



Print ISSN: 1738-3110 / Online ISSN 2093-7717  
 JDS website: <http://www.jds.or.kr/>  
<http://dx.doi.org/10.15722/jds.19.6.202106.5>

# Positive Psychological Capital, Job Intensity, Customer Orientation and trust in O2O Distribution Market\*

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Received: April 15, 2021. Revised: April 27, 2021. Accepted: June 05, 2021.

## Abstract

**Purpose:** O2O Service is a major internet-based distribution industry. The purpose of this study is to confirm the effects of positive psychological capital on job intensity, customer orientation, and the mediating effects of trust of O2O employee. **Research design, data and methodology:** This study aims to identify the effect of positive psychological capital on customer orientation and job intensity through empirical analysis. 475 questionnaires were used for the final analysis using random sampling methods from O2O employees working at leading distribution companies for hypothesis verification. The analysis methods used for hypothesis testing in this study were analyzed using the SPSS 21.0 statistical package. **Results:** Empirical analysis shows that it is an important factor in increasing job intensity and customer orientation, and that company trust has a significant influence through mediating effects among variables. **Conclusions:** In order to enhance job intensity and customer orientation for O2O distribution workers, it is necessary to change efforts with management efforts for positive psychological factors and trust. It is also believed that company trust should be considered as an important factor in the future leadership competency development system in that it can promote positive psychological capital, further strengthening job intensity and customer orientation.

**Keywords:** O2O, Positive Psychological Capital, Job Intensity, Customer Orientation, Company Trust

**JEL Classification Code:** L15, L84, M12, M31.

## 1. Introduction

Covid-19 combines PC-based Internet shopping and cellphone-based mobile shopping after pandemic O2O(online to offline) service shopping transactions are steadily increasing (Park, 2020).

The main trading items of online shopping are also expanding from manufactured goods to fresh foods, and companies that offer differentiated logistics services along with reasonable prices are emerging one after another. Coupang, Market Curly, Kakao.

It has become a representative case of new business models such as rocket delivery and early morning delivery, and is a great threat to existing offline retailers (Kang et al. 2021).

As the shopping environment changes and competition intensifies, existing offline retailers are showing a lot of interest in O2O response strategies by connecting with online companies (Park, 2020).

In the era of global competition, where market prediction is becoming difficult, companies are striving to become creative organizations to respond quickly to changes and maintain competitive advantage. In particular, the creativity of the organization is possible when the positive energy and cooperation of the members who actively solve the problems and difficulties are harmonized organically.

This does not allow performance to be expected just by asking for positive results from O2O corporate organizational members, requiring creative performance generation through positive emotions and actions from organizational members. Furthermore, as the structure of

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the organization changes from vertical to horizontal for continuous performance generation and growth in today's innovative market, the performance changes depending on how well individuals resolve and harmonize (Kang et al. 2021).

In this study, we will study positive psychological capital about O2O and its components such as self-efficacy, optimism, resilience, and hope among the variables to increase customer orientation through theoretical consideration and empirical analysis.

This study would like to demonstrate and analyze the mediating effects of organization trust and positive psychological capital in the relationship between passion for the job and customer orientation of O2O company workers. Based on the results of the study, organizations and businesses seek to find empirical factors in improving customer orientation and find ways to apply them to practical tasks. In today's business environment, many organizations, academia, researchers, and consulting firms are interested in job enthusiasm. It has a wide range of interests, ranging from developing programs to improving job enthusiasm to studying prior events and their results. Therefore, job enthusiasm will become important in the workplace, and it is certain that it will be an important part of the organization for a long time to come.

This study theoretically implies that positive psychological capital is structured by providing basic information on the mechanisms involved in the effect of employees' job enthusiasm and customer orientation. Furthermore, it can provide key implications along with methodological improvements by considering, reviewing, and theoretically supplementing the findings so far.

## 2. Literature Reviews

### 2.1. Positive Psychological Capital

Several scholars have shown that the psychological factors of the members of the organization affect the organization influence the organization. Traditionally, organizational development has been studied on problem-solving-oriented approaches, while positive psychological capital has served as a catalyst for developing potential capabilities based on strengths and positivity, and has since become interested in individuals' positive psychological states and characteristics. This is an organization by measuring the strengths and psychological capital of human resources and developing positive behavioral characteristics.

It has been extended to research in the field of positive organizational behavior (POB), which increases the validity of (Chun & Park, 2018). Positive psychological capital is a concept that adds new value to the financial and human

capital individuals have and the social capital and helps them develop from their current state of actual self to a potential state of self that can be realized in the future (Luthans et al., 2010). Positive psychological capital refers to a state of positive psychology (Luthans et al., 2008) in which the characteristics of high levels of self-efficacy, optimism, resilience and hope are comprehensively considered as individuals' psychological form of intangible capital (Chun & Park, 2018).

Luthans et al. (2007) suggests that there is a common flow throughout the positive psychological capital that represents accessible materials and human resources, personal efforts, resolution-based and patience-based success, and positive assessment of a particular situation. Positive psychological capital is integrated with four capabilities and higher dimensions, which means it is diverse, and is a factor that can derive the overall central component within each psychological resource capability. Each element of positive psychological capital can be combined and integrated to have a greater positive impact on members of the organization, addressing maladaptive elements, and expanding positive emotions to have a significant impact on the workplace (Chun & Park, 2018). If organizational members combine positive psychological states, they can achieve broader results through a more positive cognitive and motivational process (Dai & Lee, 2018).

Therefore, the results of investing, developing and managing positive psychological capital are expected to have a synergy effect on performance and attitude outcomes, and are perceived to have a higher effect than the components of positive psychological capital (Luthans et al., 2007).

The four components of positive psychological capital have fundamentally shared concepts, and the four components have their own personalities. Self-efficacy, optimism, resilience, and hope are also shown be related to performance. Positive psychological capital can contribute to organizational performance or productivity improvements when these four psychological abilities are learned and trained, and when combined or interacted with components of higher levels of positive psychological capital (Luthans et al., 2007). Furthermore, positive psychological capital is expected to change over time as a state rather than as a property. The influence of each of the abilities is large because they can be increased or decreased according to the conditions at the time of evaluation (Luthans et al., 2007).

Self-efficacy is a conceptualized form of individual confidence that one can handle a particular challenge. Self-efficacy is defined as the possibility of predicting people's ability to perform tasks at the level required to succeed (Luthans et al., 2007), which results in accepting challenges

and engaging in tasks. This means that they have faith in their ability to manage their environment and achieve personal goals, including the motivation, cognitive resources, and a set of behaviors required to successfully perform tasks in certain situations.

People with high self-efficacy set high goals on their own, choosing complex tasks on their own and receiving energy from challenges. Self-efficacy motivates people to gather their personal strength and abilities to choose challenges and ask for them, encouraging and encouraging them to achieve their goals by dedicating the time, energy, and large amounts of effort needed to accomplish them. Therefore, people with a high sense of self-efficacy are full of determination and persevere when they encounter disabilities, putting in the effort required to reach their goals. These features provide high self-efficacy people with the ability to develop and perform tasks independently and effectively, and even when faced with obstacles or obstacles that make them abandon challenges, self-efficacy allows people to need to continue (Luthans et al., 2007), skepticism, obstacles, repeated failures, or doubts.

Sweetman et al. (2011) confirmed that people with high self-efficacy usually prefer challenging activities and are patient in their pursuit of achieving their goals. In addition, those with high self-efficacy have high interest, interest, and passion in their duties, and motivate themselves to improve their performance and stimulate responsibility and challenging attitudes to achieve their goals (Han & Kim, 2015).

Self-efficacy has pride, confidence in one's ability, and self-respect. This is closely related to the components that deal with emotional labor associated with providing good customer service. Confidence in one's ability to achieve high performance and the highest level of customer service is invaluable. Self-efficacy is influenced by others because people listen to what others say about them and make their own assessments. In some cases, hearing information from others that they are likely to succeed can persuade them to believe in themselves. People believe that they will be able to do such a task when they see people similar to themselves complete it, so various modeling can affect other things.

Optimism is the tendency to find the best in all situations (Sweetman et al., 2011), expecting the most favorable results, meaning "a positive and strong belief that life will improve in the future even when there are difficulties and frustrations" (Han & Kim, 2015). Optimism is based on the concept of a positive style, and Luthans et al. (2007) incorporates a style that looks to the future. Optimists of good times thank those who contributed to their success and take this as an opportunity to develop skills, develop abilities, and improve opportunities for future success. When things are bad, optimists can break through

difficulties, find the truth, learn from mistakes, admit what they cannot change, and try to change what is under their control (Luthans et al., 2007). As such, optimism considers positive events to include both individuals and organizations, and negative events to be interpreted as peripheral, transient, and context-specific, with many attribution theories that individuals should find causes for them in uncertain situations where the results are predicted. In terms of psychological strengths, optimism has many meanings beyond its surface meaning. Therefore, it is necessary to shed light on the notion of optimism as a psychological strength. Optimistic members tend to handle turbulent environments and accept continuous change better than pessimists because they believe that the work will be in a good direction at a reasonable level rather than influenced by individual behavior (Luthans et al., 2007).

It shows that resilience is the willingness to go beyond the level of equilibrium as well as to recover to its original state with the ability to change depending on the stage of human development or the given environment (Hardius, 2015). Resilience is characterized by being able to compute conditions that may result in superior results and members of the organization who believe that despite the recognition of realistically existing risks will produce excellent results for good adaptation (Vogus et al., 2014). Potential resilience includes cognitive abilities, temperament, emotional stability, beliefs, and similarities (Masten et al., 2004). When dealing with adversity, these factors give individuals resilience.

Resilience is based on Masten et al. (2004)'s research using an asset approach by identifying ability, temperament, and faith as assets that can contribute to higher restoration, which is the power of psychological competence to overcome people's daily difficulties and advance to better situations. While optimism is a positive state of mind in situations that are reasonable and can be planned, resilience is a positive psychological resource that enables immediate response to events that occur in unexpected situations (Kim, 2012). The adversity also implies a positive view (Luthans et al., 2007).

Resilient people use coping strategies (Kim, 2017) that can draw positive emotions to control negative emotions, and show personal growth and increased power even in the face of adversity and difficulties. When members of the organization face adversity, individuals under the influence of pain return to a balance point with resilience, supporting the time, energy and resource investment needed to enable individuals to recognize and accept these shocks (Kim, 2012).

Hope has long been a source of human curiosity and attention. This means that people are aware of the existence and importance of hope long before it is studied. Hope is a process concept (Kim, 2017) that strives to achieve an

individual's successful goals through the willingness and plan to recognize and achieve goals, and hope is based on Snyder (2002)'s theory of hope that describes the approach to hope in a way that includes goals, agents, and paths. Hope consists of the willpower that contains the motivation or purpose-oriented energy to succeed a given task in a specific situation and the goal path that serves as a means to achieve a particular task or purpose.

Promising members usually think independently and believe that they can control the consequences of a particular task. Most of these people are creative, resourceful, and sometimes adventurous (Luthans et al., 2007). For these more hopeful people, over time, it leads to better results in areas such as "academic, sports, physical health, psychological coordination, and mental therapy" (Stajkovic, 2006).

Hope is similar to self-efficacy in that it affects motivation and behavior toward goals, but it differs from self-efficacy in that hope focuses on the process of achieving goals. People with high levels of positive psychological capital are more likely to use their creative potential to produce creative outcomes (Sweetman et al., 2011). Creativity and innovation are integral parts of the success of the business, and employees with high levels of positive psychological capital can generate huge profits for the organization. Therefore, it can be seen that positive psychological capital is involved in performance. Positive psychological capital can be increased through training. Human resource development can make employees feel more confident in performing their duties and be more optimistic about future prospects. It can also encourage organizations, leaders, and employees to develop higher resilience when they are in trouble, and be more hopeful about achieving their goals. Human resources departments can introduce and apply programs that can help organizations take advantage of the synergies of positive psychological capital in an unstable and dynamic environment (Luthans et al., 2010). Arbitration can also increase the level of positive psychological capital, as well as their performance in their work (Luthans et al., 2008; Luthans et al., 2010).

The potential to increase positive psychological capital is an important factor in bringing about organizational performance. Organizations spend a lot of money on training and development each year, but practical rewards for these investments do not always follow. Luthans et al. (2007) does not deny the need for resource sacrifices such as time, energy, and financial resources during the process of developing positive psychological capital within the organization. They argue that these are presented as investing in high levels of potential benefits. Existing studies have also shown that improving the level of positive psychological capital positively affects performance and

results in greater returns on investment (Luthans and Youssef, 2004). Therefore, since investing in positive psychological capital training has the potential for employees to achieve financial results with high levels of self-efficacy, optimism, resilience and hope, developing models and programs for educational training of various positive psychological capital will contribute to organizational performance.

## **2.2. Job Intensity**

Developing interrelationships with customers requires the time and tremendous effort of an organization's members and, in a service-oriented environment, having employees with a high level of job engagement can be a very important value. Several studies suggest that job enthusiasm is highly related to customer orientation (Wefald & Downey, 2009). However, this may cause researchers to measure the same definition in different ways and may result in component duplication of components.

Job intensity is a combination of duties and enthusiasm, and the dictionary meaning is "a mind that does everything in its power to accomplish a task," and "an attitude that maintains active and active to fulfill a given task or responsibility."

Nam (2015) called task zeal a key organizational validation variable that encompasses the concept of commitment and concentration as a key attitude variable for organizational behaviorism. Therefore, job intensity is an emotional state in which members concentrate and concentrate on their work with vitality and vitality. Members with high job intensity spend a lot of energy performing their duties, are absorbed in their duties, and are so focused that they even forget other tasks (Dai & Lee, 2018). Workers with high job intensity have a strong sense of belonging to the organization and concentrate on their work for positive feedback from the organization (Nam, 2015). Job intensity is defined as a positive state of mind related to the job by vitality, commitment and concentration, and in this work, Schaufeli & Bakker (2004) uses the components defined by Schaufeli & Salanova (2007) measure the components of job intensity. Job intensity is positively associated with innovative work behaviors (Agarwal et al., 2012), and thus employees with high job intensity tend to be more creative and tend to think outside the box. In order for companies to survive in today's world class competitive environment, this innovative act is paramount.

When employees show high levels of job enthusiasm, they influence high levels of job satisfaction (Bakker et al., 2008), organizational immersion (Field & Buitendach, 2012; Hakanen et al., 2006), low levels of turnover (Bakker et al., 2008; Schaufeli & Bakker, 2004). Job intensity interacts

positively with members of the organization, which is that it continues to spread from members to other members (Bakker et al., 2008). Job intensity has a desirable influence on both the performance of an organization or its members and positive outcomes. In addition, it has a superior influence over other similarly recognized concepts, so planning and supporting at the organizational level so that members of the organization can feel job intensity plays a more important role than anything else. What is essential to building job enthusiasm is job resources, personal resources, and ongoing interrelationships. Because job intensity can lead to numerous positive outcomes, in turn creating a circular structure that increases job and personal resources and promotes high levels of job intensity (Lorens et al., 2007; Schaufeli & Salanova, 2007). Therefore, this requires continuous education and training, and can be realized not only with steady career management but also with strategies centered on employee assessment, workplace design and change, and leadership. In order to survive and develop in a rapidly changing environment, modern organizations need passionate, energetic, and focused employees. Organizations cannot develop without highly enthusiastic employees (Schaufeli & Salanova, 2007). For this reason, a great deal of effort is needed to research and develop job enthusiasm in various fields, including organizations, researchers, and practitioners.

### 2.3. Customer Orientation

The customer assesses the organization based on its interaction with the employees who first meet in person at the site. In particular, in the service sector, the customer recognizes contact employees as an entity, so the entity considers customer orientation very important. In particular, employees performing their duties with spontaneity, activity and activity are an important issue to improve service performance (Park et al., 2019). The manufacturing-oriented management system has been interested in and operated accordingly, but with the development of the service industry and the creation of a service operating organization in existing manufacturers, the organization itself should be transformed into a customer-oriented system (Park et al., 2019).

Customer orientation means that an organization considers the customer's needs first in order to establish a long-term relationship with the customer. Customer orientation is a concept developed from a broader concept, a market orientation. Dai and Lee (2018) defined market orientation as implementing three factors: competitor orientation, cross-functional cooperation, and customer orientation to consider their position in the market.

Conduit et al. (2014) define market orientation as analyzing competitor and customer orientation by

leveraging business information to achieve competitive advantage by inducing positive outcomes in financial performance. The most important thing in market orientation has emerged as customer-centered, and customer orientation is contributing to corporate performance. Customer-oriented thinking is to identify the customer's needs from the perspective of the employee (Chamidah et al., 2020). According to a domestic study on customer orientation, market orientation is the practice of marketing concepts at the corporate level, and customer orientation is the practice of service personnel, which can be called the customer-business interface (Han & Kim, 2015). Kim (2012) defined customer orientation as an attitude or mind that fully understands and understands customer needs, continuously better meets customer needs than competitors, and Jung et al. (2015) identifies customer orientation as organizational and personal. Lee (2017) defined customer orientation as a key marketing concept that considers everything from the customer's perspective and acts to maximize customer satisfaction, and Kim (2017) defined customer orientation as designing and managing to effectively meet customer needs. As such, customer orientation is an actuarial concept and refers to activities that help service personnel make decisions to meet customer needs (Jung et al., 2015). Therefore, customer orientation can be understood as an entity's survival strategy, in which the entity is moving toward enhancing the customer's interests by thinking from the customer's perspective and providing services (Han & Kim, 2015).

Bateman & Valentine (2015) said that internal aspects of customer orientation provide significant benefits depending on the industry sector. Workers in contact with customers, such as retail workers, bankers, and restaurant workers, have a positive impact on corporate performance by having a high customer orientation. Short-term interactions require quick recognition of customers' needs and quick response to satisfy them.

Customer orientation improves employees' ability to quickly recognize and respond to customer needs. Managers can produce positive results related to customers through appropriate interactions with workers. Conduit et al. (2014) applied customer orientation research to the service industry and identified employees with high and low contact. Most contacts in the restaurant industry have direct interaction with employees and customers at the point of contact who serve the head. The recognition of relationships formed in the interaction affects the determination of whether customers will continue to use the company in the future. Communicate positively with customers and through loyalty programs. Therefore, if customers sympathize with the details, they will continue to visit or receive services to increase their loyalty to the company. Customer orientation is an essential component

of customer relationship management capabilities. Including customer orientation across all small business units in an organization in its management strategy promotes a customer-oriented organizational culture. Customer-oriented workers and customer-oriented enterprises influence the organizational culture in which an organization values its customers and ultimately improves business performance.

High psychological autonomy for employees results in positive outcomes for the organization's performance. When a company establishes customer-centered policy measures, finds and innovates customer needs, it improves customer response capabilities, improving its ability to predict and respond to customer demand. Workers in long-term employment with guaranteed psychological autonomy will also not respond much to transactional rewards in prescribed role behaviors, which will give them internal motivation. Long-term employees will have high psychological autonomy and customer orientation based on the degree of employment.

## **2.4. Company Trust**

Company trust is generally defined in terms of the socio-psychological state of giving faith to others at risk (Natalya et al., 2020). The definition of trust is a single-dimensional approach related to what the property of trust is viewed as, which can be defined as an attribute of attitude, belief, and expectation, and a multidimensional approach is defined by dividing it into emotional, cognitive and behavioral dimensions (Do & Do, 2020). To define trust in terms of attitude, one perceives that one is free to communicate openly with one's superiors on sensitive or personal issues with the expectation that the boss will faithfully communicate (Le & Hoang, 2020). Ukai & Mullatahir (2019) defines trust as a belief, saying that they are willing to be confident in their words and actions without questioning the good will of others, and that they are confident that the other party is capable of doing so based on good will. Meyer et al. (1993) defines trust as an expectation, which states that the other party is willing to accept its own vulnerabilities that may arise from the other party's actions, expecting that the other party will perform actions that are important to him.

With a multidimensional definition of trust, Masten (2001) distinguishes trust between cognitive and emotional trust, while Do and Do (2020) distinguishes trust from cognitive, emotional and behavioral trust. Cognitive trust is a cognitive selection process based on knowledge or belief in an object in a social relationship, emotional trust refers to a positive attitude or feeling of expectation, such as liking or disliking it, and behavioral trust refers to people's intention to act in a particular way (Natalya et al., 2020).

According to Ukai and Mullatahir (2019), trust is divided into trust in the company, trust in the boss, trust in the colleague, and Natalya et al. (2020) defines trust as a psychological sink to accommodate his vulnerability based on positive expectations of the opponent's actions or intentions. Xue and Moon (2019) defines trust as a state of mind to accept the risk that might be imposed on him based on the firm's policies or expectations of his intentions, and a state of mind to accept the risk that might be imposed on him. Le and Hoang (2020) summarizes the importance of trust within an organization in six ways: first, it enables collaborative and cooperative behavior among members of the organization. Second, it is adaptable to new organizational structures, such as network organizations. Third, organizations on which trust is based can communicate, and organizations that can communicate can avoid extreme conflicts between members, reducing conflicts within the organization. Fourth, it reduces transaction costs and has economic effects within the organization. Fifth, by quickly forming a fluid organization, confusion such as anxiety or doubt occurs when trust is not based on it. Sixth, intra-organizational trust enables organizations to respond efficiently and effectively to crisis situations.

Le and Hoang (2020) classifies components of trust into internal character dimensions and capacity dimensions, and holds integrity and good faith as components of competence dimensions and output. According to Xue and Moon (2019), truthfulness is believing in itself and sticking to principles that others believe are important and acknowledged, and people with integrity respect others' opinions and listen to the other person's Integrity includes the courage to do what you believe is right even in difficult situations. Good intentions are based on a deep interest and love in oneself, trying to accurately recognize the reality of one's existence and realize the meaning of one's existence. Ability means talent, professionalism, and attitude that can influence a particular area of work. Achievement is a display of results, and even if you have integrity and altruism, you can't gain organization trust if you don't make good results.

## **3. Data and Research Methodology**

### **3.1. Research Model**

This study aims to identify the impact of positive psychological capital on customer orientation and job intensity through empirical analysis and whether company trust represents a mediating effect in the process. In this study, we set up a research model as shown in Figure 1 to see how job intensity, relationship with customer

orientation, and company trust mediated the process by setting positive psychological capital among various factors that affect customer orientation.

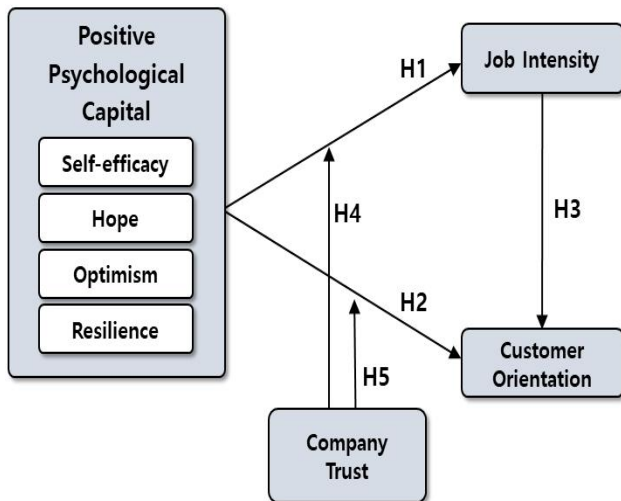


Figure1: Research Model

## 3.2. Research Hypothesis

### 3.2.1. The Effects of Positive Psychological Capital on Job Intensity and Customer Orientation

Positive psychological capital is studied as a variable to improve customer orientation. Positive psychological capital is a positive psychological state in which the characteristics of high levels of self-efficacy, hope, resilience, and optimism are comprehensively considered. Empirical studies conducted on various samples suggest that these four psychological abilities may contribute in a variety of ways when combined or interacted with components of higher levels of positive psychological capital (Luthans et al., 2007). Research is needed on the impact of these positive psychological capital and detailed constructors on customer orientation

**H1:** Positive psychological capital on O2O company employee will have a meaningful impact on job intensity.

**H2:** Positive psychological capital on O2O company employee will have a meaningful impact on customer orientation.

### 3.2.2. The Effects of Job Intensity on Customer Orientation

Job enthusiasm is defined as a positive mental state associated with the task with vitality, commitment and immersion. Intensity refers to a persistent and invasive cognitive state rather than focusing on any particular object,

event, individual, or action (Schaufeli & Bakker., 2004; Schaufeli & Salanova, 2007). Therefore, job intensity and its detailed components, vitality, commitment, and immersion, need to verify the relationship between positive psychological capital with customer orientation. Therefore, the following hypotheses are established.

**H3:** Job intensity on O2O company employee will have a positive impact on customer orientation.

### 3.2.3. The Mediating Effects of Positive Psychological Capital on Job Intensity and Customer Orientation

Schaubroeck & Jones (2000) argued that members who lack company trust in their members are more difficult to develop proper job intensity and customer orientation in forming social relationships. This can be seen as influenced by customer-oriented attitudes and behaviors depending on the individual's ability to adapt to emotional changes, from the perspective of members who provide services to customers.

Recently, studies have suggested that positive psychological capital increases members' positive job intensity and lowers negative intensity in relation to individual emotions and emotions (Connolly & Viswesvaran; 2000; Chamidah et al., 2020). This suggests that positive psychological capital can increase positive emotions that occur in the process of forming members' emotions and lower negative emotions when performing tasks related to customers.

Based on these findings, company trust can bring about positive changes in customer orientation by lowering negative immersion and customer orientation that can occur in the process of performing tasks through positive psychological capital. Thus, this work established the hypothesis that company trust between positive psychological capital, job intensity and customer orientation would have a positive mediated effect.

**H4:** Employee's company trust will have mediating effect in the relationship between positive psychological capital and job intensity.

**H5:** Employee's company trust will have mediating effect in the relationship between positive psychological capital and customer orientation.

## 4. Results

### 4.1. The Demographic Characteristics of Sample

The demographic characteristics for a sample of 475 people in this study were shown as Table 1.

Age is found to be distributed by people in their 20s and 30s. Working O2O company showed relatively more distribution of C company. The respondents' educational

background was the highest after graduating from university. The number of years of service was the highest in one to two years.

**Table 1: Demographic Characteristics of Sample**

Item		n	%	Item		n	%
Gender	Male	274	57.7	Age	20s	169	35.6
	Female	201	42.3		30s	172	36.2
Company	C Company,	298	62.7		40s	104	21.9
	K company	177	37.3		Over 50	30	6.3
Education	Under college	194	40.8	Number of Service Years	1-2years	194	40.8
	Under university	172	36.2		2-3years	172	36.2
	Graduate student	54	11.4		3-4years	54	11.4
	Over the graduate school	55	11.6		Over 5 years	55	11.6

#### 4.2. Reliability and Feasibility of the Sample

In this study, the validity of the measurement tool was evaluated through the concentration feasibility discriminant validity, and the intrinsic inertia was evaluated based on the cronbach's  $\alpha$  coefficient to ensure reliability of the measurement tool. For this configuration feasibility and reliability, a positive factor analysis was performed using AMOS 18.0 in this study and a reliability analysis was performed using SPSS 18.0. As a result of the analysis, for the goodness-of-fit of a measurement model composed of 7 potential variables and 28 observed variables, the  $\chi^2$  value is 876.007. ( $df=329$ ,  $p=.000$ ) indicates nonconformity, but this is because the significance alone cannot determine the adequacy of the sample size and the number of observations, and the suitability of the incremental and epilepsy indices was diagnosed. As a result, the results were generally above the threshold and determined to be a suitable model ( $df=876.007(329)$ ,  $p=.000$ ,  $\chi^2/df=2.663$ ,  $RMR=.059$ ,  $GFI=.914$ ,  $AGFI=.877$ ,  $NFI=.908$ ,  $TLI=.925$ ,  $CFI=.944$ ,  $RMSEA=.068$ ). In addition, the standardized factor loadings values for all measured items were greater than 0.5 as shown Table 2.

Both the mean variance extraction (AVE) and the conceptual reliability (CCR) presented by Fornell and Larcker (1981) were found to meet the criteria of  $AVE>0.5$  and  $CCR>0.7$  and the measurement items in this study were judged to be sufficiently relevant as Table 3. In addition, the cronbach's  $\alpha$  coefficient for all constructions was very high above 0.9, so the reliability of the measurement items selected in this study was also secured. On the other hand, the relationship between all potential variables appears to be below the absolute value of 0.7 and there is no need to doubt the multi-collinearity, and the AVE value of all potential variables is greater than the correlation square value between potential variables. Therefore, it was determined that the differentiating validity between each concept of composition would be established. In addition, the direction of the relationship between each concept of composition was shown to be a positive (+) relationship consistent with the direction of the hypothesis set in this study, which was assessed to be a law-abiding one. Therefore, the adequacy of the measurement tools in this study was judged to be sufficient.

**Table 2: Verifiable Factor Analysis and Reliability Analysis Results**

Factor	Variable	Std. Coefficient	S.t.d. error	C.R.	AVE	CCR	Reliability Coefficient
Self Efficacy	Self- Efficacy 1	.683			.557	.834	.811
	Self- Efficacy 2	.771	.075	13.168***			
	Self- Efficacy 3	.797	.078	13.457***			
	Self- Efficacy 13	.729	.088	12.789***			



Hope	Hope 1	.722			.606	.860	.811
	Hope 2	.796	.083	12.802***			
	Hope 3	.808	.087	12.873***			
	Hope 4	.784	.093	11.686***			
Optimism	Optimism 1	.824			.600	.857	.850
	Optimism 1	.798	.046	18.661***			
	Optimism 1	.764	.041	17.729***			
	Optimism 1	.708	.054	15.866***			
Resilience	Resilience 1	.738			.585	.849	.758
	Resilience 12	.783	.273	6.958***			
	Resilience 3	.790	.265	6.969***			
	Resilience 4	.746	.280	6.894***			
Job Intensity	Job Intensity 1	.829			.623	.868	.789
	Job Intensity 2	.775	.055	18.747***			
	Job Intensity 3	.785	.051	19.069***			
	Job Intensity 4	.766	.062	15.570***			
Customer Orientation	Customer Orientation 1	.864			.723	.912	.800
	Customer Orientation 2	.901	.042	27.084***			
	Customer Orientation 3	.901	.042	27.093***			
	Customer Orientation 4	.723	.056	10.769***			
Company Trust	Company Trust 1	.837			.614	.863	.792
	Company Trust 2	.848	.048	21.858***			
	Company Trust 3	.756	.049	18.613***			
	Company Trust 4	.682	.064	6.971***			
$\chi^2(df)=876.007(329)$ , $p=.000$ , $\chi^2/df=2.663$ , $RMR=.059$ , $GFI=.914$ , $AGFI=.877$ , $NFI=.908$ , $TLI=.925$ , $CFI=.944$ , $RMSEA=.068$ .							
***: $p<.001$ , a: Cronbach's $\alpha$ .							

**Table 3:** Feasibility and Correlation Analysis

Item	Self-Efficacy	Hope	Optimism	Resilience	Job Intensity	Customer Orientation	Company Trust
Self-Efficacy	.557*	.025**	.026**	.338**	.367**	.291**	.334**
Hope	.159	.606*	.025**	.052**	.031**	.039**	.042**
Optimism	.161	.157	.600*	.353**	.438**	.303**	.364**
Resilience	.581	.227	.594	.585*	.526**	.539**	.563**
Job Intensity	.606	.175	.662	.725	.623*	.516**	.616**
Customer Orientation	.539	.198	.550	.734	.718	.723*	.602**
Company Trust	.578	.204	.603	.750	.785	.776	.614*
*: AVE Value, **: Bivariate Correlation Squares( $R^2$ ).							

### 4.3. Hypothesis Test

Analysis of the structural equation model for hypothesis verification in this study shows that Table 4. The fitted  $\chi^2$  values of this study are 698.774(df=237, p=.000) However, because this is a sensitive number to sample size and number of observed variables, the significance of these numbers alone could not determine the fitted values, taking

into account additional conformity figures, such as absolute, incremental, and epilepsy. As shown Table 4, AGFI and NFI figures were found to be below the threshold, but generally above the threshold, making this study model acceptable ( $\chi^2$ (df)=698.774 (237), and p=.000,  $\chi^2$ /df=2.948, RMR=.050, GFI=.906, AGFI=.868, NFI=.894, TLI=.905, CFI=.926, RMSEA=.072)

**Table 4:** Path Factor Parameter Estimation

Direct Effect				Std. Coefficient	Std. Error	C.R	P
H1-1	Self-Efficacy	→	Job Intensity	.293	.041	4.500	***
H1-2	Hope			.022	.041	.642	.521
H1-3	Optimism			.276	.042	4.019	***
H1-4	Resiliency			.633	.197	6.058	***
H2-1	Self-Efficacy	→	Customer Orientation	.081	.071	2.802	.005
H2-2	Hope			.025	.051	1.439	.150
H2-3	Optimism			.280	.053	4.088	***
H2-4	Resiliency			.120	.437	3.043	.002
H3	Job Intensity	→		.660	.105	6.835	***
$\chi^2$ (df)=698.774(237), p=.000, $\chi^2$ /df=2.948, RMR=.050, GFI=.906, AGFI=.868, NFI=.894, TLI=.905, CFI=.926, RMSEA=.072							
*** p<.001							

#### 4.3.1. The Influence of Positive Psychological Capital and Job Intensity

As a result of the detailed analysis of the impact relationship between positive psychological capital and job sequence of H1 O2O company employee, the standardized path coefficient for the effect of H1-1 self-efficacy on job intensity was .293, and C.R=4.500 (p<.001), showing a statistically significant effect. Therefore, H1-1. 'The self-efficacy will affect the sense of job intensity.' The standardized path coefficient for the effect of hope of H1-2 on the sense of duty was shown to be .022, and C.R=.642(p>.05) was shown to have no statistically significant effect. Therefore, 'H1-2. The hopes will affect their enthusiasm for job.' The standardized path coefficient for the effect of H1-3 optimism on job enthusiasm was shown to be .276, and C.R=4.019 (p<.001) was shown to have a statistically significant effect. Therefore, 'H1-3. optimism will affect their job intensity for their job' was adopted. The standardized path coefficient for the effect of H1-4 resiliency on job intensity was 633, and C.R=6.058(p<.001), showing a statistically significant effect. Therefore, 'H1-4. Resilience will have an effect on the job intensity' was adopted.

#### 4.3.2. The Influence of Positive Psychological Capital and Customer Orientation

The detailed analysis of the impact relationship between positive psychological capital and customer orientation of H2 showed that the H2-1 self-efficacy had a standardized path coefficient of .081, and C.R=2.802 (p<.05) and shown to have a statistically significant effect. Therefore, H2-1. The self-efficacy will affect customer orientation. The standardized path coefficient for the effect of H2-2 on customer orientation was shown to be .025 and C.R=1.439(p>.05), indicating no statistically significant impact. Therefore, 'H2-2. hope will affect customer orientation.' The standardized path coefficient for the impact of H2-3 optimism on customer orientation was shown to be 2.280, and C.R=4.088(p<.001), indicating a statistically significant impact. Therefore, 'H2-3. optimism will affect customer orientation' was adopted. The standardized path coefficient for the effect of H2-4 resiliency on customer orientation was .120, and C.R=3.043(p<.01) was shown to have a statistically significant effect. Therefore, 'H2-4. Resilience will affect customer orientation' was adopted.

### 4.3.3. The Influence of Job Intensity and Customer Orientation

An analysis of the impact relationship between H3 job intensity and customer orientation showed that the standard route coefficient for the impact of H3 personnel on customer orientation was .660, and C.R.=6.835 ( $p < .001$ ), showing a statistically significant effect. Therefore, H3. 'Job intensity for their duties will affect customer orientation.' was adopted.

### 4.3.4. Validation of the Mediating Effect of Company Trust

To verify the effect of the adjustment of company trust in the relationship between positive psychology capital and job intensity and customer orientation of the O2O company employee of H4, H5, this group was divided into high and low groups based on the light bacteria  $\chi^2$  value of the organizational credit and compared the change in the constraint model and the non-pharmaceutical model's freedom. The comparison of path coefficients for potential factors between groups is shown in Table 5.

First of all, the detailed results of verifying the adjustment effect of company trust in the relationship between positive psychology capital and job intensity of H4 O2O company employee is as follows. For the first effect of self-efficacy on the job sequence, the non-standardized path coefficient for company trust stubbornness was .208, C.R.=2.907 ( $p < .01$ ), indicating that self-efficacy had a significant effect on the job hierarchy in company trust stubbornness. In addition, the non-standardized path coefficient for the organizational trust low group is .095, C.R.=.991 ( $p > .05$ ). In the low group of organizational confidence, 991 ( $p > .05$ ), the self-efficacy was shown to have no significant effect on the task. On the other hand, verification of the difference in value between non-pharmaceutical models and the non-pharmaceutical models showed that the  $\chi^2$  value change was higher than 3.84 as the degree of freedom changed by 1, resulting in a difference between the self-efficacy and the effect of the job sequence between the company trust stubborn and the low group. Therefore, H4-1 was adopted. The non-standardized path coefficient for organizational trust stubbornness was 0.82, C.R.=1.171 ( $p > .05$ ), indicating that hope had no significant effect on job intensity in company trust stubbornness. In addition, the non-standardized path coefficient for the organizational trust low group was 0.75, C.R.=1.443 ( $p > .05$ ), indicating that hope for the company trust low group had no significant effect on the job intensity.

On the other hand, verification of the difference in value between non-pharmaceutical model and pharmaceutical model showed that the model and non-pharmaceutical model constrains the relationship between hope and job intensity, with a change in freedom of one, the change in  $\chi^2$

value is lower than 3.84, so that there is no difference in the relationship between the organizational trust stubborn and the low group. Therefore, H4-2 was rejected. The non-standardized path coefficient of organizational trust stubbornness in the effect of third optimism on job-related intensity is .201, C.R.=3.695 ( $p < .001$ ), which indicates that optimism has a significant effect on the line of duty in the company trust stubbornness. In addition, the non-standardized path coefficient for the company trust low group was .116 and C.R.=1.864 ( $p < .05$ ), indicating that optimism in the company trust low group had no significant effect on the job intensity. On the other hand, verification of the difference in value between non-pharmaceutical and non-pharmaceutical models showed that the  $\chi^2$  value change was higher than 3.84 as the degree of freedom changed by 1, resulting in a difference between optimism and the impact of the job series between company trust stubbornness and low group. Therefore, H4-3 was adopted. The non-standardized path coefficient for company trust stubbornness was 1.045, C.R.=4.112 ( $p < .001$ ), indicating that resilience had a significant effect on the job string in organizational trust stubbornness. In addition, the non-standardized path coefficient for the organizational trust low group was 1.158 and C.R.=3.459 ( $p < .001$ ), indicating that resilience in the organizational confidence low group had a significant effect on the job series. Verification of the difference in  $\chi^2$  value between non-pharmaceutical model and pharmaceutical model showed that the model and non-pharmaceutical model constrains the relationship between resilience and duty-related, with a change of degree of freedom of 1 less than 3.84, indicating that there is no difference in the relationship between resilience and job-related influence between company trust stubbornness and low group. Therefore, H4-4 was rejected.

On the other hand, the detailed results of verifying the adjustment effect of company trust in the relationship between positive psychology capital and customer orientation of H5 airline cabin crew are as follows. The non-standardized path coefficient of company trust stubbornness in the first effect of self-efficacy on customer orientation.240, C.R.=3.983 ( $p < .001$ ), indicating that self-efficacy in organizational trust has a significant impact on customer orientation. In addition, the non-standardized path coefficient of organizational confidence low groups is .029, C.R.=3.983 ( $p < .001$ ). In the low group of company trust, self-efficacy had no significant impact on customer orientation. The difference in  $\chi^2$  value between non-pharmaceutical models and pharmaceutical models was verified, and the non-pharmaceutical models that constrained the relationship between self-efficacy and customer-oriented were found to have a difference in the impact of self-efficacy and customer orientation between company trust stubbornness and low group as the degree of

freedom changed by 1. Therefore, H5-1 was adopted. The non-standardized path coefficient of organizational trust stubbornness in the impact of the second hope on customer orientation.133, C.R=1.838(p>.05).

**Table 5:** Comparative Results of Path Coefficient Based on Company Trust

Path			Non Std. coefficient	Std. error	C.R	X <sup>2</sup>	Δχ <sup>2</sup> (df)
						Pharmaceutical Model (Non-pharmaceutical model)	
H4-1	Company Trust (H)	Self-efficacy → Job intensity	.208	.071	2.907**	1486.598 (1477.623)	8.975(1) > 3.84
	Company Trust (L)		.095	.096	.991		
H4-2	Company Trust (H)	Hope → Job intensity	.082	.070	1.171	1479.808 (1477.623)	2.185(1) < 3.84
	Company Trust (L)		.075	.052	1.443		
H4-3	Company Trust (H)	Optimism → Jobintensity	.201	.054	3.695***	1482.500 (1477.623)	4.877(1) > 3.84
	Company Trust (L)		.116	.062	1.864		
H4-4	Company Trust (H)	Resilience → Job intensity	1.045	.254	4.112***	1479.600 (1477.623)	1.977(1) < 3.84
	Company Trust (L)		1.158	.335	3.459***		
H5-1	Company Trust (H)	Self-efficacy → Customer orientation	.240	.060	3.983***	1484.808 (1477.623)	7.185(1) > 3.84
	Company Trust (L)		.029	.066	.436		
H5-2	Company Trust (H)	Hope → Customer orientation	.133	.072	1.838	1480.210 (1477.623)	2.587(1) < 3.84
	Company Trust (L)		.012	.047	.253		
H5-3	Company Trust (H)	Optimism → Customer orientation	.145	.064	2.278*	1482.181 (1477.623)	4.558(1) > 3.84
	Company Trust (L)		.056	.049	1.138		
H5-4	Company Trust (H)	Resilience → Customer orientation	.719	.152	4.723***	1480.371 (1477.623)	2.748(1) < 3.84
	Company Trust (L)		.458	.138	3.326***		
**p<.01, ***p<.001.							

In the company trust highness group, hope has no significant impact on customer orientation. In addition, the non-standardized path coefficient for the organizational trust low group is .012, C.R=.253(p>.05), indicating that hope in the company trust low group has no significant impact on customer orientation.

Meanwhile, verification of the difference in  $\chi^2$  value between non-pharmaceutical model and pharmaceutical model showed that the model and non-pharmaceutical model constrains the relationship between hope and customer orientation, with a change in freedom of one, the change in  $\chi^2$  value is lower than 3.84, indicating that there is no difference in the impact of hope and customer

orientation between company trust stubbornness and low group. Therefore, H5-2 was rejected. The non-standardized path coefficient of company trust stubbornness in the impact of third optimism on customer orientation.145, C.R=2.278(p<.05), which indicates that optimism has a significant impact on customer orientation in the company trust stubbornness. In addition, the non-standardized path coefficient for organizational confidence low groups is .056, C.R=1.138(p>.05). In the lower group of organizational confidence, optimism has no significant impact on customer orientation. Meanwhile, verification of the difference in  $\chi^2$  values between non-pharmaceutical models and pharmaceutical models showed that models and non-

pharmaceutical models that constrained the relationship between optimism and customer-oriented were higher than 3.84 as the degree of freedom changed by 1, resulting in differences in the impact of optimism and customer orientation between company trust stubbornness and low group. Therefore, H5-3 was adopted. For the fourth effect of resilience on customer orientation, the non-standardized path coefficient for company trust stubbornness was .719,  $C.R=4.723(p<.001)$ , indicating that resilience had a significant impact on customer orientation in organizational trust stubbornness. In addition, the non-standardized path coefficient of organizational confidence low groups is .458,  $C.R=3.326(p<.001)$ , indicating that resilience has a significant impact on customer orientation in the low group of organizational trust.

## 5. Conclusions

This study was intended to conduct in-depth research to identify the relationship with positive psychological capital, which plays an important role in improving the job intensity and job enthusiasm of O2O employees. The findings are summarized as follows.

First, positive psychological capital has been shown to increase job intensity. Self-efficacy, optimism, resilience, and hope, which are sub-factors of positive psychological capital, have been shown to have a positive effect on job intensity. Due to the recent rapid paradigm shift in the retail industry, large retailers are accelerating their efforts to change and innovate to survive. However, it is pursuing a cost-competitive strategy that relies on job flexibility, low proficiency, and low wages rather than differentiating key competencies based on participation, immersion, and development of capabilities. Therefore, for the sustainable growth of companies, it is important to first try to create and immerse talented people in their attachment to the organization and emotional unity. To this end, structural improvement efforts such as improving the working environment and strengthening a reasonable wage system are important based on the company's clear vision and goals, but in addition, positive psychological factors of members need to be recognized as important factors in human resource development. Therefore, it is believed that management of O2O efforts will be needed to elicit positive psychological factors and emotional capabilities inherent in members and activate psychological motivation factors that can immerse themselves in the organization through change management activities.

Second, positive psychological capital of O2O employee has been shown to have a significant impact on customer orientation. Vitality, commitment, and concentration are mediating the effects of self-efficacy, optimism, resilience,

and hope variables on customer orientation, which are components of positive psychological capital of O2O employee. Job intensity has been shown to affect the effect of positive psychological capital on customer orientation. Due to the nature of the distribution service industry, the importance of customer orientation of members is continuously emphasized, focusing attention on improving the service system and education and training system, and making great efforts to form a customer-oriented organizational culture. However, the ultimate employee in implementing customer satisfaction management are members who provide services on the spot, who experience relatively high emotional fatigue and job exhaustion during their interaction with customers and can negatively affect customer orientation. Therefore, it is very important to allow members who provide services to raise their positive state of mind and manage emotions and emotions on their own in enhancing customer-oriented attitudes and behaviors. Therefore, in order to increase customer orientation of O2O employee, technological competency-oriented education such as service manuals, customer-oriented work styles, and customer response tips are important, but it is necessary to change to a service capacity development system, education and training system about O2O that combines positive psychological factors and sensitivity.

Third, job intensity of O2O employee has been shown to increase customer orientation. Therefore, it was identified that job intensity was affecting as a factor in increasing customer orientation. It shows that it is necessary to increase job intensity to increase customer orientation. In other words, increasing vitality to the members of the organization, increasing commitment and concentration leads to an increase in customer orientation, contributing to improving performance in the organization. In other words, promoting positive psychology among members of an organization has a positive effect on the enthusiasm of members for their jobs and the expression of customer orientation.

Fourth, to increase job enthusiasm, each component of positive psychological capital - hope, optimism, resilience, and self-efficacy - were very important, and organizational trust served as a medium in the relationship between positive psychological capital and customer orientation. It is meaningful that it contributed to revealing the relationship between positive psychological capital, customer orientation, job intensity and company trust that serves as a medium to positive psychological capital of O2O employee.

Fifth, in the process of improving customer orientation by self-efficacy, hope, optimism, and resilience, which are components of positive psychological capital,

organizational trust plays a role in the relationship between positive psychological capital and customer orientation.

In this study, we have the following limitations:

First, the results of this study may be limited, with two O2O company being sampled for the purpose of conducting an empirical analysis results may be limited.

Second, customer orientation, task enthusiasm, and positive psychological capital may also vary depending on the individual's orientation, so further variables due to individual differences should be considered in future studies.

Third, the selection of samples for empirical analysis is carried out in a subjective question-and-answer questionnaire using a convenient extraction method, which is difficult to see as a general value criterion for samples.

In this study, it is necessary to pay attention to the fact that members of the organization have a significant influence on increasing job intensity and customer orientation of members who have a positive psychological capital. Therefore, trust in the organization on O2O employee should be considered an important factor in that it can promote positive psychological capital for distribution service workers, and further strengthen job intensity and customer orientation.

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