

**CITY UNIVERSITY OF HONG KONG**  
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**Psychological Capital and Job Performance:  
The Mediating Role of Achievement  
Motivation**  
員工心理資本、成就動機與工作績效的  
關係研究

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## 摘要

資本作為投資者創造新增價值的一種資源，對增強企業競爭優勢發揮著重要的作用。而隨著經濟資本的日漸飽和，企業亟待尋找新的資本形式。由此，人們逐漸開始關注人力在企業資本中所被忽視的重要作用，進而提出人力資本、社會資本等概念。借著積極心理學的風靡，研究者們將積極心態帶入到組織管理中，開始思考人力資本和社會資本背後隱藏的積極心理要素，心理資本應運而生。心理資本是個體積極性的核心心理要素，它超出了人力資本和社會資本，能夠通過有針對性地投入和開發使得個體獲得競爭優勢，資本增值，從而促進組織績效持續提升。

房地產業是一個具有高度綜合性和關聯性的行業，它作為社會生產、生活的基本載體，不僅直接影響著人民居住環境的改善，生活水平的提高，而且作為區域經濟發展的動力來源，影響著國家的工業化、城市化進程。但來自宏觀環境、全球化競爭、知識經濟的風險正威脅著許多房地產企業的正常發展，給房地產從業人員帶來了極大的負面情緒，他們頻繁地提出離職，呈現出較高的流動性、認同度不高、工作倦怠等問題。

鑒於此，本研究以房地產經紀人為例，通過編寫更具行業針對性的房地產經紀人心理資本和成就動機問卷，著力理清其有助於高績效的心理資本要素，以及成就動機在此過程中發揮的作用。從而為房地產企業管理者全面認識員工內在的積極心理能力和優秀品質，針對性地引導其發揮心理潛能、優勢，培養積極心態提供一些借鑒。

本文通過文獻分析法梳理出 5 項積極心理要素和 3 個成就動機要素。並據此編制和發放問卷，通過運用信效度檢驗、描述性統計分析、相關分析、中介分析等統計分析方法處理問卷數據，得出以下結論：（1）編制的房地產經紀人心理資本問卷包含 5 個維度，分別是：自我效能、思維能力、情緒調控能力、責任心和誠信，經信效度分析，發現其具有良好的一致性信度、區分效度和結構效度；（2）編制的房地產經紀人成就動機問卷包含 3 個維度，分別是：進取心、卓越性和堅韌性，一致性信度較好，可以被接受，具有良好的區

分效度和結構效度；（3）房地產經紀人心理資本和成就動機都高於一般水平；心理資本在不同年齡段、性別、婚姻情況、職位等級、工作年限上存在顯著差異，而成就動機只在性別上存在顯著差異；（4）心理資本與工作績效達到中度正相關，其中思維能力與工作績效的關聯程度最高，與離職意向達到負向中度相關，但是心理資本 5 個維度與離職意向均為弱相關，這支持 H1 的假設。

（5）成就動機中度正相關於工作績效，其中堅韌性維度相關最高，而進取心為弱相關，跟離職意向無論是成就動機還是構成維度均為弱的負相關，這驗證了 H2 假設。（6）心理資本與成就動機中度正向相關。其中堅韌性維度與心理資本及其各個維度相關程度最高，責任心維度與成就動機相關最高，驗證 H3 假設。（7）心理資本對工作績效、離職意向具有間接作用，而成就動機在心理資本、工作績效及離職意向之間具有完全中介作用，應和了 H4 假設。

**關鍵詞：**心理資本；成就動機；工作績效；房地產經紀人

## Abstract

As a resource of investors to create new value, Capital which can enhance enterprise competitive advantage is of great necessary. However, increasingly crowded economic capital makes companies to find new capital. Since then, people began to pay close attention to Personal value which once had been neglected, and put forward concepts of human capital, social capital. According to positive psychology, researchers introduce positive mental attitude to organization management, and search what happen beyond human and social capital. This could lead to emergence of psychological capital. Psychological capital is a collection of positive core psychological factors. It is not merely the human and social capital, because it makes individuals gain a competitive advantage and promote organization performances by targeted investment and development.

Real estate is a highly integrated and associated industry. As a fundamental vector of social production and life, as well as a power unit of regional economic development, real estate industry not only directly improves the residential environment and people's living standards, but also affects a country's industrialization and urbanization. However, the risk of macro-environment, global competition, and knowledge-based economy is threatening the real estate enterprises' development, which has brought negative emotions to salesperson in real estate . They frequently resign and this could cause higher liquidity, lower professional identity and burnout.

In view of this, the object of this dissertation is realtors. By compiling psychological capital and achievement motivation questionnaires which hold more specific to real estate, this study focuses on sorting out their psychological capital elements which contribute to high performance and the effect of achievement motivation in the process. This study will not only help managers comprehensively understand and correctly guide realtors' positive psychological capacities, but also contribute to cultivate their more positive mental attitude.

In this paper, by literature analysis, we assemble five dimensions of positive psychology— “self-efficacy” , “ability of thinking” , “ability of adjusting

emotion” , “responsibility” and “integrity” and three elements of achievement motivation— “enterprise” , “tenacity” and “excellence” .With this theory, we establish and hand out the questionnaires, and then analyze the result of questionnaires by using a description of reliability and validity tests, statistical analysis, correlation analysis, mediation analysis and so on. Following conclusions are drawn from above analysis: 1) the PsyCap questionnaire which includes five dimensions of positive psychology for realtors has good consistency reliability, discriminant validity and construct validity. 2) With acceptable reliability and satisfactory validity , the questionnaire of achievement motivation which contains three elements: “enterprise” , “tenacity” and “excellence” . 3) The psychological capital and achievement motivation of realtors are above the average. The psychological capital varies significantly in different ages, gender, marital status, employment levels and lengths of working time, but the achievement motivation only varies in different gender for different realtors. 4) Moderate positive correlation is significantly shown between the psychological capital and job performance. The most relevant are “ability of thinking” and job performance. Meanwhile psychological capital has a significant negative moderate impact on turnover intention and a weak correlation with five dimensions, which accord with the hypothesis of H1. 5) There was a moderate positive correlation between achievement motivation and job performance. The most and low relevant are “tenacity” and “enterprise” respectively. Both achievement motivation and three elements to turnover intention are weak negative correlation, the H2 assumption is verified. 6) There is a positive correlation between the psychological capital and achievement motivation. The most relevant are “tenacity” and the psychological capital in each dimension. Meanwhile, “ responsibility ” and achievement motivation has the highest correlation. The analysis results have validated the hypothesis (H3). 7) The psychological capital could make indirect effects on job performance and turnover intention, and achievement motivation plays completely mediating role between the psychological capital, job performance and turnover intention which can prove the hypothesis (H4).

**Key words:** Psychological capital; Job performance; Achievement motivation;

Realtor

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