

pISSN: 1906 - 3296 © 2020 AU-GSB e-Journal.  
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# Relationship between Facilitative Focus Moderation and Psychological Capital on Change Support Behavior: Taking Organizational Support Climate as Moderating Variable

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Received: May 10, 2023. Revised: January 7, 2025. Accepted: February 22, 2025.

## Abstract

**Purpose:** This study investigates how employees' focus adjustment and psychological capital influence their support for organizational change in Internet companies. It also examines the moderating effect of organizational support climate on these relationships. **Research design, data and methodology:** A survey was administered to 246 employees working in Internet companies. Data were analyzed using multiple linear regression to identify the relationships among focus adjustment, psychological capital, organizational support climate, and change support behaviors. **Results:** The results show that promotional focus adjustment positively affects employees' change support behaviors. Facilitative focus regulation enhances psychological capital, which in turn positively influences change support behaviors. Psychological capital also mediates the relationship between facilitative focus regulation and change support behaviors. Moreover, organizational support climate moderates the effect of psychological capital on change support, enhancing the likelihood of positive change behaviors. **Conclusions:** The findings highlight the importance of both psychological capital and organizational support climate in encouraging change support behaviors. Leaders should tailor strategies to stimulate employees' facilitative focus adjustment and ensure sufficient resources to enhance psychological capital, especially in supportive organizational climates, to foster effective change management.

**Keywords :** Facilitative Focus Regulation, Psychological Capital, Change Support Behavior, Organizational Support Climate

**JEL Classification Code:** M10, M54, J24, C12

## 1. Introduction

### 1.1 Research Background

In the era of globalization, the fiercely competitive market environment and rapid technological innovation have made the competitiveness of the booming internet industry largely based on its ability to adapt and change continuously (Drzensky et al., 2012). Therefore, attention to organizational change in the internet industry has important practical significance. The success of organizational change in internet enterprises depends largely on employees' reactions and supportive behavior because "organizational change is accomplished through its

members" (George & Jones, 2001). Different types of employee behavior, such as employee resistance to change, employee readiness for change, employee cynicism, employee change motivation, and employee change-supportive behavior, have been identified (Bailey et al., 2016). However, researchers currently believe that employee change-supportive behavior plays a crucial role in successfully implementing organizational change (Faupel & Süß, 2019). Although a small amount of research has begun to focus on employee supportive behavior in Western contexts, research on employee supportive behavior in Eastern contexts is still lacking (Lin et al., 2018). This paper focuses on China's enterprises and investigates employee supportive behavior during organizational change in the Chinese context.

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Given the important role of employee change-supportive behavior in the success of organizational change, a literature review revealed that in China, research on the antecedents of employee change-support primarily focused on leadership types and styles, while the role of employee motivation in employee change-support behavior was lacking. Motivation, as an individual internal factor, plays a decisive role in the emergence of change-supportive behavior. Therefore, the first question that this study seeks to explore is the relationship between promotion focus regulation and change-supportive behavior.

To further clarify the role of promotion focus regulation, the mediating mechanism between the two needs to be explored. According to the conservation of resources theory, change can cause changes in an individual's existing state, leading to a threat of loss of existing resources. Sufficient resources make individuals more confident in facing the pressure and loss brought by the change event, thereby producing positive behavior. According to the focus regulation theory, promotion-focused regulation employees are more optimistic, positive, and hopeful, leading to an increase in individual psychological capital. Sufficient psychological resources lead to more change-supportive behavior. Based on the above arguments, the second key question of this study is to explore the mediating role of psychological capital in the relationship between promotion-focused regulation and change-supportive behavior.

According to the social cognitive theory, personal factors and environmental factors interact and jointly influence behavior (Bandura, 1982). Therefore, the emergence of employee change-supportive behavior cannot be solely attributed to personal factors such as promotion focus regulation and psychological capital but also to the influence of environmental factors. The interaction between an employee's psychological capital and the organizational support atmosphere influences change-supportive behavior. Therefore, the third research question that this study seeks to explore is the impact of the organizational support atmosphere as an environmental factor and the moderating effect of promotion-focused regulation.

In summary, given the important role of employee change-supportive behavior in the development of enterprises, this paper explores the impact of promotion focus regulation on employee change-supportive behavior based on the focus regulation theory. Secondly, based on the conservation of resources theory, this paper discovers the mediating role of psychological capital in the relationship between promotion-focused regulation and change-supportive behavior. Finally, based on social cognitive theory, this paper explores the impact of the organizational support atmosphere as an environmental factor and the moderating effect of promotion-focused regulation.

## 1.2 Research Motivation and Purpose

This study aims to achieve three objectives through exploring the relationship between promotion-focused coping and employee change-supportive behaviors. Firstly, given the crucial role of employee change-supportive behaviors in the success of organizational change, it is important to investigate how these behaviors are generated. Previous studies on employee change-supportive behaviors have mainly focused on leadership types and styles, while the role of employee motivation in these behaviors has been largely overlooked. Motivation, as an individual internal factor, plays a decisive role in the generation of change-supportive behaviors. The first objective of this study is to explore how change-supportive behaviors are generated based on individual motivation, and to investigate the influence of promotion-focused coping on change-supportive behaviors (Hassan et al., 2021; Vakola et al., 2021).

Secondly, in order to clarify the relationship between promotion-focused coping and change-supportive behaviors, it is necessary to answer how promotion-focused coping influences change-supportive behaviors. The second objective is to explore the mediating mechanism by which promotion-focused coping affects change-supportive behaviors, specifically from the perspective of the conservation of resources theory.

Thirdly, according to the interactive decision-making theory, promotion-focused coping is context-dependent. Therefore, the generation of employee change-supportive behaviors cannot be solely attributed to individual factors such as promotion-focused coping and psychological capital, but also to environmental factors. The interaction between employee psychological capital and the organizational support climate affects change-supportive behaviors. When employees face a higher level of organizational support climate, their psychological capital is more likely to stimulate change-supportive behaviors. Therefore, the third objective of this study is to examine the impact of the organizational support climate as an environmental factor, as well as the moderating effect of promotion-focused coping.

1. The problem statement is obstacles to implement localization in China companies are lacking of performance of local managers and staff, inadequate communication ability of local staff, difficulty of replacing expatriates with local managers to successful localization management.

2. The analysis focuses to change-supportive behaviors and organizational support climate and the moderating effect of promotion focused coping.

3. This study explores the main factors that the impact of promotion focused coping on change-supportive behavior and the mediating role of psychological capital in the

relationship between promotion-focused coping and employee change-supportive behavior and the influence of organizational support climate as an environmental factor for the moderating role of promotion-focused coping.

### 1.3 Research Significance and Innovation

#### 1.3.1 Theoretical Significance

Firstly, by exploring the impact of promotion-focused coping on change-supportive behavior, this study enriches the antecedent research on change-supportive behavior. Previous literature has generally attributed the antecedents of change-supportive behavior to leadership style and type (Hassan et al., 2021; Vakola et al., 2021), with little research exploring the antecedents of change-supportive behavior at the individual level. This study, based on the focus theory of attention, explains the antecedents of change-supportive behavior from the perspective of individual motivation by studying the relationship between promotion-focused coping and employee change-supportive behavior, thereby enriching and expanding the antecedent research on change-supportive behavior.

Secondly, by exploring the mediating role of psychological capital in the relationship between promotion-focused coping and employee change-supportive behavior, this study deepens the understanding of promotion-focused coping. Based on the theories of focus theory and resource conservation (Hobfoll, 1989), it is believed that change means loss of personal resources, while promotion-focused coping can help individuals obtain sufficient psychological resources to resist the threat of resource loss, thereby leading to more change-supportive behavior. By studying promotion-focused coping, this research answers how promotion-focused coping influences change-supportive behavior and deepens the understanding of promotion-focused coping.

Thirdly, the study clarifies the influence of organizational support climate as an environmental factor and the moderating role of promotion-focused coping. According to social cognitive theory (Bandura, 1982), it is proposed that the personal psychological capital of employees and the organizational support climate of the environment jointly affect change-supportive behavior, and when employees face higher environmental factors, they are more likely to stimulate change-supportive behavior. This enriches the boundary of the role of psychological capital in influencing work withdrawal behavior and also enriches the boundary of the role of promotion-focused coping.

#### 1.3.2 Practical Significance

Firstly, employees who have a promotion-focused cognitive style are more likely to exhibit supportive behaviors towards change. Therefore, in the challenging

market environment and rapid technological innovation context, it is important to consider whether employees possess a promotion-focused cognitive style. When conducting recruitment and personnel selection, preference should be given to employees with a higher promotion-focused cognitive style, in order to better adapt to the challenges brought by the market environment and technological innovation. The promotion-focused cognitive style is a goal-oriented type of cognitive style that emphasizes the process of achieving a goal, rather than the goal itself. Research shows that employees with a promotion-focused cognitive style are more likely to seek solutions when facing challenges, and exhibit more positive supportive behaviors towards change. Therefore, in a challenging market environment and rapid technological innovation context, employees with a promotion-focused cognitive style are more likely to adapt to change and take positive action. Based on these findings, it is recommended that companies consider the cognitive styles of employees when recruiting and selecting personnel, and preferentially select employees with a promotion-focused cognitive style. This can improve the company's ability to adapt to change and better respond to the challenges brought by the market environment and technological innovation.

When managers advocate for employees to engage in supportive behaviors towards change, it is important to assess and manage their psychological capital. This can be achieved through psychological capital tests and assessments, to understand employees' levels of psychological capital. If employees are found to have low levels of psychological capital, managers can take measures to intervene, such as providing training and support to help employees enhance their psychological capital. This will help to improve employees' ability to support change, enhance the company's adaptability and innovation capabilities. In addition, managers should also pay attention to employees' mental health, create a good working environment and atmosphere, encourage employees to express their opinions and views, and increase employee participation and sense of belonging. This will help to improve employees' job satisfaction and happiness, and promote the release of their positive behavior and creativity.

#### 1.3.3 Research Innovation

Firstly, through a literature analysis, this article found that the research on the antecedents of employee change-supportive behavior is incomplete in previous studies, especially in exploring antecedents at the individual level. Therefore, this article innovatively extends the antecedents of change-supportive behavior to the level of personal motivation, and conducts in-depth research on the relationship between promotion-focused regulation and change-supportive behavior, the mediating mechanism

between the two, and the boundary conditions, filling the gap in the relevant research field.

Secondly, based on the focus regulation theory, this article proposes a new perspective to explore the relationship between promotion-focused regulation and employee change-supportive behavior. Furthermore, this article further investigates the mediating mechanism and boundary conditions of the relationship, thus providing a deep analysis of the mechanism and influencing factors of employee change-supportive behavior, and providing new ideas and directions for relevant research.

This article draws on the conservation of resources theory, an important theory in the field of organizational behavior, which explains individual behavior from the perspective of resource loss and provides useful insights for the study of organizational behavior. Based on the perspective of the conservation of resources theory, this article explores the impact of promotion-focused regulation on employee change-supportive behavior and clarifies its influencing mechanism. In previous research, few studies have used the conservation of resources theory to explain employee change-supportive behavior, making this article's research perspective innovative.

In summary, in the process of studying employee change-supportive behavior, this article innovatively extends its antecedents to the level of personal motivation and proposes a new perspective and research framework based on the focus regulation theory. These innovative contributions enrich the knowledge and theory of the relevant research field, and help improve the change and innovation capabilities of enterprises, promoting their sustainable development.

## 2. Research Design

### 2.1 Research Hypothesis

Based on the focus theory, individuals with promotion-focused regulation are more likely to play the role of an eager initiator because they focus on whether their behavior will lead to good outcomes (Higgins et al., 2001). Employee change-supportive behavior refers to proactive engagement and contribution to organizational initiatives aimed at promoting and facilitating change (Kim et al., 2011); it is an enterprising behavior that takes action to achieve objectives. Therefore, based on the focus theory, this study proposes the following hypothesis:

H1: Promotion-focused regulation has a positive effect on change-supportive behavior.

According to the focus theory, employees with a

promotion focus tend to be more optimistic, proactive, and hopeful (Higgins et al., 2001), and optimism, proactivity, and hope are important components of increasing psychological capital (Luthans et al., 2006). Employees with a promotion focus are more likely to generate positive emotions and performance outcomes (Higgins, 1998), and these positive aspects contribute to the generation of psychological capital (Lee & Chu, 2016). Therefore, the following hypothesis is proposed:

H2: Promotion focus positively affects psychological capital.

According to the conservation of resources theory, change can threaten the loss of existing resources by causing changes in an individual's current state (Hobfoll, 1989). However, having sufficient resources can enable individuals to face the pressure and losses brought about by change with greater confidence, leading to positive behavior (Hobfoll, 1989; Luthans et al., 2006). Psychological capital is related to a range of positive employee attitudes and behavioral outcomes (Avey et al., 2011). Therefore, the following hypothesis is proposed:

H3: Psychological capital has a positive impact on change-supportive behavior.

Based on the above analysis, combining H, H2, and H3, it is suggested that promotion-focused regulation positively affects change-supportive behavior, psychological capital positively affects change-supportive behavior, and promotion-focused regulation positively affects psychological capital. Therefore, the following hypothesis is proposed:

H4: Psychological capital mediates the relationship between promotion-focused regulation and change-supportive behavior.

According to the interactional theory, personal and environmental factors interact and jointly influence behavior (Bandura, 1982). Therefore, the generation of employee change support behavior cannot be solely attributed to individual factors such as promotive focus and psychological capital, but also to the influence of environmental factors. The personal psychological capital of employees and the organizational support atmosphere interact to affect change support behavior, and employees are more likely to exhibit change support behavior when they face a high level of organizational support atmosphere (Kusi et al., 2021). The organizational support atmosphere also leads to positive employee behavior (George & Brief, 1992; Tüzün et al., 2014). Based on the above analysis, the following hypothesis is proposed:

H5: The organizational support atmosphere positively moderates the relationship between psychological capital and change support behavior. When the organizational support atmosphere is strong, the relationship between psychological capital and change support behavior is



stronger; when the organizational support atmosphere is weak, the relationship between psychological capital and change support behavior is weaker.

In summary, this article's empirical analysis highlights the incomplete research on the antecedents of employee change-supportive behavior, particularly at the individual level. It explores individual behavior from the perspective of resource loss and provides valuable insights for the study of organizational behavior. The article introduces a new perspective and research framework based on focus regulation theory, emphasizing the following findings: (1) Promotion-focused regulation positively influences change-supportive behavior; (2) Promotion focus has a positive impact on psychological capital; (3) Psychological capital positively affects change-supportive behavior; (4) Psychological capital mediates the relationship between promotion-focused regulation and change-supportive behavior; and (5) The organizational support atmosphere positively moderates the relationship between psychological capital and change-supportive behavior.

## 2.2 Research Architecture Diagram

After analyzing the relationships between promotive focus regulation, psychological capital, organizational support climate, and change-supporting behavior, this study aims to explore the mediating role of psychological capital in the relationship between promotive focus regulation and change-supporting behavior, as well as the moderating effect of organizational support climate. Based on the theories of focus regulation, resource conservation, and social cognitive theory, a theoretical model was constructed as shown in Figure 1.

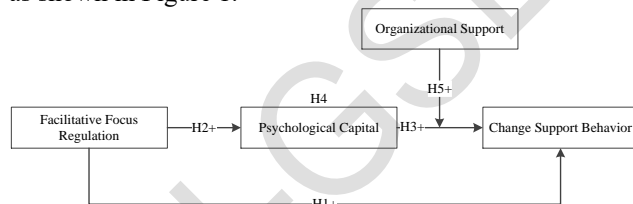


Figure 1: Research Framework

## 3. Research Methods and Materials

This study employed a quantitative survey method to assess the comprehensiveness of the findings and the number of reproducible results. The content validity of the results was determined by evaluating the consistency reliability, which was strongly supported by both strong approval and strong disapproval.

### 3.1 Variable Definition and Measurement

#### 3.1.1 Promotion-Focus Regulation

This study used a scale from Zhao and Namasisvayam (2012) with 9 items, rated on a 5-point Likert scale. The CR of promotion-focus regulation was 0.958, AVE was 0.715, and Cronbach's  $\alpha$  was 0.975, indicating good reliability and validity of the scale.

#### 3.1.2 Change-Supportive Behavior

Kim et al. (2011) explicitly explained the positive and proactive role that employees can play in supporting organizational change. They defined change-supportive behavior as the behavior of employees who actively participate, promote, and contribute to the change initiatives launched by the organization's management. A Chinese culture-adapted scale of change-supportive behavior was used, which is a unidimensional scale with 5 items, rated on a 5-point Likert scale. The CR of change-supportive behavior was 0.862, AVE was 0.557, and Cronbach's  $\alpha$  was 0.896, indicating good reliability and validity of the scale.

#### 3.1.3 Psychological Capital

Luthans et al. (2006) borrowed 6 items each from self-efficacy, hope, optimism, and resilience, rated on a 5-point Likert scale. The CR of psychological capital was 0.860, AVE was 0.606, and Cronbach's  $\alpha$  was 0.752, indicating good reliability and validity of the scale.

#### 3.1.4 Organizational Support Climate

This study used a 4-item scale from Gonzalez-Roma et al. (2019), such as "Employees feel supported by the organization." The scale was rated on a 5-point Likert scale. The CR of organizational support climate was 0.851, AVE was 0.591, and Cronbach's  $\alpha$  was 0.875, indicating good reliability and validity of the scale.

### 3.2 Sampling

With the advancement of technology and rapid changes, internet companies are developing rapidly and facing the threat of the need for change. Employee behavior is an important influencing factor for the success of change. Therefore, this article selects internet company employees as research objects to investigate the impact of promotive focus regulation on change-supportive behavior. A web-based questionnaire was used, and the author distributed it to internet companies through channels such as alumni groups to obtain direct responses. Then, direct respondents carried out the second round of promotion and dissemination to obtain indirect respondents.

In October 2022, 300 questionnaires were distributed, and 277 were collected, with a response rate of 92.33%. In

addition, responses that were not from the internet industry, had obvious patterns, or had contradictory answers were deleted. A total of 246 valid responses were collected, with an effective rate of 82%. Among them, there were 117 female respondents, accounting for 47.56%, and 129 male respondents, accounting for 52.44%. There were 32 respondents aged 18-25, accounting for 13.01%, 121 aged 26-35, accounting for 49.19%, 69 aged 36-45, accounting for 28.05%, 21 aged 46-55, accounting for 8.54%, and 3 aged 56 or above, accounting for 1.22%. In terms of education, there were 20 respondents with college degrees or below, accounting for 8.13%, 97 with undergraduate degrees, accounting for 39.43%, 111 with master's degrees, accounting for 45.12%, and 18 with doctoral degrees, accounting for 7.32%. In terms of marital status, there were 105 unmarried respondents, accounting for 42.68%, and 141 married respondents, accounting for 57.32%. In terms of income, there were 24 respondents earning below 5000 yuan, accounting for 9.76%, 68 earning between 5001 and 10000 yuan, accounting for 27.64%, 116 earning between 10001 and 15000 yuan, accounting for 47.15%, 32 earning between 15001 and 20000 yuan, accounting for 13.01%, and 6 earning above 20000 yuan, accounting for 2.44%.

## 4. Results

### 4.1 Common Method Bias

For social science questionnaire surveys, especially for self-report measures, the issue of common method variance is bound to occur. To test whether the questionnaire is seriously affected by common method variance, data analysis is required. This study used the Harman's single-factor test, an exploratory factor analysis without rotation, to observe the sum of squared loadings of the first factor. If the sum is less than 40%, it indicates that the common method variance is not severe. In this study, the sum of squared loadings for the first factor was 24.674%, which is less than 40%, suggesting that the questionnaire did not suffer from severe common method variance.

### 4.2 Correlation Analysis

The correlation between variables is a fundamental prerequisite for discussing variable relationships and conducting hypothesis testing. In this section, this study conducted bivariate correlation tests on the correlated variables (promotion-focused coping, psychological capital, organizational support climate, and change-supporting behavior). The analysis results are shown in Table 1.

Through the results analysis, we found that there is a positive correlation between promotion-focused coping and psychological capital ( $r = 0.416, p < 0.01$ ); promotion-focused coping and organizational support climate have a significant positive correlation ( $r = 0.138, p < 0.01$ ); promotion-focused coping and change-supporting behavior have a significant positive correlation ( $r = 0.351, p < 0.01$ ); there is a significant positive correlation between psychological capital and organizational support climate ( $r = 0.126, p < 0.01$ ); there is a significant positive correlation between psychological capital and change-supporting behavior ( $r = 0.342, p < 0.01$ ); there is a significant positive correlation between organizational support climate and change-supporting behavior ( $r = 0.288, p < 0.01$ ). At this point, all variable relationships are in line with the hypothesis of this study, providing a basis for subsequent hypothesis testing.

### 4.3 Hypothetical Test

As shown in Table 2, Model 1 has an F value of 12.032, indicating statistical significance, and an  $R^2$  of 0.233, suggesting that the model has a predictive power of 23.3%. The results support Hypothesis 1, as higher levels of promotive focus regulation lead to higher levels of employee change support behavior ( $\beta = 0.335, t = 5.546, p = 0.000 < 0.05$ ). Specifically, for every one-unit increase in promotive focus regulation, employee change support behavior increases by 0.335 units.

Model 3 also demonstrates statistical significance with an F value of 27.643 and an  $R^2$  of 0.237, indicating a predictive power of 23.7%. Hypothesis 2 is supported as higher levels of promotive focus regulation lead to higher levels of employee psychological capital ( $\beta = 0.384, t = 7.145, p = 0.000 < 0.05$ ). Specifically, for every one-unit increase in promotive focus regulation, employee psychological capital increases by 0.384 units.

Similarly, Model 4 shows statistical significance with an F value of 14.512 and an  $R^2$  of 0.264, indicating a predictive power of 26.4%. Hypothesis 3 is supported as higher levels of employee psychological capital lead to higher levels of employee change support behavior ( $\beta = 0.296, t = 5.909, p = 0.000 < 0.05$ ). Specifically, for every one-unit increase in employee psychological capital, employee change support behavior increases by 0.296 units.

Model 2, which includes psychological capital as a mediating variable on the basis of Model 1, has an F value of 25.423 and an  $R^2$  of 0.389, indicating a predictive power of 38.9%. Compared to Model 1, the coefficient of promotive focus regulation on change support behavior decreases from 0.335 to 0.218, indicating a mediating effect of psychological capital on the relationship between promotive focus regulation and change support behavior.

This finding supports Hypothesis 4.

Finally, Model 5 has an  $R^2$  of 0.258, suggesting an explanatory power of 25.8%. The results indicate that the interaction between psychological capital and organizational support climate positively influences employee change support behavior ( $\beta = 0.249$ ,  $t = 3.059$ ,  $p$

$= 0.000 < 0.05$ ), which supports Hypothesis 5. However, it also suggests that organizational support climate may interfere with the relationship between psychological capital and change support behavior.

**Table 1:** Pearson correlation analysis

Variable	M	SD	1	2	3	4
1. Facilitative focus regulation	3.915	1.121	1			
2. Psychological capital	3.328	0.814	0.416**	1		
3. Organizational support	3.746	0.805	0.138**	0.126**	1	
4. Change support behavior	3.574	0.965	0.351**	0.342**	0.288**	1

Note: \*\* $p < 0.01$

**Table 2:** Regression Analysis of Facilitative Focus Adjustment on Change Support Behavior

	Change Support Behavior		Psychological Capital Change	Change Support Behavior	
	M1	M2	M3	M4	M5
Age	0.013	0.011	0.013	-0.059	0.052
Gender	0.039	0.028	0.045	0.146	0.068
Academic Qualifications	-0.107	-0.097	-0.046	0.021	-0.005
Marital Status	0.065	0.058	-0.074	0.074	0.032
Income	0.057	0.049	0.102	0.047	0.061
Facilitative Focus Regulation	0.335***	0.218***	0.384		
Psychological Capital		0.135***		0.296***	0.208***
Organizational Support					0.252***
Psychological Capital $\times$ Organizational Support Atmosphere					0.249***
F	12.032***	25.423***	27.643***	14.512***	
$R^2$	0.233	0.389	0.237	0.264	

Note: \*\*\* $p < 0.001$

In summary, the empirical analysis, the relationships between promotive focus regulation, psychological capital, organizational support climate, and change-supporting behavior to relationship promotive focus regulation that the moderating effect of organizational support climate

providing training, support, and improving employee engagement. The recommendation is to strengthen the impact of promotion-focused attentional regulation, which positively influences psychological capital, and in turn, psychological capital positively affects change-supportive behavior.

## 5. Conclusion and Suggestion

This research analyzes the factors influencing hypotheses and explains the measurement values for key influences, showing that facilitative focus regulation positively affects change-supportive behaviors. The conclusion emphasizes the role of organizational support climate in the success of change-supportive behavior, highlighting the need for change to adapt to market demands and competitive pressures. Facilitative focus regulation can be enhanced by

### 5.1 Research Conclusion

Facilitative focus regulation positively influences change-supportive behaviors. This conclusion is similar to that of scholars Higgins et al. (2001) and Kim et al. (2011). Hypothesis 1 is supported. The internet industry often requires organizational change to adapt to market demands and competitive pressures. In the internet industry, employee-facing changes often involve the application of new technologies, innovative business models, and other

aspects. These changes require employees to continuously learn and adapt to new ways of working and requirements. In this case, facilitative focus regulation can help employees focus on how to learn and adapt to new ways of working. In addition, employees are more willing to accept new ideas and try new methods. Therefore, they are more likely to adopt facilitative focus regulation and focus on how to achieve change goals, thereby supporting organizational change. In summary, facilitative focus regulation is an important psychological ability for employees in the internet industry, which can promote employees' learning and adaptation to new ways of working. Managers can promote employees' facilitative focus regulation by providing training and support, improving employee engagement, and other means, thereby increasing the success rate of change-supportive behaviors.

Promotion-focused attentional regulation has a positive impact on psychological capital. This conclusion is similar to those of scholars Higgins et al. (2001) and Kim et al. (2011). Hypothesis 2 is supported by this. Internet industry employees need to constantly learn and adapt to new technologies and work styles. In this context, promotion-focused attentional regulation can help employees focus on achieving work goals, thereby enhancing their self-efficacy and work motivation. Accumulation of this psychological resource can help employees better cope with challenges and pressures, enhance their resilience and creativity, and improve their work performance and productivity. In addition to increasing self-efficacy and work motivation, promotion-focused attentional regulation also helps cultivate employees' optimistic emotions and resilience. Optimistic emotions can promote employees' emotional states and psychological health, making them more positive in facing challenges and pressures. Resilience refers to employees' ability to persist and adapt in the face of difficulties and setbacks, which can help them better cope with change. Therefore, the promotion-focused attentional regulation ability of internet industry employees can help them accumulate psychological capital, thereby improving their ability to cope with challenges and pressures, enhancing their work motivation and creativity, improving their work performance and productivity. In organizational management, managers can promote employees' promotion-focused attentional regulation by providing training and support, increasing employee engagement, and actively cultivating employees' psychological capital to enhance the organization's competitiveness and adaptability.

Psychological capital has a positive impact on change-supportive behavior. This conclusion is similar to that of scholars Hobfoll (1989) and Luthans et al. (2006). Hypothesis H3 is supported. Self-efficacy in psychological capital can boost employees' confidence and motivation, making them more actively engaged in the change process.

For example, if an employee believes that they can effectively promote a new product, they will be more willing to invest in the promotion of the new product and make more contributions to it. Hope and optimism in psychological capital can also promote change. When employees have hope and optimism, they value the positive impact of change on the organization and are more willing to contribute to the change. Resilience in psychological capital can help employees deal with the challenges and pressures of change, thereby maintaining their enthusiasm for participating in change. When employees have higher resilience, they can better cope with the challenges and difficulties brought about by change and maintain their enthusiasm for participating in change. In summary, organizational managers should focus on cultivating employees' psychological capital to promote their participation in and success in change.

Psychological capital mediates the relationship between promotive focus regulation and change-supportive behavior. This conclusion is similar to the findings of scholars Bandura (1982) and Kusi et al. (2021). Hypothesis 4 is supported. In change situations, adopting promotive focus regulation strategies can help employees cope with challenges and maintain their positive participation in the change process. Employees value achieving goals and adopt active promotive focus regulation strategies to achieve them. For example, employees may develop plans, seek support, and change their behavior to better adapt to the change process. These positive promotive focus regulation strategies can help employees cope with the challenges and pressures of the change process, thereby maintaining their positive participation in the change process and producing more change-supportive behavior. Therefore, organizations should focus on developing employees' psychological capital to indirectly enhance their change-supportive behavior through promotive focus regulation. This can be achieved by providing training, support, resources, and other means.

The supportive organizational climate positively moderates the relationship between psychological capital and change-supportive behavior. When the supportive organizational climate is strong, the relationship between psychological capital and change-supportive behavior is weaker, and when it is weak, the relationship is stronger. Hypothesis 5 is supported. In the internet industry, the supportive organizational climate refers to the degree of organizational support for employees and the level of importance placed on the support they receive. Companies with a strong supportive organizational climate provide support to employees in their work and personal lives, such as training opportunities, flexible work arrangements, and benefits. In contrast, companies with a weak supportive organizational climate may lack these types of support. In the internet industry, when the supportive organizational climate is strong, the impact of employees' psychological capital on



change-supportive behavior is relatively weak. That is to say, even if employees have a low level of psychological capital, they may still exhibit behavior that supports organizational change. This is because the existence of a supportive organizational climate can provide employees with confidence and motivation. In contrast, when the supportive organizational climate is weak, the impact of employees' psychological capital on change-supportive behavior is relatively strong. That is to say, even if employees have a high level of psychological capital, if the supportive organizational climate is lacking, they may still be skeptical or not actively participate in change. In summary, in the internet industry, organizations should value the establishment and maintenance of a supportive organizational climate to enhance employees' trust and sense of support, thereby strengthening their change-supportive behavior. At the same time, companies should also focus on employees' positive and optimistic psychological outlook.

## 5.2 Theoretical Contributions and Research Implications

Based on the research findings and discussion of relevant results in this article, the following insights can be provided on how to inspire employees' change-supportive behavior:

Firstly, promoting focus regulation has a positive impact on change-supportive behavior. There are many factors that influence employee support behavior, and promoting focus regulation is an important aspect that is closely related to individual characteristics. Theoretical and empirical research has shown that individuals with a promoting focus regulation are more proactive in using new methods, have higher creativity levels, and have higher support for change behavior. This article further demonstrates that promoting focus regulation in employees can increase their support for organizational change. As promoting focus regulation is a trait tendency that varies from person to person, leaders should treat employees differently when stimulating promoting focus regulation. According to focus regulation theory, promoting focus regulation focuses on whether individual behavior can produce good results, and individuals with promoting focus regulation tend to play the role of an initiator.

Secondly, promoting focus regulation can indirectly affect change-supportive behavior through psychological capital. According to focus regulation theory, employees with promoting focus regulation are more optimistic, positive, and hopeful, and optimism, positivity, and hope are important factors in increasing psychological capital. Change can cause changes in an individual's existing state, leading to the threat of resource loss. However, having

sufficient resources can make individuals more confident in facing the pressure and losses caused by change events, thereby producing positive behavior.

Thirdly, according to interactionist determinism, individual and environmental factors interact and jointly affect behavior. Therefore, the generation of employees' change-supportive behavior cannot only consider individual factors such as promoting focus regulation and psychological capital, but also consider the influence of environmental factors. The interaction between employees' psychological capital and the organizational support atmosphere of the environment affects change-supportive behavior and is more likely to inspire change-supportive behavior.

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