

A Psychological Perspective in Improving Workplace Employees' Behavior through Employees' Well-Being

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Objective: Employee behavior is important for the organization because it directly impacts productivity, workplace culture, and overall business success. Therefore, research investigated the impact of the psychological perspective in improving workplace employees' behavior through employees' well-being. **Methods:** Cross-sectional data were collected from 295 employees of the service industry using a convenient sampling technique. The PLS-SEM technique was used for measurement and structural modeling. **Findings:** The results show that psychological climate, psychological contract, psychological safety, and personality traits positively and significantly influence psychological ownership and self-efficacy. Furthermore, psychological ownership and self-efficacy also positively and significantly influence employees' well-being. Finally, employees' well-being also positively and significantly influences employees' behavior. **Implications:** The study findings contributed to the context of the service industry by demonstrating how psychological climate, psychological contract, psychological safety, and personality traits enhance employee ownership, self-efficacy, and well-being which improves positive workplace behavior. The findings provide empirical evidence of the importance of raising a supportive psychological environment to improve employee engagement and service quality. Furthermore, research also offers practical insights for managers to implement policies that enhance employee well-being which leads to improving the positive behavior of employees towards their work. **Originality:** This study's originality lies in their integrated examination of psychological factors that

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influence employee ownership, self-efficacy, well-being, and behavior in the service industry, which provides new insights for enhancing workplace behavior.

Keywords: Workplace employee behavior, Psychological contract, Psychological safety, service industry.

Introduction

Employee behavior is an important determinant of organizational success, affecting productivity, workplace culture, and performance (Cherian et al., 2021). Positive behavior such as collaboration, adaptability, and commitment promotes an innovative work environment (Almagro et al., 2024). While negative behaviors like absenteeism and resistance to change can hinder efficiency and morale (Bozkus, 2023). An important factor that improves employee behavior is the well-being of the employees because a satisfied and healthy workforce is engaged with organizational goals (Salas-Vallina et al., 2021). If companies have flexible work for their employees, that could increase their well-being (Sypniewska et al., 2023). Importantly, when employees feel that companies have well-being, then they could participate in active behaviors that are significantly increased their positive behavior (Kim & Kim, 2021).

One of the important factor that improves the well-being and increase the employee's behavior is the psychological ownership. It consisted of where individuals feel a sense of control over their traits and behaviors (Ahmed et al., 2020). Generally, employees who take their psychological ownership develop a strong awareness, which contributes to emotional stability and job satisfaction (Salas-Vallina et al., 2021). Therefore, organizations encourage personal ownership or autonomy among the employees to reduce their stress levels and improve mental health, which increases their positive work behavior about their work (Monteiro & Joseph, 2023). Equally, self-efficacy represents the organization's ability to overcome job-related challenges, which further enhances well-being by reducing stress and reinforcing confidence (RomanBonilla, 2023). Employees with high self-efficacy approach tasks with a problem-solving mindset, which increases their well-being through job satisfaction and psychological resilience that significantly increases their positive behavior. This sense of capability strengthens their sense of purpose which helps to increase workplace happiness and overall productivity (Kour et al., 2019). This is the reason, Susanto et al. (2021) highlighted that

improvement in the psychological ownership and self-efficacy are important to increase the positive behavior of employees.

Furthermore, psychological factor is also important factor, which is strengthening both psychological ownership and self-efficacy that is reinforcing positive employee behavior. Psychological factors enable employees to take greater control over their behaviors and workplace interactions (Kim & Beehr, 2023). A strong psychological improvement encourages ethical and proactive behaviors, which contributes to a collaborative and high-performing work culture (Riza et al., 2025). Psychological improvement also enhances employees' ability to regulate emotions and adapt to dynamic work environments, improving teamwork and resilience (Johnstone & Wilson-Prangle, 2021). Similarly, psychological factors also serve as key enablers of self-efficacy which equips employees with the persistence and adaptability needed to navigate workplace challenges effectively (Aziz et al., 2024). When individuals believe in their abilities, they demonstrate greater accountability, problem-solving capacity, and motivation that could increase employee behavior (Bouguerra et al., 2023). Therefore, by addressing psychological factors that enhance psychological ownership and self-efficacy, organizations can increase a positive workforce behavior that is both highly capable and deeply committed to achieving long-term strategic goals.

With the significance of all factors for increasing positive work behavior of the employees, still various gaps are identified in the extant literature which need to be addressed in the current study. Firstly, prior studies have mainly concentrated on direct effect of psychological factors on employee behavior, which ignored the impact on the well-being of employees (Ansong et al., 2024; Dong & Li, 2024; Kim & Kim, 2024; Mehmood et al., 2024). Therefore, this study added to the literature by adding the impact of psychological factors on employees through the employee's well-being. Secondly, prior literature was also limited to the segregated impact of psychological factors, personality empowerment, and self-efficacy on employee behavior while ignoring the combined impact (Gazi et al., 2025; Kim & Kim, 2024; Sachitra, 2024; Shabat & Itzhaki, 2024). To overcome the previous gap, the study tested the influence of all variables in one model to improve employee behavior. Lastly, prior literature also has limited attention on the service industry. This research findings have contributions for the service industry with a specific objective of a psychological perspective in improving workplace employee behavior through

employees' well-being.

The practical value of this study stems from its holistic approach to improving good employee behavior in the workplace by addressing major psychological factors. By taking into account the indirect effects of psychological elements through employee well-being, personality empowerment, and self-efficacy, businesses can build more successful tactics to foster a supportive work environment. This holistic perspective enables managers and HR professionals to implement targeted interventions that enhance employee well-being and empower individuals with the confidence and skills necessary for optimal job performance. Furthermore, by testing the combined impact of these variables in a single model, this study provides actionable insights for organizations to adopt integrated policies that enhance overall workplace behavior. The study focuses on the service industry further ensuring the findings directly apply to businesses where employee engagement and behavior significantly impact customer satisfaction and service quality. Consequently, this research offers cherished control for companies aiming to cultivate a psychologically healthy and productive workforce.

Literature Review

Psychological Climate, Psychological ownership and Self-efficacy

Psychological climate indicates the employee's perception of their organization's environment, shaping their positive attitude toward work behavior (Stankevičienė et al., 2021). It consisted of various aspects like autonomy, and recognition, which contribute to employees' sense of psychological ownership over their work (Su et al., 2023). Organizations with a supportive psychological climate increase the employee's identification strength, which positively improves employees' behavior toward their work (Radu, 2023). When employees perceive fairness and support in the workplace, then they are more likely to take initiative, demonstrate proactive behavior, and feel a strong sense of personal investment in their tasks (Stankevičienė et al., 2021). Building on this, Su et al. (2023) also highlighted that psychological climate positively and significantly improves the psychological ownership of the employees. These previous studies enforced that psychological climate is an important predictor of improving psychological ownership.

Further studies highlighted that psychological climate also played an important role in increasing the self-efficacy. Other studies highlighted that psychological climate significantly improves the self-efficacy through

providing resources, encouragement, and workplace security to perform their tasks effectively (Høigaard et al., 2015). As per the social cognitive theory, psychological climate significantly improves the self-efficacy of the employees (Bandura & Wessels, 1997). On the other hand, negative psychological climate, which is influenced by stress, and poor leadership, reducing employee motivation, which minimizes the self-efficacy (Arthachinda & Charoensukmongkol, 2024). Sadeghi et al. (2024) also found that employees working in a positive psychological climate increase their self-efficacy. Furman and Rybina (2024) also demonstrated that transformational leadership creates a psychologically empowering workplace, strengthening employees' self-efficacy and motivation. These findings underscore the necessity of building a psychologically supportive environment through leadership support to improve employees' self-efficacy. To address the relationship, the following hypothesis is proposed,

H1. Psychological climate significantly influences psychological ownership.

H2. Psychological climate significantly influences self-efficacy.

Psychological Safety, Psychological ownership and Self-efficacy

Psychological safety shows the beliefs of the employees, which could express themselves without fear of consequences, which could be negative (Su et al., 2022). This concept is fundamental in raising open communication, trust, and personal accountability within organizations (Masood et al., 2023). Employees who feel safe on a psychological basis, then they are more willing to take initiative, contribute ideas, and take ownership of their responsibilities without fearing criticism or failure (Masood et al., 2023). On the other side, workplaces lacking psychological safety cause anxiety and disengagement, reducing employees' willingness to take personal responsibility for their task (Jamal et al., 2023). This was further supported by Anyamesem-Poku and Parmar (2024), who showed that psychological safety empowers employees to freely express their thoughts and confidently assume ownership of initiatives. Furthermore, psychological safety is a crucial aspect that enhances self-efficacy. Additionally, psychological safety is also an important factor that also improves the self-efficacy through providing adaptability, problem-solving, and interpersonal interactions (Arthachinda & Charoensukmongkol, 2024). In other words, when the employees are psychologically safe they are more likely to engage in the development of their self-efficacy (Dong & Li, 2024). On the

other hand, if the employees are not psychologically empowered then they feel more fear, which hinders their self-efficacy. Wang and Kim (2024) empirically found that employees in psychologically safe environments reported higher self-efficacy, as they felt more comfortable engaging in problem-solving and knowledge-sharing activities. These findings are further supported with the study of Woods et al. (2024) where they found that service employees who perceived their workplace as psychologically safe demonstrated greater confidence in handling customer interactions and resolving conflicts effectively. To investigate the association, a specific hypothesis is proposed:

H3. Psychological safety significantly influences to psychological ownership.

H4. Psychological safety significantly influences to self-efficacy.

Personality Traits, Psychological ownership and Self-efficacy

Personality traits are discussed in enduring features that shape an individual's thoughts, emotions, and behaviors (Turda, 2024). Personality traits are commonly used to describe personality differences (Hossain et al., 2024). Personality traits have been found to enhance employees' sense of responsibility and ownership in the workplace (Erzen & Ozabaci, 2023). Employees with high conscientiousness and openness tend to take initiative, which are more proactive, and demonstrate a strong sense of accountability (Anwar et al., 2021). In the contrary, staff members who exhibit significant neuroticism might have difficulty with personal responsibility, resulting in lower levels of ownership and engagement. Understanding the impact of personality traits is vital for firms aiming to create a workforce with high levels of ownership and responsibility (Mehmood et al., 2024). Mubarak et al. (2021) further demonstrated that personality traits significantly influenced employees' ability to engage in proactive work behaviors, which are essential for fostering ownership. These findings demonstrated that personality traits in promoting psychological ownership among employees is important.

Furthermore, personality traits are equally important for self-efficacy. This is supported with the study of where they highlighted that employees who are more consistent in their matters are more persistent in their matters, which strengthens their belief in accomplishing tasks, which increases their self-efficacy (Sachitra, 2024). Extraversion has also been linked to self-efficacy, as socially confident individuals tend to have higher motivation and resilience (Bandura & Wessels, 1997). Khodabandeh and Mombini (2024) study also found that individuals with high extraversion and emotional stability reported

greater self-efficacy in workplace settings. Wu et al. (2024) studied that various personality traits positively influence learning self-efficacy, which is leading to improved performance. Additionally, Badamasi et al. (2024) study also highlighted that personality traits significantly contribute to self-efficacy beliefs across various domains, including education, career, and health. To address the relationship, the following hypothesis is proposed,

H5. Personality traits significantly influence psychological ownership.

H6. personality significantly influences self-efficacy.

Psychological Contract, Psychological ownership and Self-efficacy

Furthermore, a psychological contract is an unwritten obligation between employees and employers (Zareiyani et al., 2024). It consisted of security and career development, which positively shapes the positive attitude and behavior of employees on their workplace (Zareiyani et al., 2024). In contrast, employees are not confident in their psychological contracts, then it could negatively impact the employees' psychological ownership (Salas-Vallina et al., 2021). An empirical study of Raub et al. (2024) results indicated that employees who perceived a fulfilled psychological contract, they have more empowerment toward their work because then they felt valued and supported by their organization. Srivastava et al. (2024) also demonstrated that when organizations met employees' expectations, employees exhibited higher commitment levels which led to increased job ownership. Finally, Drazic et al. (2024) confirmed that organizations that have an integral psychological contract are integral for psychological ownership after increasing their motivation and commitment towards their work.

Additionally, psychological contract, which consisted of internal beliefs of individuals, values, and expectations about their capabilities, played an integral role in increasing the self-efficacy (Kim & Kim, 2024). Shao et al. (2022) study also found that individuals with a well-defined personality contract characterized by consistency in self-concept and goal alignment increase the self-efficacy of the employees on the task and work. Phuong (2022) also found that individuals who maintain positive psychological contracts with themselves increase their awareness to handle challenging tasks and persist in the face of adversity. Additionally, Kim and Kim (2024) study also highlighted that personality contracts between an individual's self-expectations and actual behavior strengthens their belief in their competencies which significantly

improves their self-efficacy. These empirical studies highlighted that personality contract because an integral component to improve the self-efficacy ownership of the employees. To investigate the association, a specific hypothesis is proposed:

H7. Psychological Contract significantly influences psychological ownership.

H8. Psychological contract significantly influences self-efficacy.

Psychological Ownership, Employee Well-being and self-efficacy

Psychological ownership highlighted that employees always feel responsible for their task completion in the organization (Zhang et al., 2021). When the employees have greater attention towards psychological ownership, then they are more motivated towards their job engagements, which increases the well-being of the employees (Zhang et al., 2021). Effective ownership raises satisfaction of employees in their job, which reduces stress, and enhances overall well-being (Masood et al., 2023). Mehmood et al. (2024) highlighted that employees with high psychological ownership exhibited greater well-being. Su et al. (2023) Furthermore, employees who felt in control of their tasks reported reduced stress levels and improved psychological well-being. They also found that psychological ownership is positively connected with resilience and job engagement, both of which lead to employee well-being.. Yan et al. (2020) also supported the view that psychological ownership enhances employees' sense of purpose and job satisfaction, which leads to psychological ownership.

Furthermore, self-efficacy of individuals can accomplish various tasks, which significantly impacts the well-being through reducing workplace stress, and promoting emotional resilience (Liu et al., 2010). Azhar and Nadia (2025) argued that employees with more self-efficacy significantly reduced job strain among employees. In the same vein, Wang and Kim (2024) study also found that self-efficacy serves to increase the personal resources, which increases the engagement and buffers against job-related stress. Organizational interventions, such as mentorship programs and leadership support, have also been empirically validated as effective strategies to strengthen self-efficacy, which is leading to employee well-being (Rippon et al., 2024). This study highlighted that self-efficacy significantly improves the well-being of the employees. To investigate the association, a specific hypothesis is proposed:

H9. Psychological ownership significantly influences employees'

wellbeing.

H10. Self-efficacy significantly influences employee well-being.

Employee Well-being and Employee Behavior

The wellbeing of employees is an integral factor to improve the employee behavior through reducing stress and work conflicts. When the employees have a higher level of well-being, then employee engaged with the positive workplace behaviors such as problem-solving, and knowledge-sharing, which contribute to overall performance and team cohesion (Gyensare et al., 2024). Further empirical study also found that employee well-being increases the positive employee behavior of the employees (Alzadjali & Ahmad, 2024). Other studies also suggested that employees who experience greater well-being exhibit higher adaptability, creativity, and workplace collaboration, which is leading to a more innovative and productive work environment (Salas-Vallina et al., 2021). On the other side, firms that promote employee well-being through initiatives such as mental health programs, supportive leadership, flexible work arrangements, and recognition systems produce a more positive work culture, which enhances positive employee behavior (Gyensare et al., 2024). These previous studies highlighted that employees' well-being increases the employee behavior. To investigate the association, a specific hypothesis is proposed:

H11. Employees' well-being significantly influences employees' behavior.

Research Methods

The study objective was to test the impact of psychological perspective in improving workplace employee behavior through employees' well-being. The quantitative research approach employed for testing the study objective because of extant theory testing in the present study. This approach provides an objective, measurable, and generalizable finding that enables data-driven decision-making and statistical validation of relationships between variables (Gelo et al., 2008). For this purpose, a self-administered questionnaire was utilized to gather data, and a cross-sectional research approach was used to collect data at a specific moment in time, providing quick and cost-effective insights into patterns and associations (Rindfleisch et al., 2008).

Survey Instrument and Sampling

The study instrument on a point Likert scale was taken from prior research, which showed the reliability of the construct. Employee well-being measured

by five items (Chang & Arisanti, 2022), Self-efficacy measured by 5 items (Mujeeb et al., 2021), psychological safety measured by 5 items (Edmondson, 1999). Psychological climate measured by five items (Brown & Leigh, 1996), the psychological contract comprises 5 items (Rogozińska-Pawelczyk & Gadomska-Lila, 2022). Personality trait comprises 3 items (Sobaih & Elshaer, 2022). Lastly, employee behavior was measured by 5 items (Latifoglu et al., 2023). Study variables are predicted in Figure 1.



Figure 1: Study Model

The population was employees of the service industry. The service industry employees played an integral role in customer satisfaction through their direct interactions and service quality. Their adaptability, communication skills, and problem-solving abilities contribute to a positive workplace environment. From the population, 450 employees were selected by using convenient sampling techniques. Convenient sampling is a quick, cost-effective, and easy method for data collection which allows researchers to gather insights efficiently from readily available participants. The 450 sample size enhances the statistical power, reliability, and findings generalizability, which allows more meaningful analysis. Among 450 employees, 310 came back, where 296 were valid for further analysis after discarding the incomplete responses. 296 response rate shown an adequate sample for analysis (Guadagnoli & Velicer, 1988).

Data Analysis

Study analysis conducted in two phases. Firstly, SPSS was utilized for the demographic analysis and Smart PLS was employed for the hypothesis testing by Partial Least Square (PLS)-Structural Equation Modeling (SEM) technique.

Demographic Analysis

This section in the Table 1 represents the characteristics of 295 employees.

Gender distribution shows that 60% (177 respondents) are male, while 40% (118 respondents) are female, which indicates a relatively balanced but male-dominated workforce. In terms of age groups, the main stream of respondents (40%) fall within the 26-35 years category (118 respondents), followed by 36-45 years (26.7%, 79 respondents), while 20% (59 respondents) are aged 18-25 years, and 13.3% (39 respondents) are 46 years and above. Regarding education levels, half of the respondents (50%) had a bachelor's degree. A considerable portion (26.7%, 79 respondents) have obtained a master's degree, while 16.7% (49 respondents) have completed high school, and 6.7% (20 respondents) hold a PhD. In terms of work experience, a large proportion (40%, 118 respondents) have been employed for 1-5 years, followed by 30% (89 respondents) with 6-10 years of experience, while 16.7% (49 respondents) have more than 10 years of experience, and 13.3% (39 respondents) have less than a year of experience. Lastly, monthly income levels suggest that a significant portion (43.3%, 128 respondents) earn between \$1000 and \$3000, while 26.7% (79 respondents) earn between \$3001 and \$5000. Additionally, 20% (59 respondents) earn below \$1000, and 10% (30 respondents) have an income above \$5000.

Table 1
Demographic Profile

Demographics	Categories	N = 295	Frequency	Percentage (%)
Gender	Male	177		60.00%
	Female	118		40.00%
Age Group	<25 Yrs	59		20.00%
	<35 Yrs	118		40.00%
	< 45yrs	79		26.70%
	>45	39		13.30%
Education Level	High School	49		16.70%
	Bachelor's Degree	148		50.00%
	Master's Degree	79		26.70%
	PhD	20		6.70%
Experience of employees	<1 year	39		13.30%
	1 to 5 years	118		40.00%
	6 to 10 years	89		30.00%
	>10 years	49		16.70%
Monthly Income	Less than \$1000	59		20.00%
	\$1000 - \$3000	128		43.30%
	\$3001 - \$5000	79		26.70%
	Above \$5000	30		10.00%

Reliability and Validity

Both discriminant and convergent validity analysis performed using the measurement model. Convergent validity was determined through factor loadings, Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE). Factor loadings of each latent variable were greater than 0.5

and satisfied the criteria (Cheah et al., 2018), indicating strong reliability and confirming that each observed variable significantly represents its construct. Cronbach’s alpha minimum requirement is 0.70 (Cheah et al., 2018). All values are above 0.70 which confirms internal consistency. Furthermore, CR values are between 0.890 to 0.921, that is above the suggested 0.70 (Fornell & Larcker, 1981). Furthermore, AVE values that are falling between 0.630 and 0.67, which met the minimum required 0.50 threshold (Cheah et al., 2018), supporting convergent validity. Multicollinearity was also examined using the Variance Inflation Factor (VIF) to ensure that the constructs were distinct. Since all VIF values were below 5, no multicollinearity concerns were identified (Fornell & Larcker, 1981). Results summary is presented in Table 2 and Figure 2.

Table 2
Reliability and Validity

Variable	Item	Loadings	VIF	Alpha	CR	AVE
Psychological Climate	PC1	0.818	2.833	0.851	0.891	0.630
	PC2	0.832	1.941			
	PC3	0.908	3.717			
	PC4	0.891	2.125			
	PC5	0.607	2.042			
Psychological Safety	PS1	0.574	1.478	0.878	0.921	0.652
	PS2	0.683	1.415			
	PS3	0.988	1.879			
	PS4	0.566	2.739			
	PS5	0.574	2.806			
Personality Traits	PT1	0.535	2.001	0.863	0.903	0.643
	PT2	0.906	1.488			
	PT3	0.952	1.695			
Psychological Contract	PCN1	0.889	1.249	0.832	0.912	0.673
	PCN2	0.847	1.304			
	PCN3	0.921	2.372			
	PCN4	0.819	2.773			
	PCN5	0.657	1.492			
Psychological ownership	PO1	0.739	1.697	0.829	0.890	0.634
	PO2	0.878	1.286			
	PO3	0.843	2.085			
	PO4	0.689	1.479			
	PO5	0.867	1.179			
Self-Efficacy	SE1	0.827	2.373	0.889	0.915	0.667
	SE2	0.701	2.752			
	SE3	0.853	1.518			
	SE5	0.827	2.393			
	Employee Well-being	EWB1	0.858			
EWB2		0.762	2.888			
EWB3		0.705	2.469			
EWB4		0.828	1.811			
Employee Behavior	EB1	0.88	1.614	0.869	0.892	0.648
	EB2	0.939	2.139			
	EB3	0.909	1.122			
	EB4	0.954	2.081			

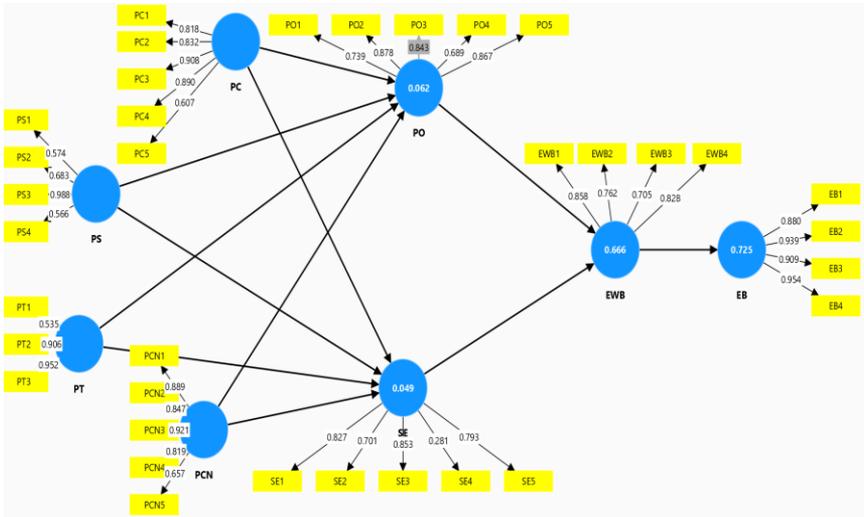


Figure.2: Factor loadings

Discriminant Validity

In the PLS-SEM, discriminant validity was shown, that the questionnaires are different. Discriminant validity ensured that each latent variable is unique, which overlaps with other constructs significantly. One common method for evaluating discriminant validity is the Fornell-Larcker criterion, where the AVE Square root in the diagonal values is always greater than the below values (Fornell & Larcker, 1981). Another approach is the Heterotrait-Monotrait (HTMT) ratio, which compares constructs correlations and should generally be below 0.90 for theoretically distinct variables (Henseler et al., 2015). If discriminant validity is not established, it suggests that the constructs may not be adequately measuring separate theoretical concepts, potentially leading to biased results in hypothesis testing. Table 3 displayed discriminant validity results.

Table 3
Discriminant Validity

Variables	PC	PS	PT	PCN	PO	SE	EWB	EB
PC	0.794							
PS	0.351	0.807						
PT	0.231	0.231	0.802					
PCN	0.382	0.313	0.392	0.821				
PO	0.223	0.464	0.243	0.372	0.797			
SE	0.251	0.223	0.312	0.233	0.282	0.817		
EWB	0.372	0.383	0.264	0.342	0.323	0.652	0.812	
EB	0.393	0.423	0.383	0.213	0.342	0.673	0.703	0.805

Regression Results

Structural model results (Table 4) indicated that psychological factors improve the employee's behaviors within the service industry. The psychological climate was found to significantly influence psychological ownership ($\beta = 0.215, t = 3.028, p = 0.001$). Similarly, psychological safety also showed a significant impact on psychological ownership ($\beta = 0.208, t = 2.568, p = 0.002$). Furthermore, personality traits ($\beta = 0.302, t = 3.146, p = 0.001$) and psychological contract ($\beta = 0.202, t = 2.806, p = 0.003$) were also significant predictors of psychological ownership. These findings suggest that service organizations aiming to enhance employee engagement should foster a strong psychological climate and safety while ensuring clear psychological contracts and aligning roles with employee traits.

In addition to psychological ownership, self-efficacy was significantly influenced by psychological climate ($\beta = 0.218, t = 2.868, p = 0.001$), psychological safety ($\beta = 0.231, t = 2.686, p = 0.002$), personality traits ($\beta = 0.214, t = 2.352, p = 0.001$), and psychological contract ($\beta = 0.213, t = 2.840, p = 0.002$). Furthermore, psychological ownership was found to significantly improve employee well-being ($\beta = 0.224, t = 2.409, p = 0.002$), while self-efficacy also played a key role in enhancing well-being ($\beta = 0.218, t = 2.659, p = 0.001$). Ultimately, employee well-being strongly influenced employee behavior ($\beta = 0.215, t = 2.867, p = 0.000$), reinforcing the idea that a psychologically supportive workplace leads to more positive employee attitudes and behaviors. These results suggest that service organizations should invest in strategies that enhance self-efficacy, psychological ownership, and well-being to drive positive workplace behaviors and improve service delivery.

Table 4
Regression Results

Hypothesis	Original Sample	Standard Deviation	t-value	p-value
Psychological climate → Psychological ownership	0.215	0.071	3.028	0.001**
Psychological safety → Psychological ownership	0.208	0.081	2.568	0.002**
Personality traits → Psychological ownership	0.302	0.096	3.146	0.001**
Psychological contract → Psychological ownership	0.202	0.072	2.806	0.003**
Psychological climate → Self-efficacy	0.218	0.076	2.868	0.001**
Psychological safety → Self-efficacy	0.231	0.086	2.686	0.002**
Personality traits → Self-efficacy	0.214	0.091	2.352	0.001**
Psychological contract → Self-efficacy	0.213	0.075	2.84	0.002**
Psychological ownership → Employee well-being	0.224	0.093	2.409	0.002**
Self-efficacy → Employee well-being	0.218	0.082	2.659	0.001**
Employee well-being → Employee behavior	0.215	0.075	2.867	0.000**

Discussion

The research investigated the influence of psychological perspective in improving workplace employees' behavior through employees' well-being. The study results revealed that psychological climate positively impacts psychological ownership. This suggests that a supportive work environment increases individuals' sense of ownership over their tasks and duties. When individuals perceive a favorable psychological climate, they are more inclined to develop a deeper connection and sense of belonging to their organization. These results are consistent with earlier research that emphasizes that a favorable psychological climate improves employees' identity with their roles and responsibilities (Amenumey & Lockwood, 2008). In the service industry, where employees' involvement and customer interactions play an important role, promoting a positive psychological climate can increase the quality and customer satisfaction of the service. When investing in employee welfare programs and creating an open communication culture, service industry organizations can improve ownership of personality, which can lead to high staff involvement and productivity of employees. Correspondingly, psychological safety also positively and significantly influences psychological ownership of the service industry. The result is supported by previous research that found that psychological safety promotes innovation and active behavior among employees (Masood et al., 2023). The study findings are more relevant for the service industry, where employees often solve different service-related challenges, psychological safety is important to encourage them to take initiative and solve problems effectively. This strategic emphasis improves the overall service experience, which leads to high customer loyalty and long-term trade development.

Personality traits also positively and significantly enhance psychological ownership of the service industry. (Hossain et al., 2024) show the same results here, highlighting the role of personality in shaping workplace attitudes and behaviors. These empirical findings highlighted the significance for the service industry where employee performance directly impacts customer satisfaction through hiring individuals with positive personality traits and providing continuous training to enhance their strengths, which could lead to greater ownership of tasks. Psychological contract also positively and significantly influences to the psychological ownership of the service industry. These findings are important for the service industry because employees who are empowered by the psychological contract are more likely to exhibit greater

commitment and accountability. Sharma and Garg (2017) found the same results where they highlighted the role of psychological contract fulfillment in enhancing job performance and engagement. The results are more applicable to the service sector, where upholding customer relationships requires trust and dependability. Respecting psychological contracts keeps staff members motivated and committed to their jobs, which improves customer experiences and helps businesses stand out from the competition.

Psychological climate also significantly increases the self-efficacy of the service industry. These results demonstrate that workers in the service sector who operate in a psychologically supportive environment typically exhibit greater self-confidence. (Hong et al., 2021; Tomas et al., 2019) found that the same results were highlighted, that the psychological climate plays a crucial role in shaping self-efficacy beliefs. These findings enforced that the service industry should be focused on psychological climate to increase self-efficacy because self-efficacy is crucial for employees who must handle customer queries, resolve issues, and provide high-quality service. Organizations that invest in a positive workplace environment through leadership support, team collaboration, and constructive feedback could enhance employees' self-efficacy, which is leading to better service outcomes and stronger customer loyalty. In this regard, through raising a psychologically supportive climate, service organizations can ensure that employees remain confident, proactive, and motivated, which could lead to an increase in the competitive advantage. Further study also confirmed that psychological safety positively and significantly increases the self-efficacy of the service industry. These findings highlight that employees in the service industry are feeling safe in their work environment, tend to believe in their ability to execute tasks effectively. The result is similar with the following studies (Arthachinda & Charoensukmongkol, 2024; Popovych et al., 2020) where they also highlighted that psychological safety is a key enabler of learning and performance. These empirical findings highlighted that results are more significant for the service industry, where they highlighted that employees must adapt to different customer needs, having a psychologically safe workplace encourages them to take initiative and refine their skills. These studies highlighted that service organizations should cultivate psychological safety can create an empowered workforce capable of handling complex customer interactions with confidence which could improve the performance and competitive advantage of the organizations.

Furthermore, personality traits also positively and significantly influence to self-efficacy of service industry. These findings highlighted that employees with a certain personality traits in service industry are more likely to develop strong self-efficacy beliefs. Generally, it has been also found that in the service industry self-efficacy is vital as it impacts employee engagement, job performance, and customer interactions. Companies which are keeping in mind the importance of personality traits during recruitment process and provide personalized training programs then they could enhance employees' self-efficacy which leading to improved service quality which significantly strengthening the company's competitive advantage. The results are supporting with the relevant studies (Sachitra, 2024; Shabat & Itzhaki, 2024) where they highlighted that personality factors significantly contribute to an individual's confidence in their abilities. Psychological contract also positively and significantly increase the self-efficacy of service companies. This results indicating that employees who perceive their psychological contract as fulfilled have greater confidence in their capabilities. The study results are supporting with prior studies (Collie et al., 2024; Kim & Kim, 2024) where they suggesting that employees who believe their employer upholds promises are more motivated and self-assured. These findings highlight that organizations should maintain strong psychological contracts that can drive employee confidence, boost service efficiency, and secure a competitive advantage by retaining skilled employees.

The results in other contexts highlight that psychological ownership also significantly affects the employee well-being. (Park & Lee, 2025) found the same findings, emphasized that employees who take ownership of their work tend to experience higher well. The findings are more appropriate for the service industry where employee well-being directly influences service quality and customer interactions. Therefore, focusing on psychological ownership, employees feel responsible and valued, service organizations can reduce stress, enhance job satisfaction, and improve overall workplace morale, which is leading to superior customer service and higher retention rates. Self-efficacy significantly influences employee well-being. Employees with higher self-efficacy tend to experience greater job satisfaction and lower stress levels (Buenconsejo et al., 2024). Final results shown that employee well-being also positively and significantly influences the employee's well-being. This result shows that service sector employees with better well-being have a more positive impact on the work behavior of employees. Ansong et al. (2024) found the same outcomes where they found that well-being positively affects job performance

and organizational citizenship behaviors. These findings highlight that companies should focus on the well-being of employees because companies that invest in employee well-being initiatives like mental health support, flexible work arrangements, and employee recognition programs can enhance workplace behavior.

Contributions and Future Directions

Theoretically, the study contributed to the body of literature on workplace psychology through emphasizing the critical role of psychological factors in shaping the employee behavior in the service industry. The study results contributed that psychological climate positively increases self-efficacy, which is in line with the self-efficacy theory. Moreover, study findings also contributed that psychological safety significantly supports self-efficacy, which is supporting the notion that a fear-free workplace fosters proactive behavior and innovation. Further contribution of the study is that personality traits also significantly improve the psychological ownership and self-efficacy, which is expanding the personality theory. The study also contributes to psychological contract theory, which is demonstrating that psychological contract fulfillment positively influences psychological ownership and self-efficacy, which is showing the mutual expectations in enhancing employee commitment and motivation. Additionally, the study contributes to well-being research by confirming that self-efficacy and psychological ownership positively impact employee well-being, aligning with previous findings and emphasizing the need for psychological empowerment in organizational settings. Finally, the study contributes to organizational behavior research by establishing that employee well-being significantly improves workplace behaviors, reinforcing the role of well-being in driving productivity, teamwork, and job satisfaction.

While from the practical perspective, the study also has some valuable contributions in the context of service industry to enhance their employees' engagement and service quality. For example, study results contributed to provide guidelines to the policy makers to invest to improve the psychological climate through leadership support, open communication, and a well-being program, which leads to improved psychological ownership and self-efficacy that could help the service industry. Furthermore, study results also contributed to improve the human resource management through emphasizing that psychological safety should be a priority to encourage initiative-taking and problem-solving without fear of consequences, resulting

in enhanced customer satisfaction. The study further contributes to recruitment and employee development strategies by demonstrating that hiring individuals with strong personality traits and providing continuous training can significantly improve self-efficacy and workplace engagement. Hence, through integrating these psychological strategies, service industry organizations could raise a highly motivated and committed workforce, leading to sustained competitive advantage.

Various limited has been overlooked for further research. Firstly, the study is limited to the service sector while ignoring the other manufacturing sector. Therefore, future research could be explored in another sector, like the manufacturing sector. Secondly, the study focused on mediation while ignoring the moderating analysis. Therefore, future research might conduct a moderating analysis to increase the study's generalizability. Thirdly, the study focused on quantitative methods while ignoring qualitative analysis that could increase the study's generalizability. Therefore, future research on qualitative and quantitative methods mixed to enhance research generalizability.

Conclusion

The study aimed to investigate the impact of the psychological perspective in improving workplace employees' behavior through employees' well-being. For this purpose, cross-sectional data were collected from 295 employees of the service industry using a convenient sampling technique. The PLS-SEM results show that psychological climate, psychological contract, psychological safety, and personality traits positively and significantly influence psychological ownership and self-efficacy. Furthermore, psychological ownership and self-efficacy also positively and significantly influence employees' well-being. Finally, employees' well-being also positively and significantly influences employees' behavior. The study with the significant findings contributed in the context of the service industry through demonstrating how psychological climate, psychological contract, psychological safety, and personality traits enhance employee ownership, self-efficacy, and well-being, which improves positive workplace behavior. The findings provide empirical evidence of the importance of raising a supportive psychological environment to improve employee engagement and service quality. Furthermore, research also offers practical insights for managers to implement policies that enhance employee well-being, which leads to improving the positive behavior of employees towards their work.

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