

Leaders' Psychological Capital and Employees' Innovative Behavior: Theoretical Models and Empirical Research

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Abstract: From the perspective of leadership-member exchange relationship, this study explores the influence of leaders' psychological capital on employee innovation behavior and the role of leadership-member exchange in the survey of employees in China's Pearl River Delta region. Literature research and data analysis show that "optimism" in the leader's psychological capital directly affects the employee's innovative behavior; "confidence" and "hope" not only have a direct impact on employee innovation behavior, but also indirectly through leadership-member exchange; The impact of "resilientness" on employee innovation behavior is indirect, and leadership-member exchange plays a full intermediary role. Finally, based on the reality of Chinese enterprises, this study summarizes the theoretical contribution of research results to psychological capital research and its practical significance to Chinese enterprises, and points out the shortcomings of this research and the direction of further exploration in the future.

1. Introduction

In the flourishing research on psychological capital, most of the research focuses on the structure, influencing factors and influencing effects of ordinary employees' psychological capital, but the discussion on leaders' psychological capital is relatively scarce (Luthans and Youssef, 2004). The indispensable role played by this special group in the development of the enterprise is extremely disproportionate. As early as 1912, the famous American economist Schumpeter mentioned in his book "The Theory of Economic Development" that the essence of economic growth lies in the ability of leaders. At that time, the academic circles only focused on material factors (labor, land and capital). The perspective and research ideas have aroused the attention and research of the academic community on the important dynamic mechanism behind the visible economic growth factors—the leader's talent. Although the important role of the leader's talents in economic development has long been of concern to the academic community, but what factors can be included in the leader, it is a long-standing debate between the theoretical and practical circles. The introduction of the theory of psychological capital not only greatly expands people's understanding of the nature of leaders, but also provides a new way of thinking for the effectiveness of leadership to promote the positive behavior of employees. It can be seen that through the unique perspective of psychological capital, this important production factor of the leader can be deeply studied, and the influence effect and mechanism of the leader's psychological capital on the positive behavior of the employees can be explored. On the one hand, the research horizon of the leadership theory can be expanded. On the other hand, it is also an important extension of the theoretical study of psychological capital. Therefore, this study intends to use the combination of qualitative and quantitative research methods under the guidance of leadership theory and psychological capital theory, based on the perspective of leadership-member exchange relationship, explore, clarify and verify the leader's psychological capital and employees in the Chinese context. The relationship between innovation behaviors, and based on the conclusions of this study, put forward theoretical and practical recommendations on enterprise human resource management practices.

2. Construction and testing of competitive models

To further test the suitability of the hypothetical model, this study used an alternative model

strategy (alternative models), to establish and select more scientific and rational models by establishing multiple hypothetical models (Carmeli and Spreitzer, 2000). Firstly, according to the data of the initial model, the relevant literature and theoretical analysis are consulted. Based on the initial model M1, four competitive models are obtained by gradually deleting the insignificant path coefficients, including partial mediation effects models M2, M3, M4 and complete. Mediation effect model M5. Among them, M2 canceled the path of the direct impact of resilience on employee innovation behavior; M3 canceled the path of optimistic direct impact on LMX, that is, canceled the intermediary role between LMX in optimism and employee innovation behavior; M4 also canceled resilience to employee innovation. The direct impact of behavior and the mediating role of LMX in optimism and employee innovation behavior; M5 cancels the direct impact of the four dimensions of the leader's psychological capital on employee innovation behavior. According to Byrne (2001) and Jresko and Moustaki (2001), the discrimination of the competition model, in addition to the absolute fit index (AFI) and relative fit indices (RFI) for comprehensive judgment. The cross-validation (CV), including ECVI, NCP, AIC, BCC, BIC, and CAIC, can also be used for optimal model selection. Table 5 lists the indicators such as AFI, RFI, and CV for models M1 to M5. As can be seen from Table 5, in terms of AFI index, model M4 is significantly better than other hypothesis models, and RMSEA value indicates that M4 fits very well ($RMSEA < 0.05$), which is only reasonable in other models. Adaptation (reason-able fit); in terms of RFI index, the CFI and TLI of model M4 are significantly better than other hypothetical models; CV value is an important indicator to judge the fit of different models. Generally speaking, the smaller the CV value, the model. The higher the degree of fit. It can be seen from Table 5 that the values of ECVI, NCP, AIC, BCC, BIC, and CAIC of model M4 are smaller than those of other models, and it can be judged that M4 is the best structural model.

The fitting index of the best structural model M4 of this study is $\chi^2/df=1.614$, $RMSEA=0.049$, $AGFI=0.830$, $CFI=0.956$, $TLI=0.946$, $SRMR=0.052$, the specific path coefficient results are shown in Table 6. It can be seen from Table 6 that the self-confidence in the leader's psychological capital has a direct influence on the employee's innovative behavior, indicating that the more confident the leader is, the more able to motivate the employee's innovative thinking and behavior; the optimism of the leader's psychological capital to the employee's innovation Behavior has a direct impact, indicating that the leader's positive and optimistic psychological quality and status can effectively stimulate the innovative behavior of employees' exploration, promotion and application. However, this study also found that the resilience of the leader's psychological capital does not have a direct impact on the employee's innovative behavior, which indicates that the resilience of the leader's own recovery from adversity does not directly promote and guide the employee's innovative behavior; and the leader's psychological capital. It is hoped that it will have a negative impact on employee innovation behavior. This conclusion is contrary to the conclusion that foreign scholars have a higher level of hope that can directly promote employee innovation behavior. The reason may be related to the current emphasis on a certain commitment and prospects by Chinese companies and their leaders. Especially when the leaders' hopes are too challenging and the employees are under too much pressure, the employees' innovation behavior is more likely to be affected. Negative impact. At the same time, we must also see that compared with Western companies, Chinese companies face

The business environment of the company is more complicated, and the challenges and pressures brought by the intensification of competition are even greater. This also reflects from another aspect that the verification of foreign theories in the Chinese context is indispensable.

3. Empirical analysis of leader psychology

Leaders' psychological capital is an important source and driving factor for employee innovation behavior. This study found that in the direct effect model, in addition to resilience, the various elements of the leader's psychological capital have a positive impact on innovation behavior. This shows that the cultivation and dynamic management of the leader's psychological capital is very important, and it is an important source of employee innovation behavior. Innovation is the source

of the organization's core competitive advantage. Employee innovation is an important foundation for the entire organization's innovation activities. Especially in the current era of knowledge economy, countless theories and practices have proved that enterprises can only continue to improve and master their own destiny by relying on innovation. George and Zhou, 2007). The conclusions of this study show that hope, confidence and optimism in the leader's psychological capital may become an important source of employee innovation behavior. Although employee innovation is an extremely complicated process, employees' correct innovation values can still pass. The cultivation of the day after tomorrow, especially the guidance of the leaders, can only be established under the guidance of strong sense of innovation, and employees can generate strong motivation for innovation and give full play to their innovative potential. Therefore, enterprises should recognize the importance of cultivating leaders' psychological capital. The role of leaders' psychological capital can promote employees' innovative thinking and behavior. This is an effective way for enterprises to acquire and maintain competitive advantage. In summary, this study proves through empirical research that the leader's psychological capital is an important source and driving factor for employee innovation behavior. There are differences in the influence of different elements of the leader's psychological capital on employee innovation behavior. This study finds that the different dimensions of the leader's psychological capital have different ways of influence and influence on employee innovation behavior. Leaders play an important role in employee innovation as a proposition that has been confirmed by numerous studies (Shweta, 2009), which is also supported in this study. However, due to the independence of the leaders' psychological capital composition dimensions, there are different relationship paths between each dimension and employee innovation behavior. Optimism has only a direct impact on employee innovation behavior, and resilience only has an indirect effect. Its role requires the intermediary guidance of other variables, while self-confidence and hope have both direct and indirect effects. What is most worthy of pointing out is that it has a direct negative impact on employee innovation behavior, and under the influence of other intermediary variables, there is also an indirect positive impact. This shows that while affirming that leader's psychological capital can enhance employees' innovative behavior, it should also recognize the variability of the role of leaders' psychological capital. Compared with the relatively stable conclusions drawn by Western research institutes, this highlights Chinese enterprises. The current risks and challenges indicate that only leaders can overcome the precautionary behavior and innovation determination of the employees.

4. Conclusion

Some scholars have pointed out that the combination of transformational leadership and transactional leadership, that is, the interaction between the two, is the most effective way to lead and promote employee innovation. Future research can examine the impact of multiple leadership style interactions on employee innovation and explore leadership styles that can most effectively promote employee innovation. Third, this study attempts to open the “black box” of the influence mechanism of transformational leadership on employee innovation behavior, but psychological capital is only one of the mediator variables, but only opens the corner of “black box”. In future research, it can be passed. A more comprehensive analysis identifies other mediator variables and establishes a complete and systematic theoretical model.

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