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The Impact of Psychological Richness on the Innovative Performance of Knowledge Workers

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Abstract

The purpose of this study is to analyze the relationship between psychological richness and the innovative performance of knowledge workers, as well as the mediating roles of self-expansion and innovative self-efficacy in this relationship. This study collected 443 questionnaire surveys from employees of Chinese enterprises and conducted data analysis and hypothesis testing using AMOS 26.0 and SPSS 27.0. The results indicate that psychological richness has a significantly positive impact on the innovative performance of knowledge workers, and self-expansion and innovative self-efficacy play a significant chain mediating role in this process. Prior studies have primarily focused on how hedonic and eudaimonic views of happiness influence innovative performance. This study links the emerging concept of psychological richness to innovative performance, thereby broadening the research domain of psychological richness and providing fresh insights for the study of innovative performance.

Keywords: *Psychological Richness; Innovative Performance; Self-expansion; Innovative Self-efficacy; Social Cognitive Theory*

Introduction

In the contemporary era, innovation has emerged as a pivotal force driving the development of nations and organizations. Research and practice have demonstrated that integrating creativity and innovative concepts into work is crucial for the survival and competitive advantage of organizations(Acar et al., 2019). Against this backdrop, knowledge workers, who are educated and capable of creating value for organizations through their knowledge resources and wisdom, constitute the core force in propelling organizational innovation and development. Innovative performance, as a key indicator of the performance of knowledge workers, plays a vital role in providing organizations with a sustained competitive edge.

To enhance the innovative performance of organizations, it is imperative to delve into the factors influencing the innovative behavior of knowledge workers and their underlying mechanisms. Well-being, as a subtle yet significant positive subjective experience, has garnered attention for its relationship with innovative performance. In positive psychology, the study of well-being encompasses multiple perspectives, including hedonism(Diener et al., 1999), eudaimonism(Waterman, 1993), and the emerging concept of psychological richness(Oishi et al., 2019). "Psychological richness," proposed by Oishi et al. (2019), refers to the abundance of interesting and perspective-altering experiences individuals have. Currently, research on psychological richness is primarily concentrated in the fields of psychology and sociology, with limited academic achievements and no expansion into the field of management. Previous studies have mainly explored the impact of the traditional dualistic view of happiness on innovative performance, without examining the relationship between this emerging concept of happiness, psychological richness, and the innovative performance of knowledge workers. Therefore, this study sets out from the perspective of psychological richness among knowledge workers to reveal its potential impact on innovative performance.

Social Cognitive Theory posits that cognitive processes play a significant role in shaping individual behavior. Based on this theory, self-expansion and innovative self-efficacy, as two important cognitive variables, closely link the psychological richness of knowledge workers to their innovative performance. Individuals with psychological richness broaden their cognitive boundaries and enhance their personal confidence through diverse, novel, and interesting life experiences(McIntyre et al., 2014; Oishi et al., 2019). Innovative self-efficacy, acting as a bridge between cognition and behavior, is closely related to innovative performance(Tierney and Farmer, 2004). Consequently, this study selects self-expansion and innovative self-efficacy as mediating variables to explore how psychological richness affects the innovative performance of knowledge workers. This not only aids in understanding the relationship between well-being and innovative performance more comprehensively but also provides theoretical support and practical guidance for organizations seeking to enhance the innovative performance of their knowledge workers.

Theoretical Foundations and Research Hypotheses

Psychological Richness and Innovative Performance

Innovative performance is a key driving force for the development of organizations and individuals, referring to the outcomes of intentionally generating, promoting, and implementing new ideas to enhance the benefits of roles and the overall organization(Janssen and Van Yperen, 2004). Well-being, as an important individual variable, has a significantly positive effect on innovative performance(Khan and Abbas, 2022). Psychological research has consistently emphasized hedonic and eudaimonic well-being(Ryan and Deci, 2001). Hedonic well-being focuses on positive emotional experiences and life satisfaction, characterized by pleasure, comfort, and stability(Diener et al., 2018); eudaimonic well-being emphasizes the purpose and meaning in life(Oishi and Westgate, 2022), with typical features being purposefulness, coherence, and significance(Martela and Steger, 2016). Psychological richness, distinct from the traditional dichotomy, is a life characterized by a variety of interesting and perspective-shifting experiences, with main features being diversity, novelty, and interest(Oishi et al., 2019). Individuals living a psychologically rich life enrich their experiences through novel engagements such as travel, literature, films, and music. Although experiences like travel require time and material resources, others like literature and music can be accessed at very low or no cost through online platforms(Oishi et al., 2019). Psychological richness satisfies the need for complex and diverse experiences, rather than a singular pursuit of pleasure or avoidance of pain, and the process is not always pleasant but promotes a shift in perspectives(Oishi and Westgate, 2022). Moreover, psychological richness is associated with attributional complexity and holistic thinking, individuals with psychological richness tend to view and interpret things in more complex and comprehensive ways(Oishi and Westgate, 2022). Therefore,

individuals with psychological richness often exhibit a more mature mindset and greater wisdom(Grossmann et al., 2020).

The concept of psychological richness breaks the traditional dichotomous model of well-being, providing new insights and possibilities for understanding the relationship between happiness and innovative performance. Although the relationship between psychological richness and the innovative performance of knowledge workers has not been studied, multiple studies indicate that psychological richness is closely related to openness to experience, wisdom, self-expansion, and innovative self-efficacy, offering clues to understanding the positive antecedents of innovative performance. First, individuals with psychological richness can conveniently access diverse information and experiences, enhancing curiosity and openness(Oishi and Westgate, 2022), improving creativity and problem-solving abilities(Nettle, 2006), thus adapting to new environments and solving unexpected problems(Simonton, 2012), thereby enhancing innovative performance. Second, psychological richness generates more wisdom(Oishi and Westgate, 2022), giving knowledge workers social and cognitive advantages in the complex and changing social environment, not only improving individual creativity but also promoting group creativity(Harvey, 2014). Third, the experiences of psychological richness not only deepen the emotional levels of individuals but also broaden cognitive boundaries, meeting the needs of self-expansion(Oishi and Westgate, 2022; Wei et al., 2023), which is an important way for knowledge workers to pursue growth and can improve work performance(Mao et al., 2019). Fourth, psychological richness also enhances individual self-efficacy(Wei et al., 2023), with a moderate positive correlation with innovative self-efficacy, thereby generating more innovative performance(Wang and Lin, 2012). In summary, psychological richness, as an emerging individual-level variable, can have a positive impact on the innovative performance of knowledge workers. Therefore, this study proposes the following hypothesis:

H1: Psychological richness positively affects the innovative performance of knowledge workers.

The Mediating Role of Self-Expansion

Self-expansion is a psychological process that involves integrating new and positive elements into one's self-concept(Aron et al., 2004; Mattingly and Lewandowski, 2014). Early research on self-expansion primarily focused on intimate relationships(Aron et al., 2004), and later it was proposed that there are two main modes of self-expansion: directly acquiring new perspectives, resources, and identities, and engaging in novel or challenging experiences(McIntyre et al., 2014).

Knowledge workers, as a group equipped with professional capabilities and self-motivation, often engage in work and innovation activities that are fraught with uncertainty and challenges. According to Social Cognitive Theory, individuals rely on their own practices and observational learning to acquire knowledge and skills. A psychologically rich life can broaden one's horizons and deepen social relationships, fulfilling the intrinsic needs of self-expansion(Oishi and Westgate, 2022; Wei et al., 2023). Interactions with fictional characters also serve as a source of self-expansion(Oishi et al., 2019; Shedlosky-Shoemaker et al., 2014). Building close interpersonal relationships and exploring novel and interesting experiences can develop new perspectives and resources, promoting the diversification and expansion of the self-concept(Mattingly and Lewandowski, 2014).

Self-expansion, as a psychological process, not only promotes the construction of a positive self-concept but also enhances an individual's confidence in their abilities(McIntyre et al., 2014). For knowledge workers, innovation is an essential part of their work. Faced with tasks full of uncertainty and challenges, self-expansion becomes an important source of internal motivation, driving knowledge workers to courageously pursue higher goals and actively propose innovative ideas(Lin et al., 2016; Xu et al., 2023). Employees who perceive a higher degree of self-expansion are more inclined to exhibit extra-role behaviors beneficial to the organization, facilitating innovation(McIntyre et al., 2014), and by

acquiring more resources and perspectives to deal with tasks and goals, thereby enhancing work performance(Mao et al., 2019). Therefore, this study proposes the following hypothesis:

H2: Self-expansion mediates the relationship between psychological richness and the innovative performance of knowledge workers.

The Mediating Role of Innovative Self-Efficacy

Self-efficacy is a central concept in Bandura's Social Cognitive Theory, referring to an individual's belief in their ability to perform a specific behavior. Tierney and Farmer proposed that innovative self-efficacy is an individual's belief in their ability to produce creative outcomes(Tierney and Farmer, 2002). Among knowledge workers, innovative self-efficacy is considered an important predictor of workplace creativity and innovation(Afsar et al., 2018).

There is a unique association between psychological richness and cognitive complexity. Knowledge workers with psychological richness are more accepting of different interpretations of the same behavior, exhibiting a higher degree of cognitive complexity(Oishi et al., 2024), and can quickly switch their thinking when facing innovation tasks, generating novel ideas and solutions, thereby enhancing innovative self-efficacy. The higher the degree of psychological richness an individual has, the stronger their life satisfaction and positive emotions tend to be(Oishi et al., 2019), thus enhancing their innovative self-efficacy(Hill et al., n.d.).

According to Social Cognitive Theory, self-efficacy is a key factor connecting individual behavior with the external environment, and it varies with different tasks and contexts in the work of knowledge workers. Employees with high self-efficacy are more likely to support or initiate innovative decisions in the organization(Tabak and Barr, 1999). Research indicates that innovative self-efficacy is crucial for innovative performance(Tierney and Farmer, 2002). Knowledge workers with high innovative self-efficacy are more confident in their skills and knowledge, and are inclined to invest more resources in their work, such as extending working hours or increasing work effort, courageously facing challenges and uncertainties in the innovation process(Gong et al., 2009; Iqbal et al., 2022), demonstrating innovation-oriented behaviors, thereby showing a higher level of creativity(Tierney and Farmer, 2002), directly or indirectly affecting innovative performance(Wang and Lin, 2012). Therefore, this study proposes the following hypothesis:

H3: Innovative self-efficacy mediates the relationship between psychological richness and the innovative performance of knowledge workers.

The Chain Mediating Effect of Self-Expansion and Innovative Self-Efficacy

Self-expansion is a dynamic process in which individuals actively seek and integrate new resources, perspectives, and identities(Mattingly and Lewandowski, 2013). Aron pointed out that humans have a basic motivation to enhance personal efficacy by incorporating new resources, insights, and identities(Dys-Steenbergen et al., 2016). This reveals the close connection between self-expansion and innovative self-efficacy.

According to Social Cognitive Theory, self-expansion not only intrinsically promotes the deepening and expansion of the self-concept of knowledge workers(Mattingly and Lewandowski, 2014), but also deeply embeds them in the social environment through social activities and interpersonal relationships. Self-efficacy is crucial for the innovation of knowledge workers(McIntyre et al., 2014), who typically have higher levels of needs and focus more on the realization of their own value and achievement motivation. Individuals with a strong tendency towards self-expansion are more active in interpersonal interactions and have closer relationships with others(Dys-Steenbergen et al., 2016), forming positive self-attitudes and diverse resource reserves(Besta et al., 2018), providing support for

high self-efficacy(Breevaart et al., 2012), enhancing confidence and ability to achieve goals, and improving innovative self-efficacy(Dys-Steenbergen et al., 2016). A psychologically rich life provides favorable conditions for self-expansion, promoting the growth of wisdom and emotional experiences(Oishi and Westgate, 2022). The cognitive transformations, psychological state optimizations, and emotional enrichments that accompany the process of self-expansion drive innovative behavior(McIntyre et al., 2014). This drive not only increases the innovative self-efficacy of knowledge workers but also helps to generate more innovative performance. Therefore, this study posits that self-expansion and innovative self-efficacy play a chain mediating role between psychological richness and the innovative performance of knowledge workers, that is, forming an internal connection of psychological richness → self-expansion → innovative self-efficacy → innovative performance. Therefore, this study proposes the following hypothesis:

H4: Self-expansion and innovative self-efficacy play a chain mediating role in the relationship between psychological richness and the innovative performance of knowledge workers.

The research model constructed based on the research hypotheses is shown in Figure 1:

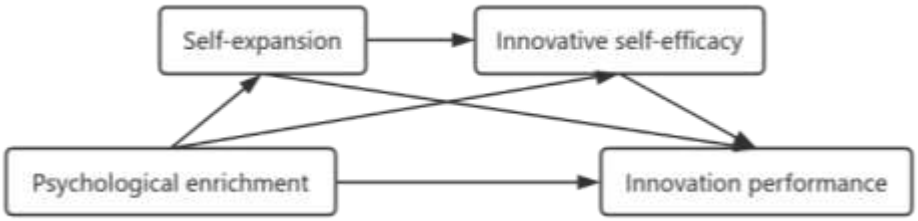

Fig. 1. Research model

Research Design

Research Samples

This study employed a questionnaire survey method to collect sample data online through a web-based platform. The survey targeted Chinese employees, and a total of 558 questionnaires were distributed. After excluding invalid questionnaires, such as those from individuals who were not employed, we obtained 443 valid responses. The effective response rate was 79.4%. The majority of participants in these valid questionnaires held an educational background of college level or above, which aligns with the definition of knowledge workers. The statistical characteristics of the individual sample (N=443) are as follows: in terms of gender, males accounted for 37.2% and females accounted for 62.8%; in terms of age, 17.2% were 18-25 years old, 52.8% were 26-35 years old, 17.4% were 36-45 years old, and 12.6% were over 45 years old; in terms of education level, 1.8% had a high school education or below, 19.4% had a junior college degree, 57.3% had a bachelor's degree, and 21.4% had a postgraduate degree or above; in terms of work experience, 17.6% had worked for less than 2 years, 45.4% had worked for 2-5 years, 25.5% had worked for 6-10 years, and 11.5% had worked for more than 10 years; in terms of organizational nature, the sample was divided into for-profit organizations (state-owned enterprises, foreign enterprises, private enterprises) and non-profit organizations (institutional units), with state-owned enterprises accounting for 18.1%, foreign enterprises accounting for 14.4%, private enterprises accounting for 47.4%, and institutional units accounting for 20.1%.

Measuring Tools

The scales used in this study were derived from mature systems in various research fields, whose reliability and validity have been widely recognized. All scales employed a 7-point Likert scale, with

numbers 1 through 7 representing the continuum from "strongly disagree" to "strongly agree." The measurement of psychological richness used the Psychological Richness Questionnaire developed by Oishi et al. (2019), consisting of 12 items such as "My life has been psychologically rich," with a Cronbach's α coefficient of 0.910. The measurement of self-expansion used the Personal Self-Expansion Questionnaire developed by Mattingly et al. (2013), comprising 5 items including "Do you feel an increase in your ability to accomplish new things?" with a Cronbach's α coefficient of 0.857. The measurement of innovative self-efficacy used the Innovative Self-Efficacy Questionnaire developed by Tierney et al. (2002), consisting of 4 items such as "I feel that I am good at generating novel ideas," with a Cronbach's α coefficient of 0.852. The measurement of innovative performance used the Innovative Performance Questionnaire developed by Janssen et al. (2004), with 9 items including "I look for new methods, techniques, or tools for work," with a Cronbach's α coefficient of 0.930. Additionally, this study controlled for gender, age, education level, work experience, and organizational nature as control variables.

Analysis of Empirical Results

Homologous Analysis of Variance

To address potential common method bias, the study used an anonymous survey response measure. By establishing a model M1 without a method factor and a model M2 with a method factor, and comparing their fit indices, the following results were obtained: ΔGFI = 0.015, ΔTLI = 0.009, ΔCFI = 0.012, ΔRMSEA = 0.004, ΔSRMR = 0.0045. The differences between these indices are all less than 0.02, indicating that the inclusion of the method factor did not significantly improve the model fit. Therefore, common method bias impact is not significant.

Discriminating Validity of Variables and Model Fitting Test

This study utilized Amos 26.0 software to assess the model fit and discriminant validity of variables through key indicators such as χ^2, df, χ^2/df, TLI, CFI, and RMSEA. The results of the confirmatory factor analysis are presented in Table Ⅰ. The five-factor model statistically demonstrated a superior fit compared to other models (χ^2/df = 2.017 < 3, TLI = 0.942 > 0.90, CFI = 0.946 > 0.90, RMSEA = 0.048 < 0.08), with all fit indices reaching acceptable levels. This indicates that the variables within the proposed five-factor model exhibit satisfactory discriminant validity.

Table Ⅰ. Confirmatory Factor Analysis Results

Model	χ^2	df	χ^2/df	TLI	CFI	RMSEA
4-Factor：PR、SE、ISE、IP	804.617	399	2.017	0.942	0.946	0.048
3-Factor：PR+SE、ISE、IP	1219.237	402	3.033	0.883	0.892	0.068
3-Factor：PR、ISE、SE+IP	1402.838	402	3.490	0.857	0.868	0.075
2-Factor：PR+SE、ISE+IP	1568.877	404	3.883	0.834	0.846	0.081
Singer-Factor	2319.548	405	5.727	0.728	0.747	0.103

Note: PR = psychological richness; SE = self-expansion; ISE = innovative self-efficacy; IP = innovation performance; + indicates that two factors are combined into one variable.

Descriptive Statistics and Relevant Analysis Results

Table Ⅱ presents the means, standard deviations, and correlation coefficients of the main variables in this study. It shows psychological richness is significantly positively correlated with

innovative performance (r = 0.625, P < 0.01), self-expansion (r = 0.591, P < 0.01), and innovative self-efficacy (r = 0.676, P < 0.01). Self-expansion is significantly positively correlated with innovative self-efficacy (r = 0.523, P < 0.01) and innovative performance (r = 0.510, P < 0.01). Additionally, innovative self-efficacy is significantly positively correlated with innovative performance (r = 0.656, P < 0.01). These correlation results preliminarily validate our hypotheses.

Table Ⅱ. Means, Standard Deviations, and Correlation Coefficients

	M	SD	1	2	3	4
1.Psychological richness	5.151	1.027	1.000			
2.Innovation performance	5.210	1.017	0.625**	1.000		
3.Self-expansion	5.636	0.859	0.591**	0.510**	1.000	
4.Innovative self-efficacy	5.218	1.065	0.676**	0.656**	0.523**	1.000

Note: **p < 0.01

Hypothesis Testing

The study tested hypotheses using hierarchical regression analysis in SPSS 27.0 and conducted multicollinearity tests (Table Ⅲ). Model 2 shows that psychological richness has a significant positive impact on self-expansion (β = 0.606, p < 0.001). Model 4 indicates that psychological richness has a significant positive impact on innovative self-efficacy (β = 0.490, p < 0.001), and self-expansion also has a significant positive impact on innovative self-efficacy (β = 0.210, p < 0.001). Model 6 reveals that when psychological richness, self-expansion, and innovative self-efficacy are used to predict innovative performance simultaneously, all three variables have significant positive impacts on innovative performance (β = 0.260, p < 0.001 for psychological richness; β = 0.153, p < 0.001 for self-expansion; β = 0.368, p < 0.001 for innovative self-efficacy). Multicollinearity tests confirm VIF values below 3, suggesting no severe multicollinearity issues.

Table Ⅲ. Hierarchical Regression Analysis and Multicollinearity Test (N=443)

Variable	SE		ISE		IP		VIF
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	
Gender	-0.016	0.016	-0.048	-0.019	-0.054	-0.021	1.069
Age	0.100	-0.061	0.292***	0.141**	0.244***	0.052	1.596
Education	0.111*	0.087*	0.004	-0.039	0.032	0.003	1.052
Year	0.053	0.033	0.107*	0.080*	0.084	0.028	1.483
Org. Nature	-0.050	0.013	-0.094*	-0.032	-0.093*	-0.024	1.054
PR		0.606***		0.490***		0.260***	2.193
SE				0.210***		0.153***	1.655
ISE						0.368***	2.098
R^2	0.031	0.360	0.154	0.523	0.110	0.509	
F	2.803	40.855	15.953	68.223	10.810	56.294	

Note: ***p < 0.001, **p < 0.01, *p < 0.05

The study employed PROCESS 4.0 for Bootstrap chain mediating analysis with a 95% confidence interval(CI) and 5000 resamples to examine the mediating roles of self-expansion and innovative self-efficacy. As shown in Table 4, the findings reveal the following: First, the direct effect of

psychological richness on innovative performance is 0.258, with a 95% CI of [0.153, 0.364], which does not include 0, indicating that the impact of psychological richness on innovative performance is significant, thus supporting Hypothesis 1. Second, the indirect effect of the path consisting of psychological richness → self-expansion → innovative performance (Path 1) is 0.092, with a 95% CI of [0.037, 0.148], which does not include 0, suggesting that the mediating effect of self-expansion is significant, thus supporting Hypothesis 2. Third, the indirect effect of the path consisting of psychological richness → innovative self-efficacy → innovative performance (Path 2) is 0.178, with a 95% CI of [0.115, 0.250], which does not include 0, indicating that the mediating effect of innovative self-efficacy is significant, thus supporting Hypothesis 3. Fourth, the indirect effect of the path consisting of psychological richness → self-expansion → innovative self-efficacy → innovative performance (Path 3) is 0.046, with a 95% CI of [0.022, 0.076], which does not include 0, demonstrating that the chain mediating effect of self-expansion and innovative self-efficacy is significant, thus supporting Hypothesis 4. The influence path of psychological richness on innovative performance is depicted in Figure 2.

Table Ⅳ. The Pathway and Effect Decomposition of Psychological Richness on Innovation Performance

Path	Effect	Boot SE	Boot 95% CI	Effect Proportion
Total effect	0.574	0.051	[0.469,0.668]	
Direct effect	0.258	0.054	[0.153,0.364]	44.92%
Indirect effect	0.316	0.045	[0.229,0.405]	55.09%
Path 1：PR→SE→IP	0.092	0.028	[0.037,0.148]	15.96%
Path 2：PR→CSE→IP	0.178	0.034	[0.115,0.250]	31.06%
Path 3：PR→SE→CSE→IP	0.046	0.014	[0.022,0.076]	8.06%

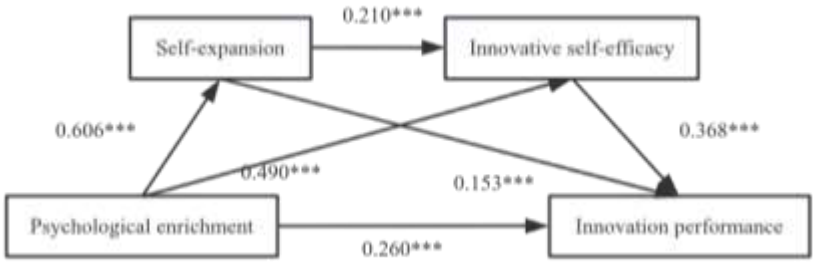

Fig. 2. Chain Mediation Effect Diagram

Discussion

Research Conclusions

This study, grounded in Social Cognitive Theory and starting from the perspective of psychological richness as a concept of happiness, constructs a chain mediation model with self-expansion and innovative self-efficacy as mediating variables to deeply explore the impact mechanism of psychological richness on the innovative performance of knowledge workers. The results of the study validate the four hypotheses:

First, psychological richness has a positive impact on the innovative performance of knowledge workers. This not only confirms the previously established association between positive psychological states and innovative behavior(Khan and Abbas, 2022), but also reveals the key role of psychological richness in enhancing innovative performance. Employees with psychological richness, equipped with abundant cognitive resources(Oishi et al., 2019), can effectively stimulate innovative thinking and promote the improvement of innovative performance.

Second, self-expansion mediates the relationship between psychological richness and the innovative performance of knowledge workers. Individuals with psychological richness are more inclined to expand their cognitive boundaries by seeking new experiences and knowledge, thereby achieving self-expansion. Consistent with previous studies, this expansion not only enhances their acceptance and tolerance of new things but also promotes the generation of innovative thinking and behavior(McIntyre et al., 2014), acting as a bridge between psychological richness and innovative performance.

Third, innovative self-efficacy also plays a mediating role between psychological richness and the innovative performance of knowledge workers. The positive belief in their own innovative capabilities of individuals with psychological richness can stimulate their innovative motivation, encouraging them to actively participate in innovative activities, thereby improving innovative performance.

Fourth, self-expansion and innovative self-efficacy play a chain mediating role in the relationship between psychological richness and the innovative performance of knowledge workers, revealing its complex transformation mechanism. Psychological richness promotes self-expansion by broadening cognitive boundaries and enhancing acceptance of new things. Individuals with strong self-expansion capabilities can capture more resources and have greater confidence in achieving goals, thus having a positive impact on the improvement of innovative performance.

Theoretical Contributions

First, this study focuses on the emerging concept of psychological richness, extending its theory to the field of management, which not only enriches the research scope of psychological richness but also provides a new research direction for management studies. Second, this study provides empirical support for exploring the relationship between the happiness of knowledge workers and their innovative performance. Previous studies mainly discussed the role of hedonic and eudaimonic happiness views on innovative performance. This study constructs from the perspective of psychological richness that personal happiness can enhance the innovative performance of knowledge workers. Third, based on Social Cognitive Theory, this study reveals the intrinsic connection and complex mechanism between psychological richness and the innovative performance of knowledge workers, finding that self-expansion and innovative self-efficacy play a chain mediating role between the two, providing a new perspective for understanding how psychological richness affects the innovative performance of knowledge workers.

Managerial Implications

The happiness of knowledge workers is the cornerstone of promoting continuous innovation, and organizations should implement diversified strategies. First, enhance the psychological richness of employees by providing rich learning and communication opportunities, developing diverse learning resources, such as intelligent online courses, and conducting sports and entertainment activities to help employees broaden their knowledge horizons and achieve self-expansion. Second, create an innovation-supportive environment by setting up creative workshops and innovation competitions, and establishing feedback mechanisms to enhance the innovative self-efficacy of knowledge workers. Third, recruit knowledge workers with higher degrees of psychological richness and innovative thinking, and form heterogeneous teams across different age groups to stimulate the team's innovative potential.

Limitations and Prospects

This study still has limitations that need further improvement. First, this study only explores the impact of psychological richness on the innovative performance of knowledge workers from an individual level, without considering organizational factors such as organizational climate and leadership style. Future research can further explore the mechanisms of these potential variables to perfect the theoretical model. Second, the questionnaire survey method has subjectivity and bias. In the future, more objective and diversified data collection methods should be used to verify and expand the research results.

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