



3rd Global Conference on Psychology

24 - 26 October 2025

Oxford, United Kingdom

Psychological Capital Formation Through Emotional Labor: A Positive Organizational Behavior Perspective

Yoshiko OGAWA

*College of Business Management, Japan
J.F. Oberlin University, Japan*

ABSTRACT

While emotional labor research has predominantly focused on negative outcomes such as burnout and exhaustion, emerging positive organizational behavior perspectives suggest that workplace challenges may catalyze psychological growth under appropriate conditions. This presentation introduces the Emotional Labor-Psychological Capital-Yarigai (EPY) Formation Model, integrating emotional labor theory (Hochschild, 1983), psychological capital theory (Luthans et al., 2007), and the Japanese concept of yarigai (work meaningfulness through challenge). Based on 25 years of aviation industry experience and systematic theoretical integration, the EPY model depicts a six-stage developmental process whereby emotional labor demands can foster psychological capital (self-efficacy, hope, optimism, resilience) when supported by organizational and social conditions. The model explicates specific formation mechanisms: mastery experiences building self-efficacy, goal pursuit developing hope, positive reframing cultivating optimism, and stress-recovery cycles strengthening resilience. Incorporating yarigai enriches understanding of how individuals derive meaning from successfully navigating demanding work. The model generates six testable propositions identifying moderating factors—organizational support, leadership quality, team dynamics, individual characteristics—that determine whether emotional labor experiences lead to resource development or depletion. Practical implications address training program design, organizational infrastructure development, and individual coping strategy cultivation. While requiring empirical validation, this theoretical integration demonstrates how challenging service work can contribute to both individual flourishing and organizational sustainability.

Keywords: Psychological capital, Emotional labor, Positive organizational behavior, Work meaningfulness, Service occupations