjective well-being through the mediating effect of job insecurity. Because of the correlation between employability and talent's self-perceived employability and job competency, this study believes that job insecurity plays an intermediary role between job competency and job well-being. Based on the above literature, hypothesis 1-3 can be inferred in this research:

H1: Job competence has a significant positive effect on job well-being.

H2: Job competence has a significant negative effect on job insecurity.

H3: Job competence has an effect on job well-being mediated by job insecurity. Job competency is stronger, less job insecurity, and higher job well-being.

3.1.2 The Effect of Job Insecurity on Job Well-being

As a subjective feeling, job insecurity will certainly have an impact on individual. A great amount of empirical research shows that job insecurity has an influence on both physical and mental health of an individual as well as his well-being. Researchers hold that there is a negative correlation between job insecurity and employee's health. Physical disease, mental stress, job – entertainment imbalance will increase with the increasing level of job insecurity (Ashford *et al.*, 1989; Barling & Kelloway, 1996; Hartley, 1992). Meanwhile, job insecurity is closely related to mental well-being (Burchell, 1992; Borra & Gómez, 2016). Vertical research indicates that job insecurity will lead to low job well-being (Ferrie, Shipley, Marmot, Stansfeld & Smith, 1998; Hellgren & Sverke, 2010; Nelson, Cooper & Jackson, 1995; Elst, 2014). The research of Hynek (2010) collects data of 23,245 workers from 16 European countries at the age of 45-70. According to the research results, the relation between job insecurity and health does not vary significantly between different ages, genders and education levels, but those who face job insecurity have a relatively poor health condition. According to a research done by Chen *et al.* (2005) among 8,705 men and 5,986 women at the age of 25-65, job insecurity occurs more often in employees with lower education level, blue-collar workers, construction workers, or employees serve in small companies. The result of regression analysis reveals that there is a significant negative relation between job insecurity and health. Research on

the relation between job insecurity and health has reached a generally consistent conclusion. Scholars have conducted a great amount of research on the relation between job insecurity and job well-being, and the result shows that there is a negative correlation between them. Most of such research focuses on the consequence of overall anxiety on job steadiness among employees (quantitative job insecurity), while few of such research focuses on the threat to important working features (qualitative job insecurity). This is in accordance with the research result of Silla (2009). In addition, according to the result of De Witte's (2014) study on the relationship strength between qualitative/quantitative job insecurity and job well-being, both qualitative job insecurity and quantitative job insecurity have significant effects on job well-being. Griep (2016) believes that job insecurity is harmful to health and brings low life satisfaction. Job insecurity, as an important source of stress in work, tends to cause a stress response, thus affecting employees' happiness. For example, Elst *et al.* (2011) found through empirical research that job insecurity made them experience stronger negative emotions, which negatively affected their happiness. Rundmo (2007) believes that job insecurity has a significant negative predictive effect on psychological well-being. Witte *et al.* (2016) pointed out that there is a significant positive correlation between job insecurity and job dissatisfaction. Feng *et al.* (2008) found that job insecurity has a significant negative impact on employees' job happiness and job performance. Based on the above literature, hypothesis 4 can be inferred in this thesis:

H4: Job insecurity has a significant negative effect on job well-being.

3.1.3 The Moderating Effect of Perceived Organizational Support

What's more, a great amount of research shows that perceived organizational support has a moderating effect on the relation between job insecurity and job well-being. Eisenberger *et al*. (1986) first proposed the organizational support theory and the idea of perceived organizational support in the mid-1980s. Perceived organizational support is the employees' cognition and view on whether or not their organizations care about their benefits and value their contributions. Also, he designed questionnaires on perceived organizational support and proved its high reliability by empirical analysis. Relevant research shows that there is an obvious positive relation between perceived organizational support and job satisfaction/positive emotion, and job satisfaction and positive emotion are exactly essential parts of job well-being (Rhoades, 2002; Panaccio &Vandenberghe, 2009). Nye & Witt (1993) showed a positive relationship between organizational support and job satisfaction. Tan (2007) shows that there is a significant positive correlation between organizational support and job satisfaction. Liu (2008) showed that employees' perceived organizational support could well predict their job involvement and job satisfaction. Kwak *et al.* (2018) found that lack of organizational support was positively correlated with job dissatisfaction. Other scholars believe that social support can provide people with help both materially and mentally, thus increasing positive emotions and promoting well-being. Research (Li *et al*., 2011) into employees' shows that organizational support and job well-being are closely related. Good organizational support can help to promote job well-being for employees (Chen, 2014). Many scholars have made direct research on the moderating effect of perceived organizational support. Erdogan (2007) and Kurtessis (2015) think that organizational support can adjust the relation between Leader-member exchange and job satisfaction/job performance. Chen (2015) points out that organizational support

has a significant moderating effect on job value and the "demission capital perception" factor in turnover intention. Zhu *et al.* (2014) found that organizational support plays a moderating role between personnel's competency and job happiness. Liu (2011) found that the negative effects of work-family conflicts on work performance could be improved with perceived organizational support. Based on the above literature, it can be known that there is a certain correlation between organizational support and job satisfaction, and perceived organizational support is used by most scholars as an intermediary or moderating variable. So hypothesis 5 can be inferred in the thesis:

H5：With the increase of perceived organizational support, job insecurity on job well-being negatively influences is smaller.

3.1.4 The Effect of Job Competence on Psychological Ownership

The concept of psychological ownership, first proposed by Pierce *et al*. (1991), is in contrast to the concept of formal ownership. It refers to "a state" that an individual believes the object belongs to him. The fundamental difference between "psychological ownership" and other psychological state is the relation between oneself and the object. After putting forward the concept of psychological ownership, Pierce *et al*. (1991) believes that formal ownership does not directly or independently influence the attitude, motivation and behavior of employees with such ownership, but it will form a psychological ownership and indirectly influence the attitude, motivation, behavior and job performance of employees.

There are relatively few studies on the antecedents of psychological ownership. Zhu and Liu (2011) believe that factors affecting psychological ownership

include work characteristics and interpersonal communication, and their empirical research shows that interpersonal relationship can positively affect the psychological ownership of organizational members.

The higher job competence an employee has, the more contribution he will make to the company, and he will in turn be valued by the company and get more opportunities to participate in management. With the guidance of leaders, he will actively take part in matters closely related to him, including setting goals, discussing plans, making decisions in a real sense and solving problems. The participation in management will offer employees a sense of achievement and make them carry out work delightedly, thus leading to high efficiency. Therefore, the achievement motivation of employee has a strengthening effect on psychological ownership (Ni & Wang, 2015). Based on the above literature, hypothesis 6 can be inferred in the thesis:

H6: Job competence has a significant positive effect on the psychological ownership.

3.1.5 The Moderating Effect of Job Control Level

Job control level refers to employee's perception of his control over all aspects of the working environment, including control of every task, implementation and arrangement of task, working pace, working schedule, working procedure, physical environment, and arrangement of layout (Thomas & Ganster, 1995). The higher job competence an employee has the higher job control level of his participation. He will get more right to know, right of participating indecision making and right of control at work, thus having stronger psychological ownership. Pierce (2004) verifies by experiment that employee's control plays a moderating role in the relation between three factors (technology, autonomy, right of participating in

decision making) in working environment and psychological ownership. Recently, Michael and Pierce (2006) have explored the relation between three structures (also the three influential factors of psychological ownership) in working environment and psychological ownership, as well as the relation between citizen's organizational behavior and organizational commitment. He considers that the lower the working environment constitution is, the more right of control and right to know an employee will have, thus helping to develop psychological ownership and intensifying organizational commitment (Pierce *et al*., 2004). Based on the above literature, hypothesis 7 can be inferred in the thesis:

H7：With the increase of job control level, the positive effect of job competence on psychological ownership is greater.

3.1.6 The Effect of Psychological Ownership on Job Well-being

Psychological ownership is first proposed in the study of the employee stock ownership plan (ESOP), which refers to a state of mind that the individual ownership seems to be part of the target or target belongs to own.

Psychological ownership is defined as a state in which an individual's overall ownership of a particular goal or part of it is his own in psychological cognition (Pierce &Dirks, 2001). It reflects a psychological process of self-expansion, that is, the psychological connection between acquisitiveness and goal attribution. Based on Pierce's research, the scholar Zhu has sorted out three motivations for psychological ownership: individual's efficiency motivation to explore and change the environment, self-identity motivation, and spatial motivation to possess the required territory and space (Zhu & Liu,2011).The concept of organizational psychological

ownership was proposed because scholars applied it to the field of organizational management (Dyne & Pierce,2004). Some scholars explored the promotion effect of psychological ownership on organizational positive behavior (Pan, 2012) and the positive correlation between psychological ownership and job satisfaction (Liu & Wang, 2010).

Scholars also use psychological ownership application in the field of marketing, and point out that the psychological ownership refers to the customer take the enterprise or its products produce a strong sense of belonging and possession. It reflects some kind of emotional connection between the enterprise and its products of the customer. In the following study, the scholars found that psychological ownership for employee's work attitude and behavior also can have a positive impact (Chou, 2015). Researches show that psychological ownership can improve the organizational commitment, increasing job satisfaction and role behavior, promote the organizational citizenship behavior, reduce the turnover rate, decrease resistance of organizational changes etc.

In the psychological ownership theory, researchers point out that possession of organization can satisfy the basic human needs, and lead to an individual positive judgment. The experience of his possessions to form a positive evaluation, and higher evaluation than that they don't own or the similar object. Therefore, when the members of organization produces psychological ownership, that is their right to have an impact on their work, organization and feel they blend in their organizational roles, they should have a higher level of overall satisfaction, this will affect their job satisfaction. On the contrary, if these needs are not met, the employees only feel very low organizational psychological ownership, general and specific evaluation judgment will be negative. Empirical aspect, some scholars study verifies

the correlation between psychological ownership and employee satisfaction (Dyne, 2004). Du(2014) believed that psychological ownership would have an impact on employees' happiness.

Formation of psychological ownership can generate effect in many aspects and produce a sense of responsibility, which includes devoting excessive time and energy to the organization, protecting and caring for the organization, being willing to bear certain risk for the organization and sacrifice for the organization (Pierce, 2001). Employee's devotion to the organization, including energy, time, effort and attention, will make him feel that he and the organization integrate into one and share weal and woe. In this way, he believes that the achievements of the organization also belong to him in some way, thus promoting job satisfaction and job well-being (Heponiemi *et al.*, 2014).Studies have shown that psychological ownership will affect employee's work attitude, such as positive correlation. Between psychological ownership and employees' organizational commitment (Dyne & Pierce, 2004; Avey, 2009), job satisfaction (Dyne & Pierce, 2004) and intention to remain (Avey, 2009). In addition, Peng (2018) believes that the competency of special education teachers has a positive impact on occupational happiness, and the psychological capital of special education teachers plays a part of intermediary role in the positive impact of competency on occupational happiness. Li (2012) proposed that psychological ownership has a significant positive impact on job satisfaction.

Based on the above literature, hypothesis 8 can be inferred in the thesis:

H8: The psychological ownership has a significant positive effect on job well-being.

Hypotheses 1，6 and 8 are summarized in research framework above. Obviously, this pattern of assumptions encourages thinking within a mediation

framework specifically; the relationship between job competence and job well-being (H1) might be mediated by psychological ownership. Other conditions for mediation are that job competence relates to psychological ownership (H6), and that psychological ownership relates to job well-being (H8).This assumption of mediation will be investigated in Hypothesis 9, as follows:

H9: The relationship between job competence and job Well-Being is mediated by psychological ownership. The stronger one's job competency, the higher his psychological ownership and his job well-being is stronger.

3.2 Research Tool

This research based on questionnaires to collect the required information. The research tool is questionnaire of personnel's job competence from service industry and job well-being. About the questionnaire, on the basis of literature, and with reference to domestic and foreign relevant questionnaire, the study prepare the first draft of the questionnaire. Later, this research will ask experts review, put forward amendments, launches the content validity of the questionnaire analysis. After collecting the expert opinion, this research will revise the questionnaire and pretest. When Pretesting is completed, after an analysis of reliability and validity, this research will complete the full questionnaire and questionnaires. Detailed instructions are as follow:

The questionnaire will be divided into seven parts: personal background information, job competence scale, job well-being scale, job insecurity scale, psychological ownership scale, job control level scale, and perceived organizational support scale. Using Likert's five point scale, the questions will have five options,

scoring from strongly disagree (1 points), disagree (2points), ordinary (3 points), agree (4 points) to strongly agree (5 points).

3.2.1 Personal Background Information

A) Gender: male/female

B) Age: according to the born year

C) Education: divided into four groups (high school graduate and below, college graduate, bachelor degree, master degree and above)

D) Position: divided into four groups (general staff, first-line managers, middle managers, top managers)

E) Length of Service

F) Enterprise Size: measured by the staff number

3.2.2 Job Competence

In this research, job competence refers to a kind of individual characteristic about job performance in specific position and organizational environment. This characteristic can be cognition, value or behavioral skill. As a concrete aspect of competence study, service personnel's competence has a three-dimension model, that is, customer insight, customer communication and customer service. Based on the related theories and service personnel's competence model designed by foreign scholars as well as Zhu & Xia (2014) and other Chinese scholars' scales of service personnel's competence, this research is going to unfold a well-qualified investigation. The questionnaire will use paired survey on both service personnel and supervisor, and in order to raise credibility, an average of them will be used. In Zhu's study,

Cronbach's α was 0.882 through analyzing the competency table of service personnel.

It indicates that the questionnaire has good reliability. This section includes 9 items.

Table 3. 1   Scale of Job Competence

Dimensions	NO.		Item
Customer insight	3	1	Classifying information obtained from the market quickly, sorting and organization, and is applied to the development of new customers
		2	As detailed as possible in advance to collect customer information, understand customer's real needs
		3	Pay close attention to detail in the process of talking to a customer, to be able to discern the customer psychology
Customer communication	3	4	Able to clearly inform the customer the value of the company's products will bring to him
		5	In the communication with customers, can effectively guide and control
		6	Good at listening and understanding the needs of customers, for any customers can quickly grasp the point of communication with them
Customer service	3	7	Always prepare well before visiting customers, in order to provide them with the best quality service
		8	In regular contact with the old customers, continuously to provide after-sales service
		9	Keep learning outside of work, so that can very professional to introduce the company's products to customers

Source: Zhu & Xia (2014)

3.2.3 Job Insecurity

The job insecurity talked in this research refers to the powerlessness employees feel to maintain continuous hope in a threatened work environment. This powerlessness might be the worry about losing a job or the concern of losing some work characteristics and resources.

This study used the job insecurity scale developed by Hellgren *et al*. (1999), which includes two dimensions: continuity and development. Continuous job insecurity refers to the recognition of threats to one's job continuity, including three items. Developmental job insecurity refers to the recognition of threats to one's own development, that included three reverse items, which will be scored in reverse in this study. The research reliability of the original scale was shown as follows: continuous job insecurity (0.79) and developmental insecurity (0.75) (Hellgren *et al*., 1999). In addition, when Cai (2012) cited the scale, Cronbach's ticks obtained from the study were: continuous job insecurity (0.823) and developmental insecurity (0.748), indicating that the scale has good reliability. This section includes 6 items.

Table 3. 2   Scale of Job Insecurity

Dimensions	NO.		Item
Continuity	3	1	I'm worried about being forced out
		2	I may risk leaving my present position within the next year
		3	In the near future, I may lose my present job and feel uncomfortable
Development	3	4	At my current workplace, my career opportunities are optimistic (R)
		5	I think the company will assign me challenging job in the future (R)
		6	I believe that my working ability will be needed in the future (R)

Source: Hellgren *et al*. (1999)

3.2.4 Perceived Organizational Support

The perceived organizational support talked in this research refers to employees' consciousness and opinions about whether the organization cares about the employees 'interests and values the employees' contribution. Eisenberger *et al.* (1986) developed a survey of perceived organizational support (SPOS) consisting of 36 items to measure POS, which proved to be a single dimensional scale (Shore &Tetrick, 1991). In recent years, most of the researches on the perceived organizational support adopted 17 items with high factor load from the original SPOS questionnaire, while some researches adopted fewer items (such as 5 items) without obvious problems, which may be because the scale has a single dimension and high internal reliability (Meng, 2010).A simplified version of the scale was used in this study. The scale consists of 5 items .

Table 3. 3   Scale of Perceived Organizational Support

NO.	Item
1	My company attaches great importance to my contribution
2	My company is very concerned about my personal goals and values
3	My company is quite concerned about my job welfare
4	If I need special requirements, my company will help me
5	My company is proud of my job accomplishments

Source: Eisenberger (1986)

3.2.5 Psychological Ownership

The psychological ownership discussed in this research refers to "a kind of state", that is, personal feelings about possessing a target object. The fundamental

difference between psychological ownership and other psychological states lies in the relation between self and target. This research will adopt the scale designed by Dyne and Pierce (2004). This section includes 7 items.

Table 3. 4   Scale of Psychological Ownership

NO.	Item
1	I think the company's problem is my problem
2	When people praise the company, I will feel very glorious
3	I care about others view of the company
4	I have strong sense of belonging to the company
5	I'd be happy to stay in the company to work for a long time
6	For me, the company has the unusual significance
7	I think I am a member of the family

Source: Dyne and Pierce (2004)

3.2.6 Job Control Level

The job control level discussed in this research refers to the workers' consciousness of control different aspects of their working environment. These aspects include controlling various tasks, task operation and arrangement, work pace, work timetable, work procedure, physical environment and layout arrangement. This research will use the scale designed by O'Driscoll *et al.*(2006). This section includes 5 items.

Table 3. 5   Scale of Job Control Level

NO.	Item
1	I can finish my work in my way
2	I know how is my performance assessment
3	I can handle this challenging job
4	I can obtain the needed information
5	I Can control the working conditions and environment

Source: O'Driscoll *et al.* (2006)

3.2.7 Job Well-being

The job well-being discussed in this research refers to the performance during work. It is the positive or negative feelings or emotions evoked by the realization degree and satisfaction degree of self-development, self-growth, interpersonal relationship and so on, which are offered by the organization they belong to. This research uses the psychological well-being (PWB) scale designed by Abbott *et al.* (2006) which refered to Ryff's (1995) maturity scale. The scale will include 5 dimensions: self-acceptance, job value, benefits and income, environment control and interpersonal relationship. This section includes 22 items.

Table 3. 6   Scale of Job Well-being

Dimensions	NO.	Item
Self-Acceptance	4	
	1	I'm very pleased with my past work performance
	2	I am satisfied with the status quo
	3	I like to be aggressive in my work
	4	I can complete the daily work happily
Job Value	6	
	5	Work can reflect my value
	6	Work is my interest
	7	I can improve myself and learn new knowledge at work
	8	Knowledge Learned can be used in the work
	9	Most of my Suggestions can be adopted
	10	Fewer mistake at work in the past
Benefits and Income	4	
	11	I have a good welfare
	12	I have some training opportunities
	13	I have chance to rise incomes
	14	I paid have get the corresponding reward
Environment Control	3	
	15	I can get good grades in the work
	16	I can create a favorable working environment
	17	I'm good at capturing opportunities
Interpersonal Relationship	5	
	18	When I meet with difficulties can get colleagues' care and help
	19	I can cooperate and fair competition with colleagues at work
	20	There aren't a lot of wrangling things bother me every day
	21	I can get along well with colleagues
	22	Work atmosphere is very good, everybody is unity

Source: Abbott *et al.* (2006)

3.3 Methodology and Questionnaire Survey

3.3.1 Research Object

The research object of this study is the personnel of service industry. The service sector standards in the WTO define the nine major categories of modern services: commercial services, telecommunications services, construction and related engineering services, education services, environmental services, financial services, health and social services, tourism-related services, entertainment, culture and sports services.(Services Sectoral Classification List of WTO,1997) In China, modern services are roughly equivalent to modern tertiary industry. The tertiary industry refers to other industries except the primary and secondary industries.(Industrial classification of national economy, 2017)

3.3.2 Research Method

This study adopts the methods of literature analysis and questionnaire survey. Literature analysis is mainly used to classify and sort related literature about job competency, job insecurity, perceived organizational support, psychological ownership, job control level, job well-being. The theoretical basis of each variable is understood from the literature analysis, and its correlation is analyzed, which makes it the research hypothesis of this study. Then, a questionnaire is formed based on the previous questionnaires and the opinions of scholars and experts to further study the correlation and influence of related variables. The questionnaire survey mainly involves sampling, sample distribution, questionnaire processing and distribution.

3.3.3 Sampling method

The sample of this study is from service industry personnel. In this study, According to the historical statistical yearbook data proportion, employees of telecommunications services, finance, tourism and education service enterprises with relatively large number of employees were selected as questionnaire respondents. In order to ensure the representativeness and operability of the samples, quota sampling method was adopted to select about 300 people as samples (Xu, 2011).

In the first stage, the whole china is divided into three levels of sampling: eastern, central and western regions. According to the division of national policies，the eastern part of China includes Liaoning, Hebei, Beijing, Tianjin, Shandong, Jiangsu, Shanghai, Zhejiang, Fujian, Guangdong and Hainan provinces. The east includes 11 provinces and is the most economically and socially developed region in China. The central belt, which includes Heilongjiang, Jilin, Shanxi, Anhui, Henan, Hubei, Hunan and Jiangxi provinces, there are 8 provinces where is better than the western belt in general, but not as good as the eastern coastal zone. The western economic zone covers 12 provinces, including Guangxi, Shaanxi, Gansu, Ningxia, Qinghai, Xinjiang, Chongqing, Sichuan, Yunnan, Guizhou, Tibet and Inner Mongolia(National Bureau of Statistics,2013).

In the second stage, a sampling box was set and two provinces were randomly selected from three regions. Although the economies of the eastern, central and western regions and the economic development of the provinces within each region are different, the problems in this study are not considered. At the same time, considering that too many provinces will result in too scattered personnel samples and too high survey costs, 2 provinces will be selected for each region. In this study, when

extracting specific provinces in each region, a quota sampling method was adopted to number the provinces in the region in advance and generate random numbers to extract specific provinces. Using this simple sampling method, a total of 6 sample provinces were selected in this stage.

In the third stage, for each sample province, find the information of service participants from the social security department and establish a sampling box. In China, the existing legal system stipulates that all enterprises must pay social insurance for their employees, and each province has a "Provincial Department of Human Resources and Social Security" responsible for the unified management of the province's social insurance personnel, and has a social security data database. This study conducted quota sampling on the basis of the information database of social security participants in the service industry after desensitization in each province. The research adopts the method of isometric sampling to sort the people in the information database according to their name, calculate the distance with "total number of people in the database/sample size", and generate random numbers as the starting point for isometric sampling. And then specific service industry employees were randomly selected from the four industries (Telecommunications Services, Finance, Tourism and Education Service) in the sample province.

3.3.4 Sample size distribution

According to the provincial sampling in the second stage, two provinces were selected from the eastern, western and central regions respectively. The sample provinces are Shandong, Hubei, Jilin, Guangdong, Gansu, and Yunnan. The sample size of service industry employees in each province is determined on the basis of the number of employees in 6 provinces and 4 industries at the end of 2018. Considering

the statistical data of the four industries at the end of 2018 (National Statistical Yearbook, 2018), the sample size is evenly distributed. Although the selected samples are located in different provinces and the specific industries engaged in services are also different, this study believes that for the hypothesis to be tested in the study, these sample differences will not affect the final results. Therefore, isometric sampling was adopted in this study. Isometric sampling, also known as systematic sampling, is a sampling method that first arranges the units in the population in a certain order, determines the selection interval according to the sample size requirements, then randomly determines the starting point, and extracts a unit at a certain interval.

Because this study includes 6 potential variables (Job Competence, Job Insecurity, Perceived Organizational Support, Psychological Ownership, Job Control Level, Job well-being) and 10 observation variables (Customer Insight, Customer Communication, Customer Service, Continuity, Development, Self-Acceptance, Job Value, Benefits and Income, Environment Control, Interpersonal Relationship)，combined with the number of variables(10+6=16), the sample size determined in this study is about 320(16*20=320) (Thompson, 2000). Considering that part of invalid questionnaires need to be deleted to ensure the number of valid samples (Xu, 2011), 360 questionnaires were issued in the formal survey plan. In this study, 360 questionnaires were distributed in 6 provinces and 4 industries. Among them, 60(360/6) people are selected for each province and 90 (360/4) people are selected for each industry, that is, 15 people (60/4) are selected for each industry in each province. For specific sampling, the telecommunications industry personnel in each province shall be numbered successively from 1 to N, and the sampling distance $K=N/n$ shall be calculated. Then select a random number k1 from 1 ~ K as the first unit of the

sample, then take k1+K, k1+2K...... Until you have 15 people. According to this method, 15 people were selected from finance, tourism and education industries in the province (Zhu, 2018).

In addition, respondents may receive both cause-dimension and result-dimension measurements, resulting in common-method variance for the results (Vecchio, 1982). In order to ensure the validity and accuracy of variable measurement, the method of paired research was used. Because the survey of job competency cannot only refer to the individual self-evaluation of employees, the supervisor should evaluate the competence of the respondents and then carry out weighted conversion. So paired sampling are needed (Xu, 2011). Since the service industry personnel are randomly selected, it is impossible to set the matching ratio between supervisors and personnel in advance. The specific implementation method is to find out their supervisors in pairs and conduct a questionnaire survey to their supervisors. Due to coincidence, two personnel will have the same supervisor in the investigation. Then average the data obtained from the survey of supervisors and the survey data of research objects, and obtain the survey and analysis data of job competency.

3.3.5 Processing of Questionnaires

As for the research tool- questionnaire, this study has been revised and compiled into the first draft of the questionnaire based on the references and reference scale and the actual situation of Chinese service industry personnel. A pre-survey was conducted and 50 questionnaires were expected to be issued (Xu, 2011). Then, the Corrected Item-Total Correlation (CITC) analysis, reliability analysis were conducted to form a formal questionnaire and conduct a formal survey.

This research use Amos as the main research analysis software, verify the degree of fitting of structural equation model. The structural equation model has strict requirements on the sample size, that too big and too small are not appropriate. This is because the SEM in the adaptation degree test, as absolute adaptation index card party affected by the size of the sample size, sample size is easy to make more chi-square value reached significant level ($p < 0.05$), shows that model should be rejected.

How many samples are most appropriate in SEM analysis? It is generally believed that structural equation model of sample size about 200 to 500, the best sample proportion and the number of observed variables should be about 10 to 1 (Schumacker & Lomax, 1996). For this problem, some scholars adopt the first rule of relevant statistics, that is, every observation variable needs at least 10 samples, or 20 samples. Schumacker and Lomax (1996) found that the sample size of most SEM studies was between 200 and 500. Bentler and Chou(1987) believed that 5 samples for each observed variable would be sufficient if the variation in the study most conforms to the normal or elliptic distribution, and more than 10 samples for each variable would be better if it is other distributions (Huang, 2004). Kling(1998) found that in the SEM model analysis, if the number of samples is less than 100, the parameter estimation results are unreliable. Rigdon (2005) believed that the number of samples for SEM model analysis should be more than 150. Mueler (1997) believed that the sample size standard for SEM analysis was at least 100 and above, and 200 was better. If the sample size was analyzed from the number of observed variables, the ratio of the sample size to the number of observed variables was 10:1 to 20:1 (Thompson, 2000). Kline (1998) believes that the ratio of N: q must be 10:1, or even 20:1. In addition, Gorsuch (1983) believed that the ratio of sample size to number of variables should be above 5 to 1, and in principle, bigger is better. Thompson's (2000) point of

view was adopted in this study, because the study included 16 variables and the sample size determined in this study was about 320.In the formal survey plan, a total of 360 questionnaires were issued considering some invalid questionnaires.

In the part of data collection and questionnaire distribution, with the help of internet video, the personal administered questionnaire survey is used to distribute and collect the questionnaire (Zhu, 2018). Because the questionnaire can not only be recovered in a short time, but also can be immediately clarified in person when the interviewee has questions, which helps to improve the recovery rate and accuracy rate of the questionnaire. After the questionnaire was returned, the data of the questionnaire was first screened. Invalid questionnaires were eliminated according to criteria such as whether there were a lot of missing data and too many repeated answers such as the same answer for more than 10 consecutive questions (Groves, Cialdini & Couper, 1992).

Through the strict and standard data collection and verification process, the effective rate of this questionnaire is high. However, Nonresponse bias may still have a negative impact on sample quality and study reliability and validity (Emory & Cooper, 1991; Neuman, 1994). Therefore, after the completion of the survey and receipt of the data, this study also divided the collected questionnaires equally into two groups according to the order of time, and compared whether the two groups had significant differences in the basic information of the questionnaires (Armstrong & Overton, 1977).

T test was carried out for each control variable, and the paired T test results of the two groups (Early vs. Late responders）of data before and after showed that the mean value of the genders in the first group was 1.591, and that of the second group was 1.561 and the P value of gender pairing was 0.537. P value of age pairing was

0.399. P value of education pairing was 0.087. P value of position pairing was 0.871. P value of length of service pairing were 0.120, and P value of enterprise size pairing was 0.114. All the results were not significant as shown in table3.7 and 3.8, indicating that the influence of nonresponse bias on this survey is not obvious and can be ignored（Peytcheva，2008）.

Table 3. 7　Two Groups Paired Sample Statistics

		Mean	Sample size	Standard deviation	S.E .Mean
Matching 1	Gender1	1.591	164	0.493	0.039
	Gender2	1.561	164	0.498	0.039
Matching 2	Age1	1.537	164	0.763	0.060
	Age2	1.604	164	0.661	0.052
Matching 3	Education1	2.445	164	0.881	0.069
	Education2	2.610	164	0.825	0.064
Matching 4	Position1	1.829	164	1.031	0.080
	Position2	1.811	164	0.963	0.075
Matching 5	Length of Service 1	1.768	164	0.632	0.049
	Length of Service 2	1.884	164	0.668	0.052
Matching 6	Enterprise Size1	2.488	164	1.000	0.078
	Enterprise Size2	2.646	164	1.001	0.078

Data source: Analysis of this study.

Table 3. 8　Two Groups Paired Sample Test

		Paired difference			t	Df	P
		Mean	S,E.	S.E.Mean			
Matching 1	Gender1-Gender2	0.030	0.631	0.049	0.619	163	0.537
Matching 2	Age1-Age2	-0.067	1.016	0.079	-0.845	163	0.399
Matching 3	Education1-Education2	-0.165	1.225	0.096	-1.721	163	0.087
Matching 4	Position1 - Position2	0.018	1.442	0.113	0.162	163	0.871
Matching 5	Length of Service1 -2	-0.116	0.949	0.074	-1.563	163	0.120
Matching 6	Enterprise Size1-2	-0.159	1.277	0.100	-1.590	163	0.114

Data source: Analysis of this study.

For the valid data after filtering, statistical analysis tools such as SPSS and AMOS were used to conduct descriptive statistical analysis, correlation analysis, confirmatory factor analysis, structural equation model analysis, regression analysis, reliability and validity test of the scale, etc.

3.4 Common Method Variation (CMV)

Common method variation is an error caused by measurement tools. What the factors causing these errors are? When the self-presentation scale is used to test subjects from a single source at the same time point, it may cause the expansion of correlation among constructs in the survey results due to the generalization of information. This phenomenon is called homology bias (Avolio *et al.,* 1991). In addition to the above situations of generalization and consistency of information interpretation caused by measurement tools, psychological factors such as social approval degree, consistent consent and negative emotions will accompany the measurement process of different natures, resulting in common method variation. In addition, some studies have pointed out that taking self-report scale as the measuring tool, such as the abstract concept of personality, is easy to produce common method variation (Kock, 2017).

In order to avoid the possibility of structural expansion or contraction caused by common method variation, which may affect subsequent hypothesis inference, this study mainly used questionnaire design to prevent the impact of CMV (Zhu, 2018).

(1) Conceal the interview information. The anonymous method can make the subjects more comfortable and reduce the bias tendency of individuals.

(2) Hidden item meaning. It refers to hiding the titles of each subscale to avoid the respondents' jealousy, fear, boasting, and self-protection mentality, which affects the objectivity of their answers and results in the subsequent variation of common methods.

(3) Random order of items. avoid the sorting design of items according to independent variables and dependent variables to reduce the consistency motivation of the subject. (Lee *et al.,* 2001) In terms of the arrangement of questions in the questionnaire, 54 questions were listed in groups of five without specifying variables, and the respondents answered them in turn.

(4) Concise item text. the deviation of the subject can be reduced through the simple and understandable item text design. In addition, it can also reduce the impact of different interpretations of the sentence.

(5) Design the reverse problem. The design of the reverse questions can not only reduce the inattention of the respondents, but also reduce the potential consistency motivation. In this study, three reverse questions were designed in the scale of job insecurity.

3.5 Data Analysis Methods

As for the data collected, this research is going to use SPSS and AMOS to analyze them. A descriptive statistical analysis of sample structure will be conducted using SPSS, and the distribution of the sample will be shown by frequency distribution. Then the research will focus on those variables established in the framework, so as to testify hypothesis and carry out the following analysis:

3.5.1 Descriptive Statistical Analysis

Descriptive statistical analysis is a method to collate and analyze data through charts or mathematical methods, and to estimate and describe the relationship between data distribution, numerical characteristics and random variables. Descriptive statistical analysis will use SPSS to analyze service industry service personnel's basic information, including gender, age, education, position, length of service and enterprise size. Frequency distribution and percentage analysis will be carried out on every dimension, thereby help to understand the structure of sample data and their distributions. Average and standard deviation can reflect sample's condition in every dimension. It is helpful for researchers to have a preliminary understanding and understanding of the samples.

3.5.2 Reliability Analysis

Reliability refers to the internal consistency between the test result of the verification tool and the item itself. Stability is the repeated measurement of the same thing or person, and the same result can be obtained. Consistency refers to the consistency between items that measure the same variable. This research will use original scale questionnaire, taking Cronbach's α value as reliability index. According to Nunnally (1978), if the degree of reliability between each dimension is estimated to be more than 0.7, then the variables are credible. In principle, the higher the reliability of the scale, the better. Therefore, the title should be avoided to repeat or too similar, otherwise it will form a false high reliability.

3.5.3 Validity Analysis

Validity refers to verifying that the tool can effectively measure the desired result that testing the correctness of the result. Validity can be divided into content validity and construct validity. Content validity aims to test the appropriateness of measuring content. Construct validity tests are designed to measure the extent to which a theory is conceptually or idiosyncratically constructed. The construct validity can generally test by converges validity and discriminatory validity. Therefore, factor analysis is sometimes used to test construct validity. Social sciences attach more importance to convergence validity and discriminatory validity (Wu, 2010; Trachtenberg *et al.*, 2010).

As for the questionnaire design of this study, the first part is literature collection, collation and exploration analysis. Then, according to the existing scale, the preliminary questionnaire for this study was prepared. Subsequently, this study discussed with the instructor about the adaptability of each dimension and item, and asked relevant scholars or professionals to assist in reviewing and revising. Finally, after discussion with the thesis supervisor, the content validity of this questionnaire was determined.

In this study, the measurement items of various variables in the questionnaire were designed by referring to relevant literatures at home and abroad, and by quoting the measurement items of scholars to complete the design of the test scale. The items of these scales have their inherent theoretical basis. After the completion of the first draft of the questionnaire, we discussed and revised it with enterprise personnel, scholars and guidance professors for many times. Therefore, this study believed that these questions should have reliable content validity in the measurement.

3.5.4 Confirmatory Factor Analysis (CFA)

The purpose of using confirmatory factor analysis is to evaluate the merits and demerits of a particular scale design, or to evaluate whether a particular observation variable is suitable for evaluating, measuring and explaining its corresponding factors. Confirmatory factor analysis is often used in the measurement model of the structured equation model to verify the potential dimensions in the research topic. This research will compare the potential factor structure between job competence, job insecurity, perceived organizational support, psychological ownership, and job control level and job well-being. Chi-square difference tests will be used to compare factor model and original hypothetical model, so as to find best model fit (Trachtenberg *et al.*, 2010).

3.5.5 Correlation Analysis

Correlation analysis is a method to analyze the degree of correlation between two variables. It analyzes the correlation degree and positive and negative relationship between independent variables and dependent variables, that is, to measure the direction and strength of the relationship between variables. Correlation analysis is an exploratory statistical analysis method, which can provide the next step of analysis as a reference. The correlation analysis in this research will adopt Pearson's product-moment correlation analysis to test each variable's relationship strength. When it is close to 1, the strength is clear. If it is "+1", the two variables are of positive correlation; if it is "-1", the two variables are of negative correlation.

3.5.6 Regression Analysis

Since correlation analysis can only verify the relations between variables and it cannot distinguish dependent variables and independent variables, this research will use hierarchical regression analysis model to test all hypotheses. Through hierarchical regression analysis, it can be clarified whether newly added explanatory variables are valid to dependent variables and their explained variance (Wen, 2015).

(1) This research takes job competence, job insecurity and psychological ownership as three independent variables and regards job well-being as dependent variable. A simple regression analysis will assist to know whether the predictive ability and overall relationship have reached a significant level.

(2) When intervening variables add between independent variables and dependent variable, hierarchical regression analysis will be used to find out the interaction effect. This research will use hierarchical regression analysis methods to work out the interaction effect between job competence and psychological ownership or job insecurity respectively on job well-being.

(3) Using hierarchical multiple regression analysis, this research will verify whether the moderating effect of job control level variable and perceived organizational support variable exists.

3.5.7 Structural Equation Modeling (SEM) Analysis

In order to test the model of this study and verify the relevant assumptions, the structural equation model was used to analyze. The structural equation model is a powerful multivariable method. It can simultaneously estimate the multiple and interactive mutual relations, and express the concepts that cannot be measured in these relations, and even estimate the measurement error of the process. One of the main purposes of the structural equation model is to test whether the theoretical or

conceptual framework proposed by the researcher has empirical significance. By using different statistics or the calculations of the goodness of fit index, researchers can determine the consistency between the hypothesis model and the actual observation data.

The most common form of goodness of fit index of GFI, RMSEA, CFI, SRMR, NFI, IFI, AGFI, χ^2 /df, each index shows as follows:

GFI: > 0.9, greater than 0.9 indicates that the mode is very suitable, and the closer to 1, the higher the explanatory power (Yu, 2006).

RMSEA: < 0.05, the smaller the index, the better the model fit, 0.05 was the threshold of good fit, 0.08 represents reasonable fit, and 0.10 was the acceptable model fit threshold.(Browne & Cudeck,1993)

CFI: >0.9, higher than 0.9 means a good matching degree. CFI is one of the most robust indicators. CFI is insensitive to sample size and performs well in small samples. (Bentler, 1995).

SRMR: < 0.05. SRMR is one of the indicators for direct evaluation of residual error, and its value ranges from 0 to 1. When the value is <0.05, it means that the model is reasonable. (Hu & Bentler, 1999).

NFI: >0.9, the closer to 1, the better fit. (Qiu, 2005).

IFI: >0.9, above 0.90 is preferred. (Bentler, 1995).

AGFI: >0.9, higher than 0.9 means a good matching degree (Hu & Bentler, 1999).

χ^2/df (NC): 1<NC<3 indicates that the model has contracted fitness, the smaller the value, said the higher the model fit. NC>5 means the model needs to be modified (Huang, 2004).

CHAPTER 4

RESULTS OF STUDY

In this chapter, Corrected Item-Total Correlation (CITC) analysis and reliability analysis will be carried out on the pre-survey questionnaire, and then statistical analysis will be conducted on the data obtained from the formal survey to test the hypotheses of this study. Firstly, this paper explains the sample structure and distribution through descriptive statistical analysis. Secondly, reliability analysis was used to test the stability of the results and the internal consistency of the questionnaire itself. Thirdly, the adaptability of the evaluation model is verified by confirmatory factor analysis. Finally, correlation analysis, regression analysis were used to explore the relationship between variables.

4.1 Pre-survey and analysis

The six variables mentioned in chapter 3 were used in the pre-survey, which included 54 items. According to the formal survey sampling method, as mentioned in 3.3.1 above, the survey was carried out in a small scale, and 50 people were randomly sampled by sampling box composed of service industry employees collected from national social security department. Three invalid questionnaires those with more omissions or consistent responses were eliminated. A total of 47 pretest valid questionnaires were obtained, and the recovery rate was 94%. Among those investigated, 40.4% were men and 59.6% were women. The age distribution is at four levels: 18-30 years old, 31-44 years old, 45-59 years old and above 60 years old, accounting for 87.2%, 10.6%, 2.1% and 0.0% respectively. The education level is concentrated in the four levels of high school (including the following), junior college, bachelor's degree and master's degree (including the above), accounting for 2.1%, 25.5%, 63.8% and 8.5% respectively. The positions are mainly at four levels: general employees, grassroots managers, middle managers and senior managers, accounting for 61.7%, 21.3%, 12.8% and 4.3% respectively. The working years are mainly at the following three levels: 1 year, 1-10 years, 11 years and above, accounting for 4.3%, 59.6% and 36.2% respectively. The enterprise scale is concentrated in four levels of 10 employees or less, 11-200 employees, 201-500 employees, and 500 employees or above, accounting for 6.4%, 29.8%, 36.2% and 27.7% respectively. From the statistical results, the distribution of personnel is reasonable. The province and industry distribution of the respondents are also reasonable. The basic information of respondents is shown in table 4.1.

Table 4. 1　Basic Data Analysis of the Pre-survey Questionnaire

Personal Background Information	category	Sample size	Percent (%)
Gender	Male	19	40.4
	Female	28	59.6
Age	18 to 30	41	87.2
	31 to 44	5	10.6
	45 to 59	1	2.1
	> 60	0	0
Education	High school graduate and below	1	2.1
	College graduate	12	25.5
	Bachelor degree	30	63.8
	Master degree and above	4	8.5
Position	General staff	29	61.7
	First-line managers	10	21.3
	Middle managers	6	12.8
	Top managers	2	4.3
Length of Service	Less than 1 year	2	4.3
	Between one and ten years	28	59.6
	11 years or above	17	36.2
Enterprise Size	<10	3	6.4
	11 to 200	14	29.8
	201 to 500	17	36.2
	>500	13	27.7
Province	Shandong	9	19.1
	Hubei	8	17.0
	Guangdong	7	14.9
	Jilin	8	17.0
	Gansu	8	17.0
	Yunnan	7	14.9
Industry	Telecommunication	12	25.5
	Finance	11	23.4
	Tourism	13	27.7
	Education	11	23.4

Data source: Analysis of this study. Enterprise size measured by the staff number.

After the completion of the pre-survey questionnaire, CITC analysis and reliability test should be carried out on the pre-survey questionnaire to serve as the basis for compiling the formal questionnaire (Wu, 2009).

The data processing methods for the pre-survey questionnaire include the following. The Cronbach coefficient is used to measure the internal consistency of the scale (Nunnally,1978). CITC is used for analysis of purification measures. CITC refers to the correlation coefficient between each item and the sum of all other items, generally 0.5 as the standard. If an item has a CITC index of less than 0.5, the item should be removed (Wu, 2009).

4.1.1 CITC analysis

As shown in table 4.2, item analysis was carried out on the nine items in the questionnaire for the variable of job competency, and all items presented significance (P<0.05), indicating that the nine items were well differentiated and should be retained rather than deleted. For the "CITC value", the corresponding CITC values of the analysis items were 0.712, 0.835, 0.841, 0.833, 0.81, 0.814, 0.84, 0.819 and 0.805, all higher than 0.5, indicating that there was a good correlation between the analysis items and that the reliability level was good.

Table 4. 2   CITC Analysis of Job Competency

Items	Group (Mean ± SD)		T	p	CITC	Item deleted Cronbach α	Cronbach α
	high-score (N=11)	low-score (N=13)					
JC1	2.50±0.94	4.84±0.46	-20.456	0.000**	0.712	0.953	
JC2	2.58±1.01	5.00±0.00	-21.962	0.000**	0.835	0.946	
JC3	2.68±1.08	4.96±0.19	-19.129	0.000**	0.841	0.946	
JC4	2.62±0.90	4.94±0.24	-22.687	0.000**	0.833	0.946	
JC5	2.68±0.85	4.88±0.37	-21.643	0.000**	0.810	0.948	0.949
JC6	2.74±0.92	4.96±0.19	-21.692	0.000**	0.814	0.947	
JC7	2.74±1.01	4.98±0.16	-20.104	0.000**	0.840	0.946	
JC8	2.74±0.81	4.96±0.19	-24.532	0.000**	0.819	0.947	
JC9	2.73±0.88	5.00±0.00	-23.603	0.000**	0.805	0.948	

Note: JC1-JC9 represents nine scales of job competency.

Similarly, perceived organizational support, job insecurity, psychological ownership, job control level, and job well-being were analyzed separately, and all items presented significance (P<0.05), the CITC values of the analysis items were all higher than 0.5 as shown in table 4.3, indicating that there was a good correlation between the analysis items and all items were well differentiated and should be retained rather than deleted.

Table 4. 3   CITC Values of all the Analysis Items

	JS1-JS6	POS1-POS5	PO1-PO7	JCL1-JCL5	JWB1-JWB22		
	0.578	0.639	0.713	0.774	0.773	0.826	0.823
	0.537	0.789	0.77	0.775	0.785	0.825	0.835
	0.643	0.775	0.778	0.768	0.795	0.747	0.828
	0.504	0.78	0.855	0.793	0.815	0.769	0.817
CITC	0.6	0.767	0.809	0.717	0.838	0.785	0.693
	0.513		0.838		0.786	0.831	0.783
			0.823		0.818	0.845	0.797
							0.833

Note: JS1-JS6 represents 6 scales of job Insecurity.POS1-POS5 represents 5 scales of Perceived Organizational Support. PO1-PO7 represents 7 scales of Psychological Ownership. JCL1-JCL5 represents 5 scales of Job Control Level. JWB1-JWB28 represents 22 scales of Job Well-being.

4.1.2 Reliability Analysis

The reliability analysis was carried out on 9 items of the job competency prediction questionnaire as table 4.2, and the reliability coefficient value was 0.949, greater than 0.9, indicating that the reliability of the research data was very high. As for the "item deleted coefficient", the reliability coefficient value after the analysis item was deleted did not significantly improve, which indicated that all items should be retained, further indicating the high reliability level of the research data. To sum up, the reliability coefficient value of the research data is higher than 0.9, and the reliability coefficient value will not be significantly improved after deleting the item, which indicates that the data has high reliability and can be used for further analysis.

Similarly, perceived organizational support, job insecurity, psychological ownership, job control level, and job well-being were analyzed separately and we collate and summarize relevant data as shown in table 4.4.

Table 4. 4　Reliability Analysis of the Preliminary Questionnaire

Dimension	Cronbach's α	Item number
Job Competence	0.949	9
Job Insecurity	0.804	6
Perceived Organizational Support	0.915	5
Psychological Ownership	0.938	7
Job Control Level	0.906	5
Job Well-being	0.984	22

Data source: Analysis of this study.

In summary, the data reliability is high, which can be used for further analysis. All items should be retained.

In summary, through the analysis of the pre-survey, it shows that the 54 items of the scale have good reliability, which can be basically conforms to the design requirements and specifications of the questionnaire and has a strong rationality. The questionnaire that has passed the small sample test will also be applied to the later large sample survey.

4.2 Descriptive Statistical Analysis

In this study, 360 questionnaires were sent out to service personnel, and 342 questionnaires were returned. According to the paired survey design of the questionnaire, 318 supervisors were surveyed. The reason why 342 supervisors were not investigated is that in the sample, two supervisors were selected as the same supervisor. This is when a supervisor has to grade two subordinates. 342 paired questionnaires were distributed to 318 supervisors, and 328 valid paired questionnaires were recovered, covering the supervisor evaluation and personal evaluation of the job competency of 328 respondents. The effective rate was 91.7%. The reason why 14 questionnaires were deleted is that the employees who were selected were the top executives of the enterprise, and some supervisors could not cooperate with the investigation. Among the 328 people being investigated, 138 are men, accounting for 42.1% of the total number, 190 are women, accounting for 57.9% of the total number, and women account for slightly more than men. The age distribution was 18-30 years old, accounting for 55.2%.Education degree is mainly for undergraduates, with 154 people accounting for 47%.The position level of general staff is the most, accounting for 51.2%.The Length of service was from 1 to 10 years, accounting for 54.9%.The enterprise size is mainly 11-200, accounting for 43.6%.The distribution of samples in this study is basically in line with the status quo of service personnel in the service industry. The province and industry distribution of the respondents are also reasonable. The sample structure is shown in table 4.5.

Table 4. 5　Basic Data Analysis of the Questionnaire

Personal Background Information	Category	Sample size	Percent (%)
Gender	Male	138	42.1
	Female	190	57.9
Age	18 to 30	181	55.2
	31 to 44	106	32.3
	45 to 59	40	12.2
	> 60	1	0.3
Education	High school graduate and below	47	14.3
	College graduate	95	29
	Bachelor degree	154	47
	Master degree and above	32	9.8
Position	General staff	168	51.2
	First-line managers	77	23.5
	Middle managers	54	16.5
	Top managers	29	8.8
Length of Service	Less than 1 year	101	30.8
	Between one and ten years	180	54.9
	11 years or above	47	14.3
Enterprise Size	<10	42	12.8
	11 to 200	143	43.6
	201 to 500	58	17.7
	>500	85	25.9
Province	Shandong	59	18.0
	Hubei	54	16.5
	Guangdong	57	17.4
	Jilin	52	15.9
	Gansu	52	15.9
	Yunnan	54	16.5
Industry	Telecommunication	86	26.2
	Finance	79	24.1
	Tourism	82	25.0
	Education	81	24.7

Data source: Analysis of this study.

In this study, the distribution of samples in each dimension was investigated, involving a total of 16 dimensions of large dimension and small dimension. The analysis results show that the mean value of the variables of job

competency is 3.947, the standard deviation is 0.922, the minimum value is 1, and the maximum value is 5, indicating that most of the investigators agree with the job competency, that is, the people being investigated are competent for their current work. The variable of job well-being refers to 3.690, the standard deviation is 0.880, the minimum value is 1, and the maximum value is 5, indicating that most respondents have a high degree of recognition of job well-being, that is, respondents generally have a high degree of job well-being. In the survey results of the remaining dimensions, except for continuity, the mean value are all higher than 3.4, indicating that the respondents generally have higher ability or level in these dimensions. These are shown in figure 4.1 and table 4.6.
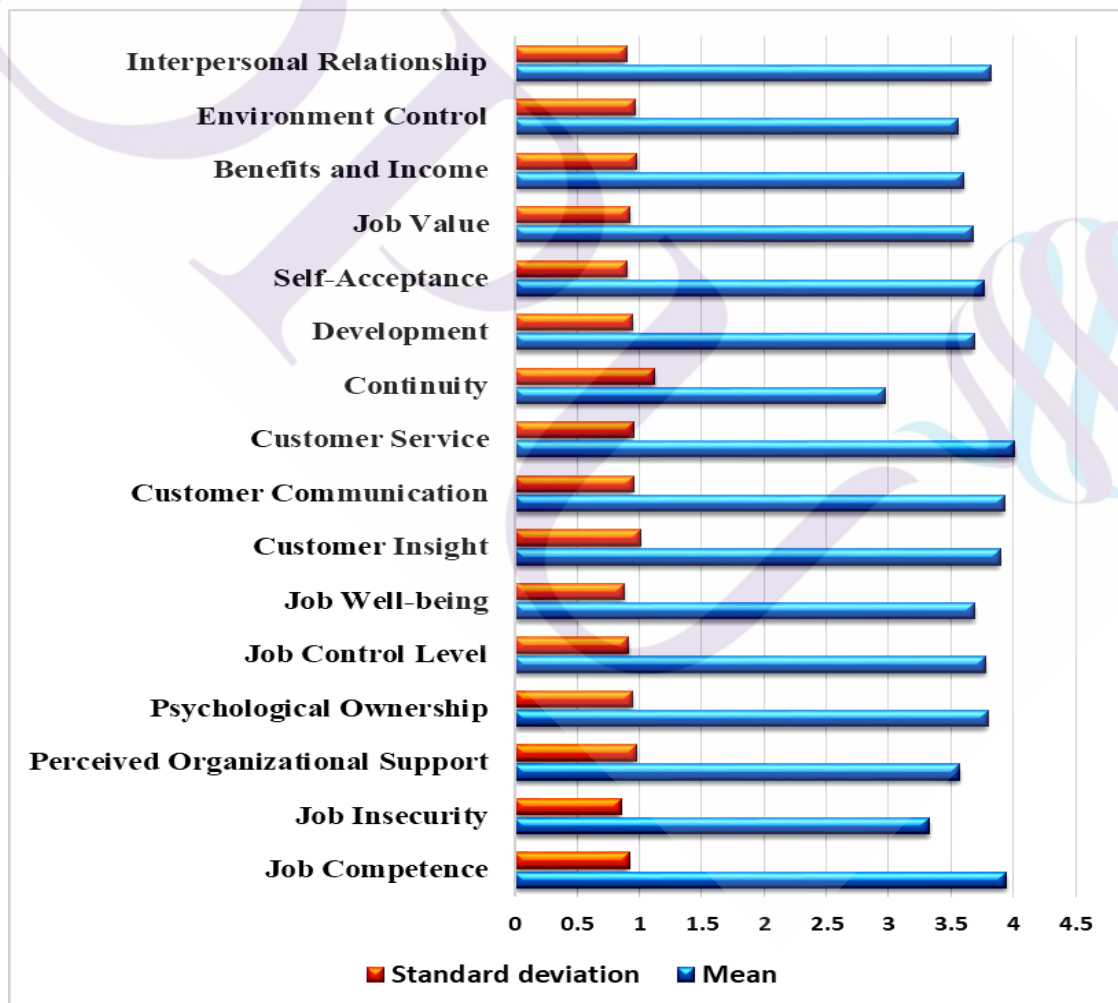
Figure 4. 1   Statistical Analysis Results in Each Dimension

Table 4. 6   Descriptive Statistics of Each Dimension

Variables	Dimension	Sample size	Mean	Standard deviation	Mini mum	Maxi mum
Job Competence		**328**	**3.947**	**0.922**	**1**	**5**
	Customer Insight	328	3.895	1.010	1	5
	Customer Communication	328	3.932	0.952	1	5
	Customer Service	328	4.013	0.955	1	5
Job Insecurity		**328**	**3.328**	**0.855**	**1**	**5**
	Continuity	328	3.132	1.124	1	5
	Development	328	3.688	0.947	1	5
Perceived Organizational Support		**328**	**3.572**	**0.972**	**1**	**5**
Psychological Ownership		**328**	**3.796**	**0.946**	**1**	**5**
Job Control Level		**328**	**3.779**	**0.915**	**1**	**5**
Job Well-being		**328**	**3.690**	**0.880**	**1**	**5**
	Self-Acceptance	328	3.769	0.902	1	5
	Job Value	328	3.677	0.924	1	5
	Benefits and Income	328	3.605	0.981	1	5
	Environment Control	328	3.561	0.969	1	5
	Interpersonal Relationship	328	3.821	0.900	1	5

Data source: Analysis of this study. The criteria: Very low (1-1.8), Low (1.81-2.6), Moderate (2.61-3.4), High (3.41-4.2), Very high (4.21-5).

4.3 Reliability Analysis

As the variables in this study are all ordered classification variables, Cronbach's alpha value is suitable to be used as an indicator of the reliability of the questionnaire. If Cronbach's coefficient is greater than 0.7, it can be considered that the consistency between entries is good (Nunnally, 1978). The calculation results of the survey data in this study showed that Cronbach's alpha values of all 6 variables were greater than 0.7, as shown in table4.7, indicating that the reliability of all variables was good and the questionnaire was credible.

Table 4. 7   Reliability of Each Dimension and the Total Questionnaire

Variables	Dimension	Cronbach's Alpha	Item number
Job Competence		**0.949**	**9**
	Customer Insight	0.873	3
	Customer Communication	0.883	3
	Customer Service	0.897	3
Job Insecurity		**0.790**	**6**
	Continuity	0.828	3
	Development	0.837	3
Perceived Organizational Support		**0.917**	**5**
Psychological Ownership		**0.933**	**7**
Job Control Level		**0.899**	**5**
Job Well-being		**0.975**	**22**
	Self-Acceptance	0.892	4
	Job Value	0.927	6
	Benefits and Income	0.906	4
	Environment Control	0.832	3
	Interpersonal Relationship	0.916	5

Data source: Analysis of this study.

4.4 Confirmatory Factor Analysis

4.4.1 Path Structure Diagram

According to the questionnaire design and confirmatory factor analysis, the path structure chart of this study is as follows:
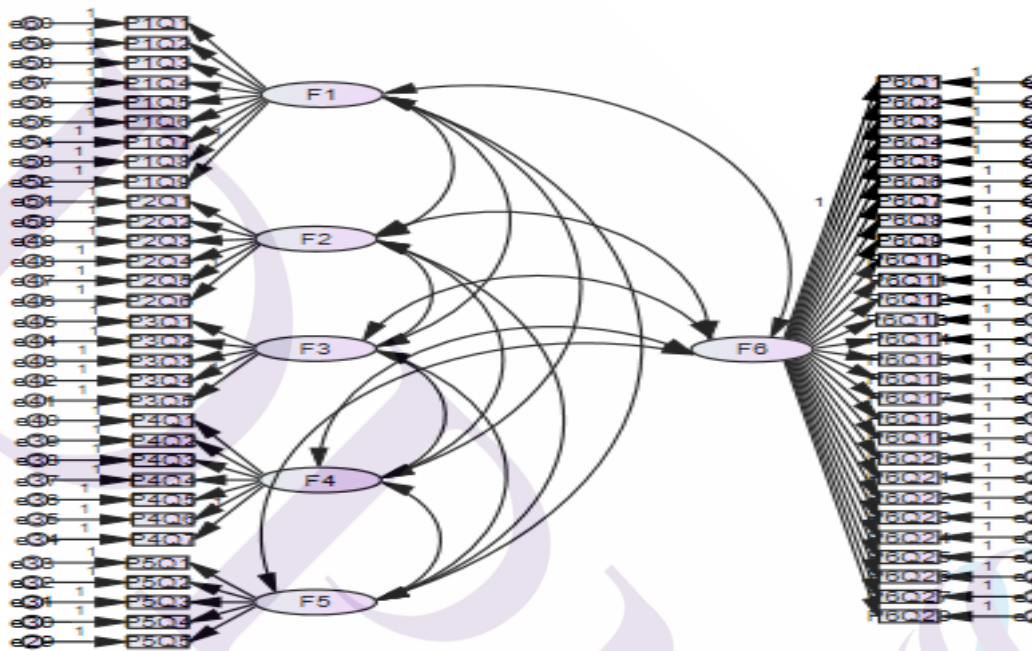
Figure 4. 2   Path Structure Diagram

Table 4. 8   Meanings of Symbols in the Structure Diagram

Factor	Symbol Meaning
F1	Job Competence
F2	Job Insecurity
F3	Perceived Organizational Support
F4	Psychological Ownership
F5	Job Control Level
F6	Job Well-being

Source: collated results of this study.

4.4.2 Model Fitting Index

According to the statistical results in table 4.9, the fitting indexes of the model are as follows: chi-square degree of freedom ratio is 1.508, less than 2, indicating that the model fitting is good (Carmines & Mclver, 1981). GFI is 0.866, AGFI is 0.896, NFI is 0.946, IFI is 0.908, CFI is 0.917. The fitting indexes of the model are all greater than 0.80, indicating that the model fitting is acceptable (Hu&Bentler,1999; Bentler,1987). SRMR is 0.046, less than 0.5, RMSEA is 0.071, less than 0.08, indicates the well model fitness (Browne & Cudeck, 1993; Wu, 2007).

Table 4. 9   Fitting Indexes of Structural Equation Model

χ^2	df	χ^2/df	GFI	AGFI	NFI	IFI	CFI	SRMR	RMSEA
2157.948	1431	1.508	0.866	0.896	0.946	0.908	0.917	0.046	0.071

Source: collated results of this study.

4.4.3 Aggregate Validity and Discriminant Validity

Confirmatory factor analysis (CFA) can be used to aggregate validity and discriminant validity. Generally, AVE is greater than 0.5 and CR value is greater than 0.7, indicating high polymerization validity (Hair, 1997; Fornell &Larcker, 1981). A total of 6 factors and 54 analysis items were analyzed by confirmatory factor analysis (CFA).

Table 4. 10　AVE and CR index results of the model

	No	JC	JS Factor1	JS Factor2	POS	PO	JCL		JWB Factor1
	1	0.805	0.803		0.737	0.784	0.861	0.788	0.802
	2	0.819	0.824		0.859	0.834	0.863	0.801	0.844
	3	0.878	0.867		0.849	0.838	0.855	0.811	0.856
	4	0.872		0.807	0.854	0.900	0.874	0.829	0.837
	5	0.853		0.833	0.844	0.864	0.817	0.851	0.848
Factor loading coefficient	6	0.857		0.799		0.886		0.801	0.843
	7	0.879				0.875		0.833	0.832
	8	0.712						0.840	0.712
	9	0.835						0.837	0.800
	10							0.764	0.813
	11							0.785	0.847
AVE		0.695	0.669		0.703	0.686	0.658		0.665
CR		0.953	0.725		0.922	0.938	0.906		0.982

Note: Job Competence (JC); Job Insecurity (JI) Perceived Organizational Support (POS); Psychological Ownership (PO); Job Control Level (JCL); Job Well-being (JWB).

As can be seen from table 4.10, AVE values corresponding to a total of 6 factors are all greater than 0.5, and CR values are all higher than 0.7, indicating that this analysis data has good aggregation (convergence) validity.(Wu, 2010)

To test the discriminant validity of the hypothesis model, six variables were measured by confirmatory factor analysis, such as job competence, job insecurity, perceived organizational support, psychological ownership, job control level and job well-being. The measurement results were estimated through comparative comparison

of the comparative fitting index (CFI), tuck-lewis index (TLI), incremental fit index (IFI) and root mean square error of approximation (RMSEA) indexes. The results show that the six factor model has good fitting validity ($\chi2$=2157.948, df=1431, CFI=0.917 ,TLI=0.891 , IFI=0.908 , RMSEA= 0.071).We also compared respectively six factors model and the five factors (job insecurity, perceived organizational support loading in the same factor), four factors (job insecurity, perceived organizational support loading in the same factor, psychological ownership, job control level loading in the same factor), three factors (job competencies, job insecurity, perceived organizational support loading in the same factor, psychological ownership, job control level loading in the same factor), two factors (job competencies, job insecurity, perceived organizational support loading in the same factor, Psychological ownership, job control level, and job well-being loading in the same factor, and a single factor (six variables were loading in the same factor). The results showed that the goodness of fit of the six factor model was higher than that of the five factor model, the four factor model, the three factor model, the two factor model and the single factor model, indicating that the measurement model had good discriminant validity (Trachtenberg *et al.*, 2010).

4.5 Correlation Analysis

4.5.1 Correlation matrix

According to the statistical results in table 4.11, Pearson correlation coefficient between job competence and job insecurity is -0.543, corresponding P value is 0.000,

P value is less than 0.01, indicating that there is a moderately negative correlation between job competence and job insecurity at the significance level of 1%.Pearson correlation coefficient between job competence and perceived organizational support is 0.654, corresponding P value is 0.000, P value is less than 0.01, indicating that there is a significant positive relationship between job competence and perceived organizational support at the significance level of 1%. As can be seen from other analogies, significant relationships exist in all the variables.

Table 4. 11   Pearson correlation analysis

Dimension	1	2	3	4	5	6
1. Job Competence	1					
2. Job Insecurity	-0.543**	1				
3. Perceived Organizational Support	0.654**	-0.562**	1			
4. Psychological Ownership	0.773**	-0.569**	0.798**	1		
5. Job Control Level	0.766**	-0.559**	0.722**	0.821**	1	
6. Job Well-being	0.765**	-0.606**	0.842**	0.767**	0.795**	1

Note: ** Correlation is significant at the 0.01 level（2-tailed）.

4.5.2 Collinearity diagnosis

In the correlation matrix, the correlation coefficient is between -0.543 and 0.842, indicating that there is a medium and high relationship between the independent variables and the dependent variables. Among the independent variables, there was also a high and medium relationship between them.

In general, if the correlation coefficient is greater than 0.8, the existence of a serious multicollinearity can be considered. However, a lower correlation does not necessarily mean that there is no high multicollinearity, and similarly, a higher correlation does not necessarily mean that there is a high collinearity. A higher correlation coefficient is only a sufficient condition for the existence of multicollinearity, not a necessary condition. Especially in regression models with more than two independent variables. Therefore, the multicollinearity can't be accurately judged according to the correlation coefficient (Pang, 2019; Gujarrati, 2003). In this study, VIF, Eigen value and Condition index was used, and collinearity diagnosis was carried out.

Table 4. 12 Collinearity diagnosis (1)

Model	Unstandardized Coefficient		Standardized Coefficients	t	P	Collinearity Statistics	
	B	S.E	β			Tolerance	VIF
(constant)	2.148	0.017		0.000	1.000		
Job Competence	0.060	0.033	0.063	1.824	0.049	0.338	2.962
Job Insecurity	-0.070	0.026	-0.069	-2.737	0.007	0.622	1.608
Perceived Organizational Support	0.174	0.034	0.197	5.094	0.000	0.268	3.727
Psychological Ownership	0.259	0.038	0.282	6.793	0.000	0.233	4.297
Job Control Level	0.395	0.041	0.415	9.659	0.000	0.217	4.617
F			435.703***				
R^2			0.871				
adj-R^2			0.869				
DW			2.119				

Note: dependent variable is job well-being

After the mean-centering processing of the data, from the perspective of collinearity statistics in table 4.12, the VIF values of are less than 5, indicating that the collinearity problem is not obvious. If VIF is greater than 10, it means collinearity is serious and needs to be dealt with. If VIF is less than 5, it doesn't need to be dealt with. If VIF is between 5 and 10, it depends on the situation (Miles, 2005; Robert, 2007; Xu, 2011).

And as shown in Table 4. 13, the Eigen value of all the variable are greater than 0.1, condition index are all less than 10, which indicating that the collinearity problem is not obvious.

Table 4. 13   Collinearity diagnosis (2)

Model	Dimension	Eigen value	Condition index	Variance Proportions					
				constant	JC	JI	POS	PO	JCL
1	1	3.769	1.000	0.00	0.02	0.02	0.01	0.01	0.01
	2	1.000	1.941	1.00	0.00	0.00	0.00	0.00	0.00
	3	0.551	2.616	0.00	0.02	0.97	0.01	0.02	0.02
	4	0.351	3.276	0.00	0.58	0.00	0.30	0.00	0.01
	5	0.180	4.572	0.00	0.05	0.00	0.02	0.86	0.35
	6	0.148	5.039	0.00	0.34	0.01	0.66	0.11	0.61

Note: dependent variable: job well-being; Job Competence (JC); Job Insecurity (JI) Perceived Organizational Support (POS); Psychological Ownership (PO); Job Control Level (JCL).

4. 6 Regression Analysis

4.6.1 The Simple Regression Analysis

The research takes job competence, job insecurity and psychological ownership as three independent variables and job well-being as dependent variable. According to the statistical results in table 4.14, a simple regression analysis shows that the relationship between control variables and dependent variables is not significant ($p>0.05$), and there is a significant positive correlation between job competence and job well-being ($\beta=0.204$, $p<0.01$), this also verifies hypothesis H1. The conclusion is consistent with previous research results of scholars (Zhao, 2011; Wang, 2015; Ma, 2015; Wang, 2018; Luo, 2019). Similarly, the results show that there is a significant negative relationship between job insecurity and job well-being ($\beta=-0.12$, $p<0.01$), which verifies H4. And there is a significant positive relationship between psychological ownership and job well-being ($\beta=0.644$, $p<0.01$)), which verifies H8. The conclusion is consistent with Peng (2018) and Li (2012) who proposed that psychological ownership has a significant positive impact on job satisfaction.

Table 4. 14   Simple regression analysis

The Dependent Variable	Job Well-Being			
Variables	Model			
	β	t	P	VIF
Gender	-0.041	-1.555	0.121	1.061
Age	-0.050	-1.567	0.118	1.573
Education	-0.006	-0.223	0.823	1.164
Position	0.054	1.800	0.073	1.383
Length of Service	-0.026	-0.757	0.450	1.786
Enterprise Size	-0.004	-0.138	0.891	1.084
Job Competence	0.204	4.883***	0.000	2.688
Job Insecurity	-0.120	-3.724***	0.000	1.599
Psychological Ownership	0.644	15.244***	0.000	2.744
F	135.581***			
R^2	0.793			
adj-R^2	0.787			
DW	2.109			
Overall model P value	0			

Data source: Analysis of this study.

4.6.2 The Mediating Effect test

According to Wen's research results, as shown in figure 4.3 and figure 4.4. In the process of using SPSS to conduct hierarchical regression analysis to verify the mediation effect, the following requirements should be met (Baron & Kenny, 1986). First, there should be a significant relationship between the independent variable and

the intermediate variable and the dependent variable respectively. Second, there should also be a significant relationship between the independent variable and the intermediate variable. Thirdly, the relationship between the independent variable and dependent variable after the intermediate variable is placed should be weaker than that before the intermediate variable is placed, that is, the regression coefficient or significance is slightly lower, which is a partial mediating effect. If it becomes insignificant, it is a complete mediating effect.

$$Y=cX+e_1$$

$$M=aX+e_2$$

$$Y=c'X+bM+e_3$$
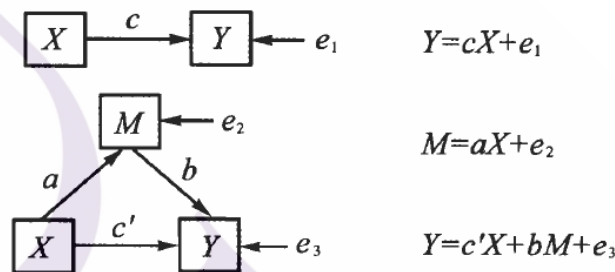
Figure 4. 3   Schematic Diagram of Mediation Variables
Source：Baron and Kenny (1986)
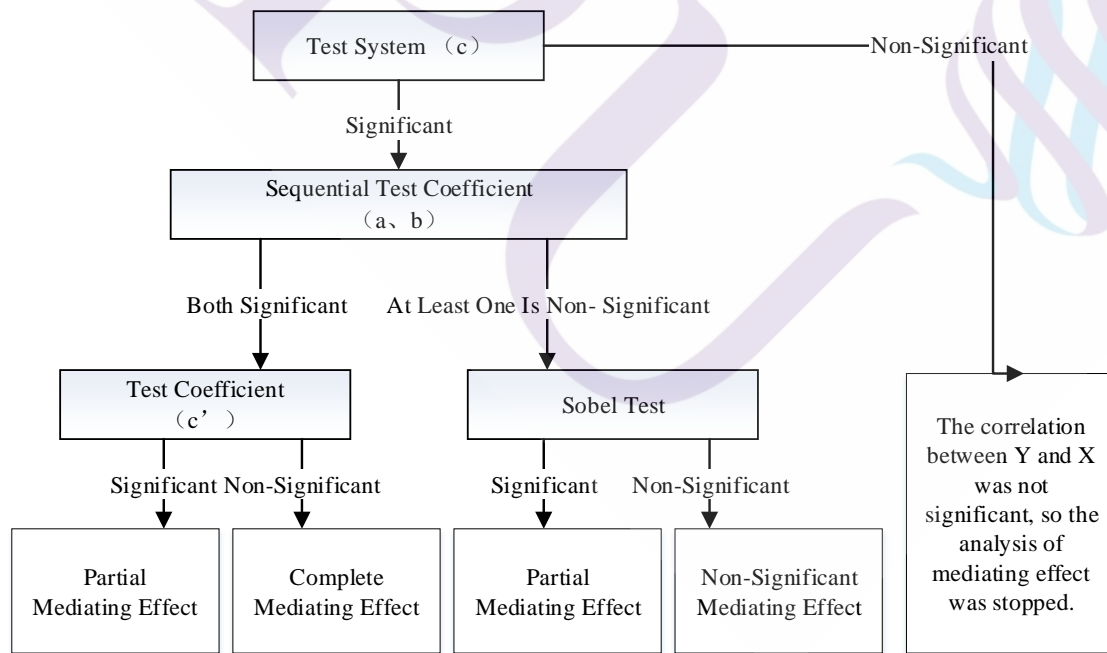
Figure 4. 4   Mediation Effect Test Procedure
Source：Wen (2015)

4.6.2.1 Mediating Effect test of Job Insecurity

Step 1, test the coefficient c, that is, the total effect of the independent variable (job competency) on the dependent variable (job well-being). The analysis results are shown in in Model1 of table 4.15, c=0.774(p=0.000<0.001), the coefficients is significant, this also verifies hypothesis H1.

Step 2, test the coefficient a. That is, the relationship between the independent variable (job competency) and the intermediary variable (job insecurity). The analysis results are shown in model 2 of table 4.15, a=-0.559(p=0.000<0.001), the coefficients is significant, this also verifies hypothesis H2.

Step 3, after controlling the mediating variable (job insecurity), test the coefficients c' and b. The analysis results are shown in model 3 of table 4.15, b=-0.256(p=0.000<0.001), c'=0.631(p=0.000<0.001), all the coefficients are significant.

Because c'=0.631< c=0.774, According to Baron and Kenny (1986)'s research results, job insecurity in this study plays a partial intermediary effect. The contribution of mediating effect to the total effect was M=ab/c= (-0.559)*(-0.256)/0.774=0.185. This verifies hypothesis H3. This is consistent with Cuyper's (2008, 2014) findings which shows a positive correlation between job competence and job well-being, and job insecurity plays a mediating role in the relation between job competence and job well-being.

Table 4. 15　The Mediating Effect of Job Insecurity

The Dependent Variable	Job Well-Being			Job Insecurity			Job Well-Being		
Variables	Model 1			Model 2			Model 3		
	β	t	VIF	β	t	VIF	β	t	VIF
Gender	-0.043	-1.178	1.048	0.084	1.784	1.048	-0.021	-0.616	1.059
Age	-0.041	-0.924	1.572	0.008	0.141	1.572	-0.039	-0.929	1.572
Education	-0.024	-0.636	1.16	-0.023	-0.474	1.16	-0.03	-0.84	1.16
Position	0.058	1.384	1.38	-0.043	-0.786	1.38	0.047	1.188	1.383
Length of Service	-0.057	-1.201	1.771	0.098	1.608	1.771	-0.031	-0.702	1.786
Enterprise Size	-0.056	-1.52	1.066	0.09	1.902	1.066	-0.033	-0.934	1.078
Job Competence	0.774	21.593***	1.022	-0.559	-12.011***	1.022	0.631	15.467***	1.483
Job Insecurity							-0.256	-6.303***	1.476
F	67.897***			21.747***			39.732***		
R^2	0.598			0.322			0.642		
adj-R^2	0.589			0.308			0.633		
DW	2.085			2.145			2.064		

Note: ***means p<0.001; β: regression coefficient. The Vif values of Model 2 and Model 2 retain three decimal places.
To the sixth decimal point, the Numbers are different, which means they are too subtle to be seen.

4.6.2.2 The Mediating Effect test of Psychological Ownership

Similarly, the mediating test of psychological ownership as shown below.

Step 1, test the coefficient c, that is, the total effect of the independent variable (job competency) on the dependent variable (job well-being). The analysis results are shown in Model1 of table 4.16, c=0.774(p=0.000<0.001), the coefficients is significant, this also verifies hypothesis H1.

Step 2, test the coefficient a. That is, the relationship between the independent variable (job competency) and the intermediary variable (psychological ownership). The analysis results are shown in model 2 of table 4.16, a=0.781(p=0.000<0.001), the coefficients is significant, this verifies hypothesis H6.

Step 3, after controlling the mediating variable (psychological ownership), test the coefficients c' and b. The analysis results are shown in model 3 of table 4.16, b=0.688(p=0.000<0.001), c'=0.237(p=0.000<0.001), all the coefficients are significant. And c'=0.237< c=0.774, According to Baron and Kenny's (1986) research results, psychological ownership in this study plays a partial intermediary effect. This verifies hypothesis H9. The contribution of mediating effect to the total effect was M=ab/c=0.781*0.688/0.774=0.694. This is consistent with Peng's (2018) findings which shows that the competency of special education teachers has a positive impact on occupational happiness, and psychological capital plays an intermediary role in the positive impact of competency on occupational happiness.

Table 4. 16　　The Mediating Effect of Psychological Ownership

The Dependent Variable	Job Well-Being			Psychological Ownership			Job Well-Being		
Variables	Model 1			Model 2			Model 3		
	β	t	VIF	β	t	VIF	β	t	VIF
Gender	-0.043	-1.178	1.048	0.013	0.353	1.048	-0.051	-1.934	1.049
Age	-0.041	-0.924	1.572	0.016	0.353	1.572	-0.052	-1.587	1.573
Education	-0.024	-0.636	1.16	-0.033	-0.86	1.16	-0.002	-0.068	1.162
Position	0.058	1.384	1.38	-0.002	-0.053	1.38	0.059	1.937	1.38
Length of Service	-0.057	-1.201	1.771	-0.03	-0.633	1.771	-0.036	-1.049	1.774
Enterprise Size	-0.056	-1.52	1.066	-0.064	-1.763	1.066	-0.012	-0.434	1.077
Job Competence	0.774	21.593***	1.022	0.781	21.994***	1.022	0.237	5.690***	2.567
Psychological Ownership							0.688	16.611***	2.533
F		67.897***			70.066***			144.947***	
R^2		0.598			0.605			0.784	
adj-R^2		0.589			0.597			0.779	
DW		2.085			2.034			2.126	

Note: ***means $p<0.001$; β: regression coefficient. The Vif values of Model 2 and Model 2 retain three decimal places.

To the sixth decimal point, the Numbers are different, which means they are too subtle to be seen.

4.6.2.3 Sobel Test

It can be seen from the data analyzed in table 4.19, as for the Sobel test on the mediating effect of job insecurity, at the significance level of 5%, a=-0.559, b=-0.256, Sa=0.044, Sb=0.041, the Z value of Sobel test was

$$Z = \frac{ab}{Sab} = \frac{ab}{\sqrt{a^2 Sb^2 + b^2 Sa^2}} = 5.611 > 0.97$$

The result can reject the null hypothesis that ab is 0, so this study believes that job insecurity plays a role as a partial mediator. This verifies hypothesis H3.

Similarly, regarding the mediating effect test of psychological ownership, a=0.781, b=0.688, Sa=0.037, Sb=0.038, the Z value of Sobel test was

$$Z = \frac{ab}{Sab} = \frac{ab}{\sqrt{a^2 Sb^2 + b^2 Sa^2}} = 13.692 > 0.97$$

This also rejects the null hypothesis that ab is 0. This study believes that psychological ownership, the mediating variable, plays a role of partial mediating. This verifies hypothesis H9. (Sobel, 1982; Wen, 2004; MacKinnon, Lockwood & Hoffman, 2002)

Table 4. 17   Sobel Test Results Statistics

The mediating variable	a	b	Sa	Sb	Z
Job Insecurity	-0.559	-0.256	0.044	0.041	5.611
Psychological Ownership	0.781	0.688	0.037	0.038	13.692

Data source: Analysis of this study.

4. 6.3 The Moderating effect of Perceived Organizational Support

Using hierarchical multiple regression analysis, this research verify the moderating effect of perceived organizational support variable.

According to the research results of Wen (2015), two-step regression method was used to test the moderating effect of perceived organizational support. The first step is to take job well-being as the dependent variable and job insecurity and perceived organizational support as the independent variables to conduct a multiple linear regression analysis. The second step took job well-being as the dependent variable and job insecurity, perceived organizational support and job insecurity multiplied by Perceived organizational support as the independent variables to conduct multiple linear regression analysis.

According to the statistical results in table 4.18, the regression results of the first step are shown in model 4, R^2 is 0.740, and the regression coefficient of job insecurity is -0.188, the T value is -5.371, the P value is 0.000, and the P value is less than 0.01. It indicates that at the significance level of 1%, the coefficient of job insecurity has a very significant statistical significance, that is, there is a very significant negative relationship between job insecurity and job well-being. This also verifies hypothesis H4, which confirms previous research conclusions. Witte *et al.* (2016) pointed out that there is a significant positive correlation between job insecurity and job dissatisfaction. Feng *et al.* (2008) found that job insecurity has a significant negative impact on employees' job happiness and job performance.

Table 4. 18　The Moderating Effect of Perceived Organizational Support

The Dependent Variable						Job Well-Being										
Model	**Model1**			**Model2**			**Model3**			**Model4**			**Model5**		
	β	t	VIF	β	t	VIF	β	t	VIF	β	t	VIF	β	t	VIF
Gender	-0.043	-0.763	1.048	-0.039	-1.279	1.048	0.008	0.175	1.056	-0.024	-0.807	1.058	-0.034	-1.186	1.067
Age	-0.039	-0.559	1.572	0.060	1.596	1.586	-0.035	-0.629	1.572	0.049	1.352	1.591	0.049	1.393	1.591
Education	-0.042	-0.707	1.159	0.004	0.138	1.162	-0.049	-1.021	1.159	-0.003	-0.111	1.165	-0.009	-0.315	1.168
Position	0.094	1.446	1.378	-0.071	-1.998	1.416	0.052	1.007	1.383	-0.063	-1.853	1.419	-0.048	-1.426	1.438
Length of Service	0.020	0.278	1.761	-0.031	-0.778	1.765	0.046	0.791	1.763	-0.016	-0.429	1.774	-0.029	-0.790	1.788
Enterprise Size	-0.012	-0.206	1.063	-0.002	-0.078	1.063	0.024	0.522	1.067	0.007	0.253	1.067	0.007	0.249	1.067
Job Insecurity				-0.607	-13.610***	1.017				-0.188	-5.371***	1.498	-0.216	-6.195***	1.561
Perceived Organizational Support							0.857	28.240***	1.040	0.749	21.222***	1.532	0.716	20.157***	1.622
Job Insecurity* Perceived Organizational Support													0.118	4.024***	1.099
F	0.614			115.763***			27.295***			113.715***			107.691***		
R2	0.011			0.717			0.374			0.740			0.753		
ADJ-R2	-0.007			0.711			0.360			0.734			0.746		
DW	1.721			1.989			1.808			1.908			1.915		

Note: ***means p<0.001; β: regression coefficient.

Similar to perceived organizational support, R^2 is 0.740, the regression coefficient of perceived organizational support is 0.749, the T value is 21.222, the P value is 0.000, and the P value is less than 0.01. It can be seen that there is a significant positive relationship between organizational support and job well-being.

The regression results of the second step are shown in model 5, R^2 is 0.753, that is, R^2 squared of model 5(R^2=0.753) is greater than model 4(R^2=0.740). The regression coefficient of job insecurity multiplied by perceived organizational support is 0.118, the T value is 4.023, the P value is 0.000, indicating that the interaction between job insecurity and perceived organizational support (job insecurity multiplied by perceived organizational support) is very significant, and the perceived organizational support has a significant regulatory effect and a positive   regulatory effect. This also verifies hypothesis H5. The conclusion verifies the regulatory effect of perceived organizational support proposed by scholars (Erdogan *et al.*, 2007; Chen, 2009;Liu, 2011) , and consistent with the research of Zhu *et al.* (2014) who found that perceived organizational support plays a moderating role between personnel's competency and job well-being.

4. 6.4 The Moderating effect of Job Control Level

Similarly, by using hierarchical multiple regression analysis, this research will verify whether the moderating effect of job control level variable exists.

And this study used two-step regression method to test the adjustment effect of job control level. The first step is to conduct multiple linear regression analysis with psychological ownership as the dependent variable and job competence and job control level as independent variables. The second step is to conduct multiple linear regression analysis with job well-being as the dependent variable and job competency,

job control level and job competence multiplied by job control level as independent variables.

According to statistical results in the table 4.19, the first step of the regression results, as shown in model 4, R^2 is 0.731, job competence of regression coefficient is 0.352, the T value is 7.702, P value is 0.000, P value is less than 0.01, shows that under 1% significance level, job competence coefficient is very significant statistical significance. That is, there is a significant positive relationship between job competence and psychological ownership. This also verifies hypothesis H6. The analysis of job control level is similar, and it can be seen that there is a significant positive relationship between job control level and psychological ownership. This verifies hypothesis H8.

According to the regression results of the second step, as shown in model5, R^2 is 0.731, R^2 of model 2 is equal to model 4, and the coefficient of the interaction term between job competence and job control level (job competence multiplied by job control level) is not significant (P value is 0.761), indicating that the moderating effect of job control level is not significant. This result is not consistent with H7.

Table 4. 19　The Moderating Effect of Job Control Level

The Dependent Variable											Job Well-Being				
Model	Model1			Model2			Model3			Model4			Model5		
	β	t	VIF	β	t	VIF	β	t	VIF	β	t	VIF	β	t	VIF
Gender	0.012	0.213	1.048	0.013	0.353	1.048	0.040	1.226	1.050	0.031	1.039	1.051	0.030	1.018	1.054
Age	0.018	0.255	1.572	0.016	0.353	1.572	0.047	1.176	1.573	0.036	0.992	1.576	0.037	1.008	1.582
Education	-0.051	-0.847	1.159	-0.033	-0.860	1.160	-0.022	-0.643	1.160	-0.023	-0.738	1.160	-0.024	-0.754	1.164
Position	0.035	0.532	1.378	-0.002	-0.053	1.380	-0.048	-1.283	1.388	-0.037	-1.095	1.390	-0.035	-1.012	1.446
Length of Service	0.048	0.654	1.761	-0.030	-0.633	1.771	0.000	0.007	1.765	-0.019	-0.497	1.772	-0.021	-0.527	1.795
Enterprise Size	-0.020	-0.343	1.063	-0.064	-1.763	1.066	-0.014	-0.438	1.063	-0.036	-1.197	1.073	-0.036	-1.196	1.073
Job Competence				0.781	21.994***	1.022				0.352	7.702***	2.483	0.557	12.196***	2.467
Job Control Level							0.827	25.973***	1.016	0.557	12.213***	2.467	0.347	7.079***	2.843
Job Competence * Job Control Level													-0.010	-0.304	1.407
F	0.446			97.558***			27.295***			108.336***			96.035***		
R2	-0.010			0.681			0.374			0.731			0.731		
ADJ-R2	-0.007			0.674			0.360			0.724			0.723		
DW	1.716			2.034			1.963			1.948			1.944		
P value	0			0			0			0			0.761		

Note: ***means p<0.001; β: regression coefficient.

4. 7 Research Results

Based on the research results, the verification results of the hypothesis in this study are sorted out as shown in table 4.21.

Table 4. 20　Hypothesis Verification Results of This Study

Hypothesis	Content	Results	Instructions
H1	Job competence has a significant positive effect on job well-being.	Supported	It is verified by regression analysis.
H2	Job competence has a significant negative effect on job insecurity.	Supported	It is verified by regression analysis.
H3	Job competence has an effect on job well-being through job insecurity.	Supported	It is verified by regression analysis.
H4	Job insecurity has a significant negative effect on job well-being.	Supported	It is verified by regression analysis.
H5	With the increase of perceived organizational support, job insecurity on job happiness negatively influences is smaller.	Supported	It has been verified by regression analysis.
H6	Job competence has a significant positive effect on the psychological ownership.	Supported	It is verified by regression analysis.
H7	With the increase of job control level, the positive effect of job competence on psychological ownership is greater.	Not Supported	Regression analysis was not verified. The regulating effect is not significant.
H8	The psychological ownership has a significant positive effect on job well-being.	Supported	It is verified by regression analysis.
H9	The relationship between job competence and job Well-Being is mediated by psychological ownership. The stronger one's job competency, the higher his psychological ownership and his job well-being is stronger.	Supported	It is verified by regression analysis.

Source: results of this study

CHAPTER 5

DISCUSSION AND CONCLUSION

Corresponds to the research questions, this study verifies the impact of job competence on job well-being and analyzes the influencing factors in the relationship between job competence and job well-being of service industry personnel. The study verifies the mediating or moderating effects of organizational and psychological variables in this relationship. It verifies the mediating effect of job insecurity and psychological ownership. The relationship among the six variables of job competence, job well-being, job insecurity, perceived organizational support, psychological ownership and job control level is summarized.

This chapter is divided into three parts. Firstly, based on the research results of the previous chapter, the author further proposes the research conclusions. Secondly, this paper expounds the guiding significance of the organization or the manager in the actual work, and provides suggestions and basis for the organization and the enterprise manager to implement the scientific and effective management system and management methods. Finally, combined with the shortcomings and limitations of the paper, the future research direction is proposed.

5.1 Research Conclusions

Based on the theory of positive organizational behavior, job competence and happiness as the theoretical basis, collected a total of 328 valid questionnaires from 6 provinces of Shandong, Hubei，Guangdong, Jilin, Gansu and Yunnan.

Interaction relationship between six variables of job competence, job well-being, job insecurity, perceived organizational support, psychological ownership and job control level of service personnel are thoroughly analyzed. A total of nine hypothesis is put forward, including eight hypothesis passed the test, and one hypothesis were not. Empirical process to get a good verification, also proves the validity and reliability of the research conclusion.

The hypothesis validation results can be represented by figure 5.1.
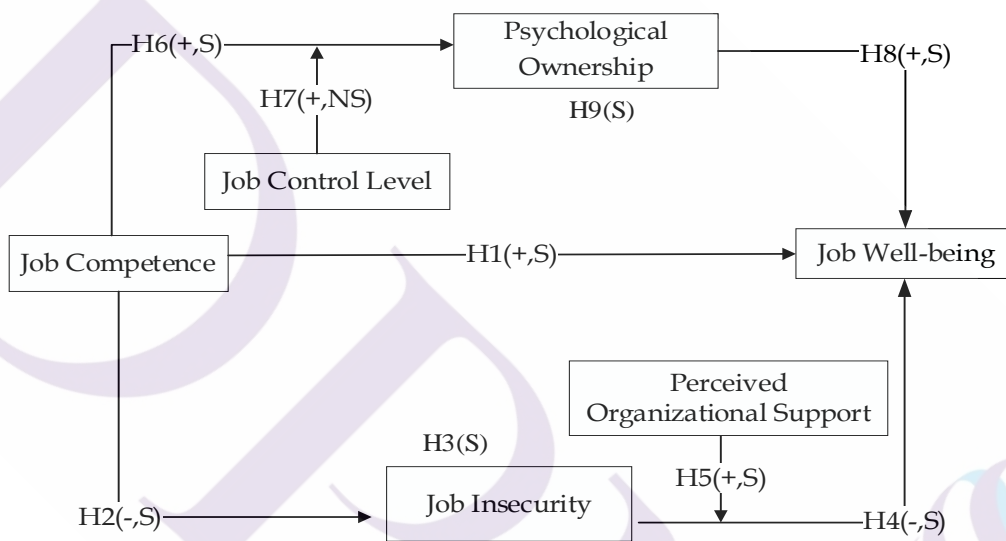
Note: S means the hypothesis is Supported, NS means not supported.

Figure 5. 1   Hypothesis Verification Results of This Study

1. The job competency has a significant positively effect on job well-being.

Job competency will positively affect their job well-being, the stronger the job competency, the higher their job well-being. This research also shows that job competency plays an important role in improving job well-being. Occupational competency can bring positive employee behaviors to the organization, such as improving employee's job satisfaction in the organization (Akkermans *et al.*, 2013; Tomietto *et al.*, 2019). This is consistent with the research views of Abraido-lanza

(1997) who proposed that personal ability plays an important role in the job well-being.

2. The service industry employees' job competency has a significant negative effect on job insecurity.

According to the research on the relationship between job competency and job insecurity of service employees, job competency of service employees will negatively affect their job insecurity. Job competence can help employees to find a job and cope with job insecurity, because compared with employees with less choices in the labor market, those who have more choices are less influenced by job insecurity (Fugate *et al*., 2004). This research conclusion is similar to the research results of Greenhalgh and Rosenblatt (1984). Even if perceived potential threats, those who are able to deal with these threats will not experience too much job insecurity. Because the more knowledge and skills employees have, the more likely they are to get more support and encouragement from leaders and colleagues. Such encouragement and support plays a positive role in eliminating job insecurity. In other words, stress and insecurity often result from various forms of mismatches between employees and the work environment (French,1982).That is, job competency has a significant negative impact on job stress and job insecurity (Kristof-brown *et al*., 2005).

3. Job insecurity of service employees plays mediating role in the relationship between job competence and job well-being.

The job competency of service employees will influence their job well-being through the intermediary effect of job insecurity. This conclusion can help us understand the important role of job insecurity in the relationship between job competence and job well-being, so as to improve the job well-being of employees by reducing job insecurity.

On one hand, job insecurity, as a source of job stress, can lead to depression. As time goes on, if employees are incompetent and experience higher and higher levels of frustration and job insecurity, they will be in a negative emotional state for a long time (Cynthia, 2006), and the negative emotions generated by job insecurity will have a negative impact on job well-being. That is to say, even a highly competent person may be unhappy. That is why many competent people are unhappy at work, complaining and leaving their jobs. Therefore, leaders should pay close attention to employees' job insecurity, identify those with high job insecurity, and find out the reasons for job insecurity. The organization should judge whether the insecurity of employees comes from the worry of job continuity or the worry of job development, and take corresponding measures to eliminate the worry, so that employees can feel the job security, improve the job security, and thus enhance their job well-being.

On the other hand, service employees with higher employability have less or lower job insecurity because they are better qualified for their current jobs and are more likely to get ideal jobs and sustainable career development opportunities in the internal and external labor markets of the organization, which, in turn, can make it more psychological resources concentrated to understand their real needs and interests, to better plan and implement suitable for their own career development strategy in order to obtain the subjective career satisfaction, higher job well-being.

Therefore, the test of the mediating role of job insecurity is a study from the perspective of individual positive behavior, showing the mechanism and path of the impact of job competency on the job well-being of service employees. The path of influence is to influence individual psychology (job insecurity) through individual behavior (job competency), and then affect behavior outcome (job well-being).

Individual psychology (job insecurity) provides an explanation channel for the influence mechanism, showing the internal mechanism of the relationship between variables.

4. The job insecurity of service employees has a negative effect on their job well-being.

Based on the research on the relationship between job insecurity and job well-being of service employees, it can be seen that job insecurity of service employees has a negative and significant impact on job well-being. The higher the degree of job insecurity, the lower the job well-being.

When service employees feel job insecurity about future pay increases, job promotions, etc., they will worry about their viability in the current organization work and career development prospects, will produce fatigue, loss of work enthusiasm, such as negative indifferent attitude towards the existing work state, resulting in a lower job well-being (Ngo & Liu, 2015).On the one hand, the pressure and anxiety brought by job insecurity on service employees will make them no time for conscious self-exploration for stable employment, including understanding their real needs, interests, abilities and motivations, so as to reduce their job well-being. On the other hand, the cognition of the uncertainty of the current or future work accompanied by job insecurity will also hinder the effective decision of the employee to achieve career success, reduce the motivation and passion of the employee to achieve career success persistently (Colakoglu, 2011), and thus produce a low level of job well-being.

5．Perceived organizational support of service employees has an external inhibitory effect on the relationship between job insecurity and job well-being.

Perceived organizational support moderates the relationship between job insecurity and job well-being. Perceived organizational support brought by superior

support and colleague support can alleviate the negative effect of job insecurity on job well-being. With the increase of organizational support, the negative effect of job insecurity on job well-being decreases. Perceived organizational support can effectively reduce employees' perceived work stress, sense of imbalance and negative emotions or negative results. So when services practitioners feel superiors or colleagues in the company to give you higher levels of emotional and instrumental support, can alleviate their psychological pressure with work, promote good organizational culture atmosphere, establish harmonious relationship, help reduce pay promotion, job promotion, and competition and interpersonal aspects of insecurity, which in terms of job insecurity on inhibition of job well-being has played a buffer role.

Individual behavior results are influenced by both individuals and environment (Ye, 2010).This paper shows that perceived organizational support has an important impact on the job well-being of service employees through job insecurity. Therefore, the test of the moderating effect of perceived organizational support is an impact study from the perspective of organizational motivation. The result analysis shows that the moderating effect of organizational support has a wide range of effects. Therefore, when managers in the service industry face the problem of employees' job insecurity, they should give full play to the great role of perceived organizational support to implement scientific management behaviors.

6. The job competence of service employees can promote their psychological ownership.

According to the research on the relationship between job competence and psychological ownership of service employees, job competence of service employees will positively affect their psychological ownership. The more competent the service

employees are, the higher the degree of psychological ownership will be. Firstly, service industry employees with strong job competence have strong self-confidence and a high sense of belonging in the organization. Secondly, employees with strong job competence are generally able to complete their work tasks better, and thus are more recognized and appreciated by leaders and colleagues, so that their abilities and values can be fully reflected in the organization and their sense of self-efficacy can be improved. Finally, strong job competence usually makes service industry employees feel that their career development prospects are broad, their work mood is high, and their sense of identity to the organization is enhanced.

Therefore, for service industry managers, if they want to improve their psychological ownership of the organization, such as the sense of belonging, self-efficacy and sense of identity, they can consider ways to improve their job competence.

7. The moderating effect of job control level is not significant.

According to the research results of Wang (2007), there is a significant positive correlation between employees' sense of job control and psychological ownership, and there is a significant positive correlation between psychological ownership and job satisfaction. However, the results of regression analysis showed that the adjustment effect of job control level was not significant. The reason for this conclusion can be considered because among the respondents in the four industries, except education, employees in the other three industries (telecommunications, finance, tourism) do not have a high level of job control, and what they mainly need is the ability to execute the tasks of their superiors. In addition, the high stress level of teachers in the domestic education industry also reduces the level of job control to some extent (Cropley&Purvis, 2003).

8. Psychological ownership of service employees can promote their job well-being.

The research on the relationship between psychological ownership of service employees and their sense of job well-being shows that psychological ownership of service employees will positively affect their job well-being. The higher the degree of psychological ownership, the stronger the job well-being. First of all, the higher the degree of psychological ownership of employees, the more positive the related work variable will be. For example, employees' work input is increasing, their performance is getting better, and their happiness level is gradually increasing. Secondly, when the career self-efficacy of service employees is improved, it will promote them to set higher career development goals and achieve more subjective career success, which is also conducive to further improving their job well-being. Finally, higher psychological ownership means that the service industry staff organization value and acceptance of organizational culture, makes employees feel more comfortable in the organization, and it has organizational commitment of employees to work in a larger feelings, solidarity and cooperation with the organization members, willing to pay for organization, will own and organization together tightly, trying to feed into this big family, and then unleash the cohesion and centripetal force, resulting in a higher job well-being.

9. Psychological ownership of service employees has mediating effect in the relationship between job competency and job well-being.

Service industry employees' job competency will positively affect their job well-being. The more competent the service employees are, the higher their job well-being will be. Moreover, the job competency of service employees will have a positive impact on their job well-being through the mediating role of psychological

ownership. A working environment conducive to the development of employees'
freedom is conducive to employees' higher psychological ownership. It is conducive
to employees' positive work attitudes and behaviors (O'Driscoll *et al*., 2006). The
higher the psychological ownership of employees, the more they will regard work as a
part of themselves, and the stronger their positive emotions towards work (Dyne &
Pierce, 2004), which is conducive to higher job satisfaction. When the service
industry employees are not competent, their psychological ownership, such as sense
of belonging to the organization and sense of efficacy, will be reduced, thus reducing
their job well-being.

Therefore, the test of the mediating role of psychological ownership is still
conducted from the perspective of individual positive behavior, showing the
mechanism and path of the impact of service industry employees' job competency on
their job well-being. The path of influence is to influence individual psychology
(psychological ownership) through individual behavior (job competency), and then
affect the outcome of behavior (job well-being). Individual psychology (psychological
ownership) provides an explanation channel for the influence mechanism, showing
the internal mechanism of the relationship between variables.

5.2 Countermeasures and Suggestions

The results of this study have important guiding significance and practical
value for the management of service enterprises.

In theory, it has always been the goal of both organizations and individuals
to make employees have a high job well-being. Managers believe that individuals
with higher happiness will have higher work motivation and contribute more
productivity (Daiga,2017).For employees, when their basic material needs are met,

they will turn to the post-material stage and pay more attention to the realization of themselves and the improvement of happiness (Satuf,2016).Therefore, this study and its conclusions are beneficial to promoting people's attention, understanding and understanding of the influence mechanism of service industry employees' job well-being. Specifically, through empirical data, this study confirms the important value of service industry employees' job competency in promoting their job well-being. This paper explores the possible mediating effect of psychological ownership and job insecurity on job competence and job well-being. And proposes and verifies the moderating effect about perceived organizational support and moderating effect of job control level based on the existing research results. These results are not only an exploratory revelation of the "black box" mechanism between job competency and job well-being of service employees from the cognitive level, but also a further verification and expansion of the job well-being theory of positive organizational behavior based on the theme of job well-being.

In practice, the inspirations brought by this study are as follows: Service enterprises can enhance their psychological ownership, prevent and relieve their job insecurity and enhance their job well-being by actively improving their job competence. Employees' perceived organizational support can be positively affected to effectively prevent and relieve their job insecurity and enhance their well-being. Through positive influence on their psychological ownership, their job well-being can be improved. Employees' job well-being can be improved by actively preventing and alleviating their job insecurity. The result of this is very beneficial to the improvement of business performance of service enterprises, as well as the retention incentive and job well-being of service employees.

This chapter through the mediating variable (psychological ownership, job insecurity) and moderating variable (job control level, perceived organizational support) of introduction, from two angles of intrinsic motivation and extrinsic motivation is analyzed, in order to provides new thinking for improving the happiness of employees in the organization, which promote the services sector staff job well-being practice of enlightenment.

5.2.1Change ideas and attach importance to individual job competence and perceived organizational support

Employees are important human resources for service organizations. In the face of the fierce competition in the global market, competition among enterprises is the competition of human resources. With strong human resources, enterprises can master core advanced technologies and lead healthy and steady long-term development. Therefore, improving the job competence of human resources, retaining and playing the value of human resources are the prerequisite and key factors to help enterprises improve job well-being. Luthans and Avilio (2013) proposed that psychological capital and perceived organizational support are the necessary conditions for employees to achieve high performance. Organizations and managers should pay attention to the management and use of human resources instead of blindly emphasizing production efficiency and output. It is backward to pursue the goal of simply increasing employees' income and corporate profits. Organizations and managers need to change management philosophy, put individual job well-being in the first place, improve employees' job competence, provide more scientific and perfect organizational support, and let employees feel and benefit from it. This is the

key to improve employees' job well-being, and also the condition for the long-term development of the organization. Perceived organizational support refers to the relationship, encouragement, help and support that employees perceive from the organization, managers or colleagues, which can improve employees' sense of belonging and pride to the organization. It is the link to establish good network relations and acts as the "gas station" and "safe haven" for individuals. Perceived organizational support can play a vital positive role when employees experience difficulties or fatigue that increase job insecurity.

Therefore, organizations and managers should change their management philosophy. Service enterprises should put employees' job well-being in the first place, and attach importance to individual job competence and physical and mental health. This is the primary condition affecting individual job well-being, the fundamental condition for the long-term development of enterprises, and the prerequisite for psychological capital. In addition, pay attention to the importance of organizational support, so that employees can feel more care and support from the organization, managers and colleagues, establish a scientific and reasonable training and incentive system and mechanism, and play a more important role from the perspective of internal and external motivation.

5.2.2 Improve individual positive attitude such as psychological ownership and job security from the perspective of intrinsic motivation

Positive individual attitude such as psychological ownership and job security play a critical role in employee personal growth and organizational development, and they can change with the work environment, the people they come

into contact with, and the events they experience. When the work environment is tense, dull and infighting, employees will feel depressed, depressed or depressed; When contact with colleagues or leaders is pessimistic and negative state, employees will inevitably complain more and depressed mood; When employees are not recognized by the organization or often receive negative evaluation in the process of work, they will have the reaction of reducing work involvement or increasing job insecurity. In turn, the work environment, people and events experienced will improve with the positive traits of individuals, and their interaction can form a virtuous circle. Therefore, improving individual positive traits from the perspective of intrinsic motivation can improve employees' initiative to change and infect their colleagues, thus changing the organizational environment and improving their job well-being.

1. The selection process focuses on individual positive attitude and allows participants to perceive them.

The interview and selection process is usually the "first impression" left by the company. Employees will better understand the company's culture, working environment, and hardware facilities by entering the company. They will also get to know the company's management philosophy, managers' focus, job requirements and other information through direct communication with the interviewer. When a manager mentions words related to an individual's positive attitude during an interview, such as optimism, positivity, tenacity, focus and courage, the employee will be impressed. Employees can feel that this is the positive expectation of the organization for employees, and they will strengthen the cultivation and improvement of their positive traits in the future work.

2. The training process improves the psychological ownership of employees.

On the one hand, it provides opportunities for further study and learning from skills and majors to improve the ability of concentration. Enterprise for daily training plan for employees, for business skills and professional level and provide training and further study opportunities for staff, with the domestic and foreign well-known enterprises, scientific research institutions and enterprises and institutions such as communication, learning new skills and knowledge, to provide communication and show self-ability platform, promote employees' personal development, the improvement of individual work ability help to promote the formation of psychological ownership, stimulate innovation and work enthusiasm, improve the ability to focus. Firstly, leaders should establish an ownership culture within the organization, strengthen the people-oriented management concept, build a reasonable internal communication mechanism, and enhance the relationship between employees and the organization and the trust between employees. Strengthen organizational culture training, enhance employees' sense of identity, and implement organizational rules and regulations fairly, reasonable rewards and punishments. Secondly, leaders should grant formal ownership to key employees in the organization. By implementing decision-making participation, profit participation and other measures, employees can participate in organizational management, have the right to influence the development of the organization, stimulate their sense of responsibility, and improve their psychological ownership. Thirdly, leaders should enable non-key employees to obtain informal rights. For example, by sharing organizational information, publicizing internal strategies and strengthening internal information communication, leaders should actively convey the mission, vision and values of the organization, deepen employees' cognition of the organization and enhance their sense of belonging, which in turn increases job well-being.

3. Reduce job insecurity from daily management.

Job insecurity can affect job well-being, and plays an intermediary role between job competence and job well-being, which cannot be ignored in organizational management. Therefore, leaders of service enterprises should pay attention to employees' perceived level of job insecurity, identify employees with high job insecurity, understand the specific reasons, and take corresponding measures to eliminate employees' concerns, so that employees can feel that they are developing together with the organization. On the one hand, the leader should be evaluated by talk and chat to understand employees' degree of concern about the work and the main reason, help them to correct understanding of the objective threat, and inform employees as long as hard work, enterprising, will not lose their jobs, it will get reuse and promotion, to the understanding of the employee job insecurity from threats to spur. On the other hand, leaders should make clear the scope of power and responsibility of employees' work positions, and let employees make their own decisions within the scope of their authority through decentralization, so as to enhance their sense of mission and sense of value in their work. At the same time, an incentive management system should be established to stimulate employees' potential and promote their realization of self-value, so that employees can feel their work achievements brought by their own efforts, so that they can work with more enthusiasm, improve their job security and enhance their job well-being.

5.2.3 Enhance organizational support from the perspective of extrinsic motivation

Perceived organizational support is to provide sufficient policy, material, spiritual and technical support for employees in the process of work from the perspective of external incentive, which plays a key role in stimulating employees' work involvement and reducing job insecurity, thus increasing their job well-being. It can be analyzed from three aspects of organizational strategy planning, organizational system and managers.

Firstly, it focus on long-term development and develop a health promotion plan for employees. Workplace Health Program (WHP) refers to a Program to prevent, reduce and eliminate health hazards, maintain and promote work ability, so as to protect employees' health habits related to vitality, energy and physical condition (Naumanen, 2007). The world health organization has called on companies to implement health promotion programs. In the last 30 years, significant progress has been made. In the United States center for disease control and prevention of WHP project as an example, it has to do with national health agencies, academic institutions, employers, and other key groups cooperation alliance, joint development, establish and promote effective planning, policy, welfare and the environment support, such as strategic planning, to help managers to improve the health, safety and welfare of employees, deal with a variety of risk factors and health status, to improve the working environment of health as the goal. Kuoppala (2008) and his colleagues searched 1312 literatures from 1970 to 2005 and analyzed the relationship between WHP and employees' happiness and job competency, etc. The results showed that WHP such as physical exercise could improve employees' job competency.

Second, regular rotation system to improve work involvement and colleagues support. Faced with boring and monotonous work for a long time, employees will have a negative mood of burnout. This kind of negative emotion can

be aggravated or aggravated when you are in a special situation with high job insecurity. Huawei and SONY have adopted the rotation system for a long time. Regular or irregular job rotation can stimulate employees' innovative thinking, arouse their enthusiasm and improve their working ability, and improve their focus on new things. In addition, in the process of job rotation, we can contact more colleagues and provide a platform for communication and communication. When employees have job insecurity, colleague support will play an important regulating role.

Thirdly, improve management level, promote organizational support and colleagues support. The manager is the person who gives the work task instruction, is also the person who assigns the work task, has the close relation with the employee. The management behavior and management level of managers have a serious impact on the psychological change and behavioral direction of employees. It is not only the motivation for employees to work hard, but also the source for employees to increase job insecurity and thus generate turnover tendency. Therefore, managers need to improve their empathy ability from the perspective of employees, pay attention to employees' development expectations and needs, and provide a platform and space for personal development. From the life to give employees more care and care, pay attention to the family life of employees, timely understand the difficulties and problems encountered. Technical guidance and encouragement at work can stimulate employees' enthusiasm for work and sense of belonging to the organization, reduce job insecurity and improve job well-being.

5.3 Research limitation and future suggestion

In the whole research process, the author sorted out a large number of domestic and foreign literature materials, completed the design of the questionnaire

rigorously and carefully, and carefully controlled the release and recovery of the questionnaire to ensure the authenticity and validity of the survey data. By using a series of normative and strict empirical research methods, the research results are guaranteed to be reliable and scientific. Nevertheless, there are still some deficiencies and areas to be improved in this paper. It is hoped that this paper can be improved and developed in the future research.

First, the measurement method is single and needs innovation. In addition to the paired survey of job competency variables, self-reported questionnaires were used in this paper to measure the 5 variables of job well-being, job insecurity, perceived organizational support, psychological ownership and job control level, and the questionnaires were completed through the participants' recall. Although many measures were taken in the process of designing, distributing and filling the questionnaire, for example, the questionnaire was determined through communication between scholars, experts and industry managers. Distributed questionnaires across regions and industries; Hand out questionnaires in person or to close friends; However, the accuracy of answering questions, social approval and the tendency to cheat will all affect the score on specific questions. The data is still prone to deviation and there are concerns about the potential impact. In future studies, various measurement methods can be tried, such as longitudinal multi-time sample data (Sun, 2015).Randomized controlled trial (Michishita, 2017),Case study methods, Increase the number of samples (Karanika, 2015),Quantitative and qualitative measurement methods (Yang, 2015).Innovation of theory and practice should be carried out from different measuring tools, perspectives, disciplines and research methods to improve the universality and effectiveness of research conclusions.

Second, there is still space to expand the dimension. Due to the author's ability is limited, this study mainly studies the correlation between the "first-order dimension" of each variable and job well-being of service industry employees, and some of these variables can be further detailed, so as to analyze which factors in the "secondary dimension" are higher correlation with job well-being. In the future research, we can try to conduct a more in-depth research after the dimension expansion and subdivision of each index. For example, "Organizational Support" can be divided into two dimensions: "Leadership Support" and "Colleague Support". In this way, the connotation of different categories of variables can be enriched, which will help managers to identify and manage each indicator in detail in specific practical activities.

Third, the study was conducted only in China's service sector. Although the sampling has been carefully designed in this study, due to the difficulty in issuing questionnaires in the survey, the questionnaire survey in this study was only carried out in China and its coverage was not extensive enough, leading to the limitation of the research results and inference. This will reduce the representativeness of the research results. Subsequently, the coverage and number of samples should be expanded to increase the representativeness of the research.

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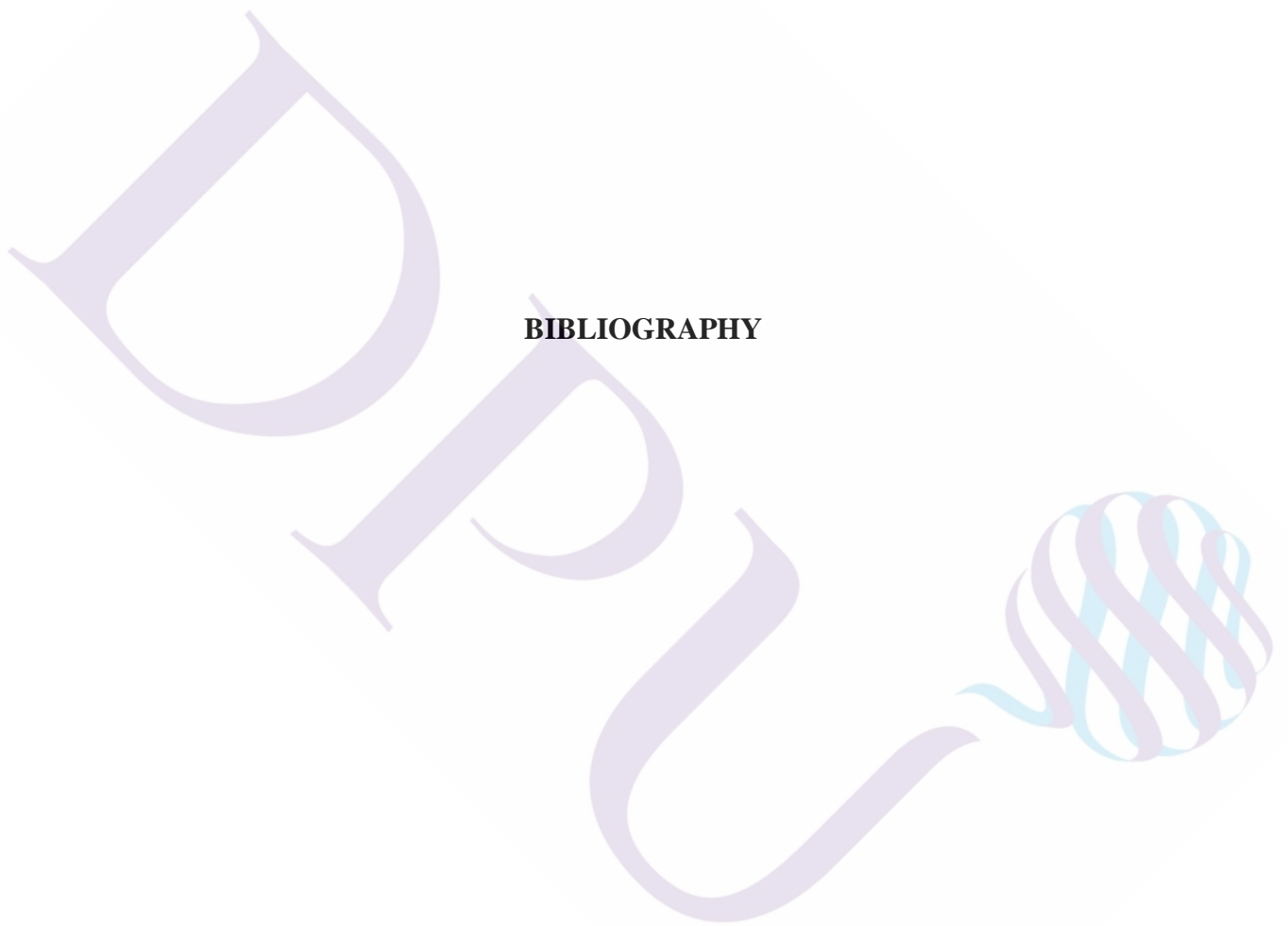
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APPENDIX

The Formal Questionnaire

Dear Sir or Madam,

This is an academic research questionnaire. The main purpose of the research is to explore the job well-being of service personnel. Please fill in the blanks in your busy schedule.

This questionnaire is conducted anonymously. The information provided in this questionnaire will never be disclosed to the public separately and will only be used for academic research. There is no right or wrong answer or standard answer in this questionnaire. Please fill in the answer according to your actual feelings.

Your valuable opinions and opinions will make an important contribution to this research. We sincerely hope that you can reply sincerely. We sincerely respect you and thank you for your assistance.

Good luck with your work!

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1. Personal Background Information

Please choose the appropriate one in each of the following basic information topics.

1) Gender: A.Male   B.Female

2) Age(years old): A.18 to 30   B.31 to 44   C.45 to 59   D. > 60

3) Education: A.High school graduate and below   B.College graduate

C.Bachelor degree   D. Master degree and above

4) Position: A.General staff   B. First-line managers

C.Middle managers   D. Top managers

5) Length of Service: A.Less than 1 year   B.Between one and ten years

C.11 years or above

6) Enterprise Size (measured by the staff number):

A.<10   B.11 to 200   C.201 to 500   D. >500

2. Questionnaire contents

Notes: Dear interviewees, the main purpose of this scale is to discuss job well-being. There is no standard answer of "Right" or "Wrong" in the scale. Please answer honestly according to what the scale describes and your true feelings. In response, please read each statement carefully and decide how closely it matches your current situation. Among them, scoring from strongly disagree (1 points), disagree (2points), ordinary (3 points), agree (4 points) to strongly agree (5 points). Please start your answer, please do not miss the answer, thank you for your cooperation!

	Items	Strongly Disagree	Disagree	Ordinary	Agree	Strongly Agree
1	Classifying information obtained from the market quickly, sorting and organization, and is applied to the development of new customers	1	2	3	4	5
2	As detailed as possible in advance to collect customer information, understand customer's real needs	1	2	3	4	5
3	Pay close attention to detail in the process of talking to a customer, to be able to discern the customer psychology	1	2	3	4	5
4	Able to clearly inform the customer the value of the company's products will bring to him	1	2	3	4	5
5	In the communication with customers, can effectively guide and control	1	2	3	4	5

6	Good at listening and understanding the needs of customers, for any customers can quickly grasp the point of communication with them	1	2	3	4	5
7	Always prepare well before visiting customers, in order to provide them with the best quality service	1	2	3	4	5
8	In regular contact with the old customers, continuously to provide after-sales service	1	2	3	4	5
9	Keep learning outside of work, so that can very professional to introduce the company's products to customers	1	2	3	4	5
10	I'm worried about being forced out	1	2	3	4	5
11	I may risk leaving my present position within the next year	1	2	3	4	5
12	In the near future, I may lose my present job and feel uncomfortable	1	2	3	4	5
13	At my current workplace, my career opportunities are optimistic	1	2	3	4	5
14	I think the company will assign me challenging jobs in the near future	1	2	3	4	5
15	I believe that my working ability will be needed in the future	1	2	3	4	5
16	My company attaches great importance to my contribution	1	2	3	4	5
17	My company is very concerned about my personal goals and values	1	2	3	4	5
18	My company is quite concerned about my job welfare	1	2	3	4	5
19	If I need special requirements, my company will help me	1	2	3	4	5
20	My company is proud of my job accomplishments	1	2	3	4	5
21	I think the company's problem is my problem	1	2	3	4	5
22	When people praise the company, I will feel very glorious	1	2	3	4	5

23	I care about others view of the company	1	2	3	4	5
24	I have strong sense of belonging to the company	1	2	3	4	5
25	I'd be happy to stay in the company to work for a long time	1	2	3	4	5
26	For me, the company has the unusual significance	1	2	3	4	5
27	I think I am a member of the family	1	2	3	4	5
28	I can finish my work in my way	1	2	3	4	5
29	I know how is my performance assessment	1	2	3	4	5
30	I can handle this challenging job	1	2	3	4	5
31	I can obtain the needed information	1	2	3	4	5
32	I Can control the working conditions and environment	1	2	3	4	5
33	I'm very pleased with my past work performance	1	2	3	4	5
34	I am satisfied with the status quo	1	2	3	4	5
35	I like to be aggressive in my work	1	2	3	4	5
36	I can complete the daily work happily	1	2	3	4	5
37	Work can reflect my value	1	2	3	4	5
38	Work is my interest	1	2	3	4	5
39	I can improve myself and learn new knowledge at work	1	2	3	4	5
40	knowledge Learned can be used in the work	1	2	3	4	5
41	Most of my Suggestions can be adopted	1	2	3	4	5
42	Fewer mistake at work in the past	1	2	3	4	5
43	I have a good welfare	1	2	3	4	5
44	I have some training opportunities	1	2	3	4	5
45	I have chance to rise incomes	1	2	3	4	5
46	I paid have get the corresponding reward	1	2	3	4	5
47	I can get good grades in the work	1	2	3	4	5
48	I can create a favorable working environment	1	2	3	4	5
49	I'm good at capturing opportunities	1	2	3	4	5

50	When I meet with difficulties can get colleagues' care and help	1	2	3	4	5
51	I can cooperate and fair competition with colleagues at work	1	2	3	4	5
52	There aren't a lot of wrangling things bother me every day	1	2	3	4	5
53	I can get along well with colleagues	1	2	3	4	5
54	Work atmosphere is very good, everybody is unity	1	2	3	4	5

-- This is the end of the questionnaire. Thank you again for your cooperation—

3. Matching questionnaire

Dear interviewees, please answer each question according to the actual situation of the employees you manage, and submit the questionnaire after completion. Scoring from strongly disagree (1 points), disagree (2points), ordinary (3 points), agree (4 points) to strongly agree (5 points). Please start your answer, please do not miss the answer. No need to fill in the name of the questionnaire. Please feel free to answer, thank you for your cooperation!

The name of the employee being evaluated:_____

	Items	Strongly Disagree	Disagree	Ordinary	Agree	Strongly Agree
1	Classifying information obtained from the market quickly, sorting and organization, and is applied to the development of new customers	1	2	3	4	5
2	As detailed as possible in advance to collect customer information, understand customer's real needs	1	2	3	4	5
3	Pay close attention to detail in the process of talking to a customer, to be able to discern the customer psychology	1	2	3	4	5
4	Able to clearly inform the customer the value of the company's products will bring to him	1	2	3	4	5
5	In the communication with customers, can effectively guide and control	1	2	3	4	5
6	Good at listening and understanding the needs of customers, for any customers can quickly grasp the point of communication with them	1	2	3	4	5
7	Always prepare well before visiting customers, in order to provide them with the best quality service	1	2	3	4	5
8	In regular contact with the old customers, continuously to provide after-sales service	1	2	3	4	5
9	Keep learning outside of work, so that can very professional to introduce the company's products to customers	1	2	3	4	5

-- This is the end of the questionnaire. Thank you again for your cooperation—