

The Relationship between Charming Women's Leadership, Employee Psychological Capital, and Innovation Performance - Taking the Chinese Psychological Counseling Industry as an Example

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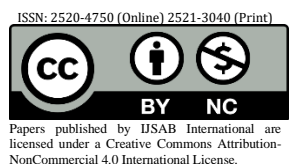
Abstract

This study takes psychological counseling enterprises as the object and explores the impact of charismatic female leadership style and personality traits on followers through psychological capital as a mediator. First, the method of literature research is used to determine the four dimensions of charismatic leadership in the psychological counseling industry: inspirational motivation, role modeling, individualized consideration, and personal risk-taking (independent variables), employee psychological capital (mediator variable), and innovative performance (dependent variable). A theoretical model and framework for the study are designed, and theoretical hypotheses are proposed for the relationships between variables. Second, a survey of 300 psychological counseling-related organizations is conducted to establish an association model, and multiple regression and structural equation modeling are used to test the results. The data are further analyzed through qualitative and quantitative analysis. Research results show that in charismatic leadership, inspirational motivation, role modeling, and individualized consideration have significant positive impacts on employee innovation performance; while personal risk-taking in charismatic leadership has no significant impact on employee innovation performance; psychological capital (self-efficacy, resilience, optimism, hope) has a positive effect on employee innovation performance; psychological capital plays a partial mediating role in the relationship between charismatic female leadership, its factors, and employee innovation performance. Therefore, charismatic female leadership in the psychological counseling industry enhances employees' psychological capital through inspirational motivation, role modeling, and individualized consideration, thereby increasing their psychological capital. By enhancing employees' psychological capital (self-efficacy, resilience, optimism, and hope), it promotes innovative performance and ultimately improves organizational performance, thus contributing to the development of the psychological counseling industry.



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Introduction

With the increasing economic development in China, people's material level has improved tremendously, but the spiritual level has been in a neglected state. Because the rapidly developing economy has made many people feel exhausted both physically and mentally, coupled with changes in social structure, the explosive growth of information, changes in social interpersonal relationships, and a sharp increase in social contradictions, all these factors have led to an increase in psychological problems among people. Under the impact of the COVID-19 pandemic from 2020 to 2023, people's psychological problems have become more prominent. In addition, the government's emphasis on mental health and the promotion of psychological counseling has increased people's awareness of psychological counseling. The demand for psychological counseling is increasing, and more and more people are paying attention to and valuing mental health. In recent years, under such circumstances, the psychological counseling industry has sprung up like mushrooms. The development of psychological counseling in China is relatively lagging behind. Qian, a psychology professor at Peking University, divided the development of psychological counseling in China after the founding of New China into four stages: the first is the start-up stage (1949-1965); the second is the blank stage (1966-1977); the third is the preparation stage (1978-1986); the fourth is the initial development stage (1987-2001); the fifth is the high-speed development stage (2002-present). In 2016, 22 Chinese ministries jointly issued the "Guiding Opinions on Strengthening Psychological Health Services", which began to vigorously develop various types of psychological health services, strengthen psychological health services for key populations, and establish a sound psychological health service system. After long-term efforts, the psychological counseling industry has finally ushered in its spring. Due to the nature of the psychological counseling industry, most of the practitioners in the industry are currently women, and the industry has not yet formed a scale, with many operating in the form of small workshops. In the cultural context of China, many people feel a strong sense of shame when discussing mental illness and avoid seeking medical treatment. Due to the high cost and at least five years of training for mature psychological counselors, the cost of psychological counseling is high; although mental health services have been promoted, its prevalence in society is still relatively low. People still hold the inherent concepts, and the proportion of those who believe that having a mental illness is not a disease is not in the minority. With the change of social structure, more and more problems of teenagers have attracted more attention, which has raised the importance of psychological counseling to an unprecedented height. As people's lives gradually become more affluent, the proportion of people in first tier and second-tier cities receiving psychological counseling is increasing, but the high cost of counseling still makes it difficult for ordinary families to afford it. In this situation, the psychological counseling industry must exercise its innovative ability within the industry, not only through individual counseling, but also through various other forms of psychological counseling techniques and methods to benefit more people and enable those who have a demand for psychological counseling to participate in the management of mental health in various forms, which has become a problem that the psychological counseling industry must face. In recent years, with the development of self-media, more and more psychological counselors have been involved in the popularization of psychological education. However, due to issues such as the time cost invested by psychological counselors, according to statistics, there are 1.5 million certified psychological counselors in China in 2022, but only 300,000 of them are engaged in the psychological counseling industry. There is a huge gap in the psychological counseling industry, but many novices' psychological counselors still switch to other industries due to factors such as life. Under such circumstances, the psychological counseling profession urgently needs the leadership of charismatic leaders, and under the leadership of charismatic leaders, improving the psychological capital of counselors becomes the key. With good psychological capital, psychological counseling

practitioners can better perform their professional duties and fulfill their social responsibilities. Because the majority of psychological counseling practitioners in China are women, and Chinese women face many problems under the patriarchal influence. Female charismatic leaders can serve as role models for women's growth, not only guiding counselors to better develop their skills, but also helping women to find idealized images in their growth. As knowledge workers, psychological counselors themselves have the characteristic of helping others. In business management, how to improve psychological counselor satisfaction and organizational citizenship behavior has become a top priority. It has become essential for charismatic female leaders to show their leadership charm and consider consultants. When there is a good trust relationship between consultants and enterprises, there will be more knowledge innovation and sharing, which will attract people with a demand for psychological counseling from different levels. At the same time, the output of psychological education will also make more people get rid of their sense of shame and pay more attention to their mental health. Knowledge innovation and knowledge sharing are the fundamental ways for improving enterprise innovation performance. The development of the psychological counseling industry plays a crucial role in promoting social harmony, and the healthy development of the industry not only ensures the smooth operation of enterprises but also encourages more people with psychological problems to receive counseling through innovation behaviors, which is of great significance in helping the healthy and stable development of society. Based on the above thinking, this paper also investigates how charismatic female leaders in the counseling industry can improve the psychological capital of counselors and, through the improvement of counselors' psychological capital, achieve the role of improving corporate innovation performance. (Abualous et al. 2018; Acs et al. 2018; Akram, & Hilman 2018; Antonakis et al. 2017; Alrubaiee et al. 2015)

Problem Statement

Having worked in the psychological consulting industry for a long time as a manager of a department where knowledge workers are concentrated, I have thought a lot about my own management style and the factors that influence people's innovative ability and behavior. At the same time, I have a deep understanding of the difficulties that female leaders face and the complexity of self-awareness in the existing patriarchal social context. Also, having studied psychology for more than a decade, I have a deep understanding of the limitations of women's potential and the impact of the bottlenecks they encounter at different ages. But women and men each have their own advantages, especially in terms of psychological structure. Women are better than men in terms of inclusiveness, perceptiveness, empathy, and communication, while cooperation and management abilities are equally strong for both genders. Women need to truly recognize the behavioral traits they possess in order to better unleash their own potential in business management, rather than being limited by the psychological glass ceiling; nor being labeled as "strong women" or "tomboys" by the patriarchal society, thus losing their feminine attributes. In the management work of the psychological counseling industry, the attributes that women themselves possess are the most helpful for management needs and are also suitable for this era; based on the display of women's own leadership style, women should also clarify their rationality and sense of power and combine this rationality and sense of power to better play the management effect. In fact, the charismatic female leadership style is more in line with the management temperament of women, especially in the industry I am in, where women are in the majority, and leadership charisma and inspirational motivation are essential qualities for leaders. The lack of systematic organizational management and the neglect of knowledge worker management in this industry has left many knowledge workers without incentives and individualized consideration, resulting in a decrease in internal drive, innovation, and self-efficacy, and making it difficult for the psychological counseling industry

to scale. In the field of psychological counseling, psychological counselors are the key to enterprise development. Psychological counseling is a process in which a counselor and a visitor communicate through language, thoughts, emotions, and other aspects in a specific psychological atmosphere. The counselor uses specialized knowledge and techniques of psychology to help visitors relieve emotions, understand themselves, reshape their personalities, improve relationships, and solve psychological problems related to learning, work, life, illness, and health. The process also takes into account the impact of professional psychology on different people at different stages of life and promotes psychological health and even personality change in visitors through professional psychological theories and techniques. Among them, the psychological counselor plays a major role in the counseling process and its effectiveness, directly affecting the development and performance of the enterprise. The demand for mental health has significantly increased today, especially among young people whose psychological health is very worrying. Since entering the new century, due to rapid social development and economic changes, urbanization and internalization have brought about life pressures, and new psychological problems such as depression, procrastination, anxiety, obsessive-compulsive disorder, and social phobia have become popular "diseases of the times". With the increasing pressure of social survival and the accelerating pace of life, many contradictions continue to emerge, causing modern people to bear more mental pressure. Various psychological problems are also increasing, so mental health is receiving more and more attention. In work and life, having a healthy mentality has become a powerful guarantee for family happiness and social stability. Due to the increasing social demand and the impact of Covid-19 on people's psychology, the psychological counseling industry has been rapidly developing in China. Because the training process for mature psychological counselors is lengthy, the psychological counseling industry appears vibrant, but truly competent counselors cannot meet the huge demand in the marketplace. As the backbone of the enterprise, these counselors can cultivate more competent counselors and bring corresponding innovative performance to the enterprise if they can better exert their innovative ability. (Abualous et al. 2018; Acs et al. 2018; Akram, & Hilman 2018; Antonakis et al. 2017; Alrubaiee et al. 2015)

Existing enterprises related to psychological counseling have simple and overly homogenized operating and profit models, and their collaborative relationships with psychological counselors cannot leverage the counselors' professional strengths or establish close connections with market demand to create greater benefits. This is somewhat related to the lack of charismatic leaders who understand both management and expertise within the psychological counseling industry. Many business managers in the psychological consulting industry are either too academic or too market-oriented, resulting in leaders lacking comprehensive management skills, making them difficult to play the role of charisma and motivation as leaders; most enterprises are too narrow in their market positioning, and their market positioning is seeking high-end customers, giving up the low-end market and ignoring the middle and low-end market. Some companies anchor their positioning in the middle and low-end market, but the quality of counselors' consultation is poor, leading more people to misunderstand psychological counseling and consider it useless. These behaviors instead lead to a very awkward state of the counseling industry, which can neither reflect the social service state of counseling nor meet and match the social demand for counseling. As a backbone of the psychological counseling industry, psychological counselors generally charge high prices due to their long training time and high costs. The country has yet to issue regulatory guidelines for the industry, resulting in relative confusion about fee rules within the consulting industry. Not only does this result in the fact that consultants cannot find clients in the industry, but it also results in the loss of many potential consumers. To improve the situation of the industry, it is

necessary not only to establish effective internal communication mechanisms within the enterprise, but also to establish the correct enterprise management model to make the consultation mode more structured and standardized. In addition, leaders with leadership charisma need to motivate and care for employees, fully utilize their innovative capabilities, and find a development path that suits the characteristics of the enterprise, thus bringing innovative performance improvement to the enterprise. The related services and product awareness of China's psychological counseling industry are too low. Most people are resistant to psychological counseling and believe that going for counseling is having a mental illness, so psychological education is still in the popularization stage, resulting in the market not being able to form a complete industry chain. However, psychological problems are constantly affecting our lives. It is important to bring into play the enthusiasm and service of the industry in the counseling profession, popularize psychological education, and be led by leaders who understand the profession and know how to manage it, regulate the market, implement psychological education, combine the needs of the counseling profession with those of the general public, establish and regulate the standards of the industry, and lead the development of the industry. Based on the above problems, this paper conducts research according to the actual situation, and conducts a questionnaire survey on female leaders and employees in the psychological counseling industry, hoping to explore a suitable leadership innovation model for the further development of the psychological counseling industry.

Research objectives

(1) Summarizing the impact of charismatic female leadership on the innovative ability of employees in the psychological counseling industry. Most practitioners in the psychology industry are women. Women have a natural advantage in interpersonal connection and communication compared to men, and their intuition and emotional functions are also significantly richer than men. However, under the background of the social environment, there are many inherent stereotypes about women, making women face obstacles in business management from both the external environment and their internal self-identity. Women who truly play a leadership role are those who can break through the ceilings that hinder their progress and transcend external and internal barriers, and who are able to demonstrate both their feminine strengths and their inner sense of rationality and strength and apply both to their management. They can increase employee satisfaction with the work environment and interpersonal relationships, while at the same time inspiring their inner potential and striving for innovation, creating a win-win situation in terms of internal harmony and improved employee performance. On the other hand, in the era of knowledge information, the innovative ability of employees is increasingly valued in enterprises. Especially in today's rapidly changing scientific and technological world, the effective use of knowledge and innovative ability of knowledge workers directly affect corporate performance. Therefore, the management of knowledge workers has become a crucial link in the enterprise. Knowledge workers have their own personal characteristics, and their sense of accomplishment, motivation and self-worth is higher than that of traditional employees. They want to give full play to their abilities and become the fiery steed of the company, but they also need to be discovered and recognized. This is where women leaders who are good at communication and observation come into their own. Therefore, understanding the positive aspects of the charismatic female leadership style in management can better help female leaders to exert their own effectiveness in management, promote cooperation with knowledge workers, strengthen the management of knowledge workers, and maximize employee innovative ability, thereby achieving the improvement of corporate performance.

(2) Understanding the factors that affect the performance of employees' psychological capital. This paper uses employee management theory and performance evaluation theory, as well as

a questionnaire survey of knowledge workers' satisfaction with the enterprise environment and interpersonal relationship environment, to understand the factors that affect the satisfaction and innovative ability of knowledge workers. And put forward hypotheses on the correlation between charismatic female leadership style, knowledge workers' psychological capital and enterprise innovation performance.

(3) Focusing on the impact of charismatic female leader's style on employee innovation performance. In the psychology counseling industry with knowledge workers as the core, how can women exert their own effectiveness to promote the management of knowledge workers, improve their psychological capital and innovation intention, and achieve the improvement of enterprise innovation performance?

(4) Focusing on the relationship between employee psychological capital and employee innovation performance. The dependent variable selected for this paper is knowledge employee innovation performance, the independent variable is charismatic female leadership style, and the mediator variable is employee psychological capital.

(5) Proposing strategies and suggestions for charismatic female leaders to enhance employees' psychological capital. After the theoretical analysis, there is the stage of empirical analysis of this paper. Based on the three hypotheses, this paper constructs 3 corresponding research models, tests the collected data, analyzes the empirical results, puts forward the relevant conclusions of this paper, and gives relevant improvement suggestions.

Research questions

The status and influence of women in society are increasingly receiving attention, and the role of women in enterprises is also increasingly valued. There are also more and more women serving as leaders in enterprises. The focus of this paper is to study which personality traits and management styles of women in management have certain impacts on the management of knowledge workers and have a certain promotion on the innovative ability of knowledge workers, thus leading to the improvement of corporate performance. This paper focuses on researching the impact of charismatic female leadership style on the innovative ability of knowledge workers. By taking the innovative ability of knowledge workers as a mediator variable, it finds the main factors of the impact of charismatic female leadership style on the innovative ability of knowledge workers, and how knowledge workers improve their innovative ability through the improvement of innovation intention and self-efficacy, and finally achieve the improvement of innovation performance through innovation behavior and results. Thus, the research questions are described as: 1. What are the style of charismatic female leadership? 2. What are the factors that affect the performance of female leadership? 3. What are the impact of charismatic female leadership on employee innovative ability? 4. What are the enhancement of innovative intentions and self-efficacy of employees by charismatic female leadership? 5. How are the strategies, and suggestions on how charismatic female leadership can improve employee innovation performance and satisfaction?

Scope of study

This study proposes three main variables: charismatic female leadership, psychological capital, and innovative performance. Charismatic leadership is studied from four dimensions: inspirational motivation, individualized consideration, role modeling, and personal risk-taking; psychological capital is analyzed from four factors: self-efficacy, resilience, optimism, and hope; innovation performance is analyzed from the aspects of innovation behavior and innovation intention. This research model selects psychological capital as the mediator variable, and studies the relationship between the influencing factors of various levels and innovation performance through the four dimensions of psychological capital: self-efficacy, resilience, optimism, and hope, and presents whether these four dimensions have a positive

correlation with employee innovation performance and discovers the degree to which these four dimensions affect employee innovation performance. The subjects investigated by this study are company managers in the psychological counseling industry and a group of psychological counselors mainly composed of knowledge workers. The samples were taken from the superiors and subordinates of the same company. Although the process was anonymous, the inability to conduct double-blind operations still posed great difficulties in collecting samples for our survey. Additionally, the survey questionnaire for this study was distributed through the Internet, and the authenticity of some of the responses cannot be verified. The shortcomings in these two aspects may have a certain impact on the universality of the survey results. Therefore, in the future research process, expand the sample size of the survey, ensure the authenticity of the sample, and try to increase the double-blind factors to ensure the authenticity of the sample. In addition, it is found in the survey that most of the practitioners in the psychological consulting industry are women, and not many men are willing to engage in it. Since there are too few male parameters, it is not comparable and cannot show the difference between male and female leadership in the industry, so the description of charismatic leadership in this paper is female charismatic leadership; Besides, in the psychological consulting industry, knowledge employees predominate, and most corporate performance is presented in the form of innovation performance, so employee performance in the paper is equivalent to employee innovation performance. Therefore, in future research, it is important to clarify the gender distribution of managers as much as possible, increase the double-blind degree of the scale survey in the sample, ensure the comprehensiveness and sufficiency of the research sample size, improve the effectiveness and authenticity of the research, and enhance the reliability and robustness of the research conclusions.

Literature review

Organizational Performance

Bernar (1984) pointed out that employee performance is the output and outcome of work, and this output and outcome are measurable. (Abualous et al. 2018; Acs et al. 2018; Akram, & Hilman 2018; Antonakis et al. 2017; Alrubaiee et al. 2015) conducted a more thorough analysis of the connotation and structure of employee performance. The conducted performance interviews and research on domestic enterprise managers, dividing contextual performance into interpersonal relationship performance and personal trait performance. (Abualous et al. 2018; Acs et al. 2018; Akram, & Hilman 2018; Antonakis et al. 2017; Alrubaiee et al. 2015) (1989) believed that individual innovation is a practical and realistic behavioral activity that can be measured by the degree to which its behavioral output results contribute to the organization or society. (Abualous et al. 2018; Acs et al. 2018; Akram, & Hilman 2018; Antonakis et al. 2017; Alrubaiee et al. 2015) pointed out that when organizations face market competition threats, knowledge workers, as pioneers of innovation activities in the organization, should take responsibility for developing new and effective solutions, and timely produce high-value practical results. Based on the individual self-representation theory and situational power theory, Alrubaiee et al. (2015) studied how the variables of employee job well-being affect employee innovation performance and studied the moderating effects of variables such as self-esteem and transactional leadership style. Alrubaiee et al. (2015) studied the innovation performance structure of knowledge workers from two dimensions of the innovation process and innovation results and proposed a measurement scale. The impact of corporate rewards on internal motivation, employee creativity, and employee innovation performance in different contexts, and made recommendations to managers. Through a study of knowledge employees in technology-based organizations performance management is a long-term, systematic, and fundamental management project. The knowledge workers are people who use their learned knowledge to do creative work, and the products they produce

are knowledge and ideas. It is believed that knowledge management in enterprises is the foundation of enterprise knowledge, including organizational knowledge and employee knowledge.

Independent Variable

Howell's (1999) research proved that transformational leadership has a significant positive impact on employees' innovative performance, work efficiency, organizational commitment, etc. Alrubaiee et al. (2015) proved through empirical research that charismatic leadership has a positive impact on group performance, but there are differences in the impact of its different dimensions on the two. In addition, there is a positive correlation between group performance and charismatic leadership. The impact of charismatic leadership on team performance. This study combined the theory of charismatic leadership with team theory to explore the mechanism of the impact of charismatic leadership at the team level. The charismatic leadership in research and development organizations, and the results showed that charismatic leaders promote team innovation by increasing organizational commitment and team identity, and encouraging team members to communicate their views, participate in decision making, and strengthen collaboration. Combining team identity and cooperative behavior can effectively achieve the effect of improving team innovation. Alrubaiee et al. (2015) also studied the relationship between charismatic leadership and innovation performance. Mo and Pan (2011) investigated the impact of charismatic leadership in student research project teams on team learning and tested the buffering effect of the clarity of team goals on the relationship between charismatic leadership and team learning.

Methodology

Research Design

The purpose of this paper is to improve employee performance through the enhancement of the psychological capital of employees in the counseling industry by using two dimensions of charismatic female leadership, inspirational motivation, and individualized consideration, with psychological capital as a mediator variable. It also investigates the relationship between charismatic leadership, psychological capital, and employee innovation performance through a questionnaire survey to construct a research model and theoretical framework. The research objectives of this paper are as follows:

Objective 1: By examining the relevant literature on the influence of charismatic female leadership on enterprises at home and abroad, to deeply analyze the current problems in the psychological counseling industry and explore how to improve employees' psychological capital and innovative performance through the theory and practice of charismatic leadership.

Objective 2: Objective 2: To conduct a survey using SPSS 20.0 statistical analysis method to investigate the existing problems in the psychological counseling industry and the behaviors that affect employees' innovation, and to conduct an empirical analysis of the current situation and specific improvement plans for the psychological counseling industry.

Objective 3: To provide corresponding solutions and specific measures for the current problems in the psychological counseling industry.

Data collection

This study was conducted through a questionnaire survey, which was distributed online.

Based on the reference to previous research results, this paper deeply explores the influencing factors of charismatic leadership and employee innovation performance. The specific content and research ideas are as follows: First, a review and summary of previous literature research was conducted, and the leadership style of transformational leadership, including leadership style, inspirational motivation (charisma), innovation stimulation, and individualized

consideration, was discussed. Next, quantitative analysis was conducted for research, and a questionnaire survey was conducted through questionnaires. At last, SPSS20.0 was used for data analysis and hypothesis testing on the collected data. The survey sample of this study consists of managers and working counselors in the psychological counseling industry. The study is divided into two sets of questionnaires: one filled out by the leader and the other filled out by each leader's direct subordinate. In order to reduce the "common method bias", the formal sampling of this study used the "Direct Leadership Questionnaire" to include an evaluation of innovative behaviors and outcomes within the employee's role, and the "Subordinate Questionnaire" was used to evaluate the leadership behaviors of charismatic leaders and to evaluate their psychological capital (including self-efficacy, optimism, hope, resilience) and traditional values. All questionnaires in this study have been validated for good reliability and validity, and respondents were reminded of the anonymity of this study when filling out questionnaires for direct supervisors and subordinates. It also emphasized that the survey was conducted for the purpose of conducting relevant research and ensuring the confidentiality of the findings. All questionnaires were completed and placed in envelopes by the questionnaire respondents themselves and returned. This study distributed 330 questionnaires to direct supervisors and subordinates through the Internet (in a ratio of 1:2, including 110 questionnaires for supervisors and 220 questionnaires for their direct subordinates). The recovery rate of the direct leader's questionnaire is 95%, and the recovery rate of the subordinate's questionnaire is 100%. After deleting incomplete and unqualified questionnaires, there are a total of 270 direct leaders and subordinates as samples for this study (calculated at a ratio of 1:2: 90 leader questionnaires and 180 subordinate questionnaires). Among the subordinate samples, all leaders are female, and there are 172 female subordinates, accounting for 98.50% of the total, with an average age of 38 years old. After the questionnaires were collected, quantitative analysis was used to conduct the study, and the collected data were summarized and statistically analyzed by using SPSS 20.0 to analyze the results from several aspects: descriptive statistical analysis, which provides an overall understanding of the surveyed objects and describes the distribution, frequency, and kurtosis of variables; correlation analysis, which studies and explores whether there is a certain relationship between the variables involved in the study, and is the focus of the research model and hypothesis testing in this paper; regression analysis, which studies the causal relationship between various variables based on the correlation relationship, determines independent variables, dependent variables, etc., and studies the statistical relationship between variables in the model, which is also one of the important analysis steps in this study; reliability and validity analysis, which analyzes the reliability and validity of the measurement, mainly using SPSS20.0 and Amos software. The questionnaire scales used in this paper are more mature questionnaires with some modifications, and the reliability and validity of the scales need to be verified.

Analytical Scale

There are generally two types of scales used in empirical research, one is existing scales, which are based on mature research and have been widely used and verified in subsequent research, with good reliability and validity, and have high reference value in different time and space contexts. Subsequent scholars choose scales that have been practiced conducting research, which can achieve good research results. The second type of scale is a revised scale that is based on the actual research and incorporates internal and external environmental factors such as time, place, and people. There is variability and better adaptability in this scale, so the results of research using this scale tend to be more reflective of reality and better able to provide guidance on the problems that exist. Regarding the selection of scales for charismatic

leadership, psychological capital, and innovation performance, because all three theories have already had some research results, the scales used are also relatively mature scales.

Sampling size

Based on the reference to previous research results, this paper deeply explores the influencing factors of charismatic leadership and employee innovation performance. The specific content and research ideas are as follows: First, a review and summary of previous literature research was conducted, and the leadership style of transformational leadership, including leadership style, inspirational motivation (charisma), innovation stimulation, and individualized consideration, was discussed. Next, quantitative analysis was conducted for research, and a questionnaire survey was conducted through questionnaires. At last, SPSS20.0 was used for data analysis and hypothesis testing on the collected data. The survey sample of this study consists of managers and working counselors in the psychological counseling industry. The study is divided into two sets of questionnaires: one filled out by the leader and the other filled out by each leader's direct subordinate. In order to reduce the "common method bias", the formal sampling of this study used the "Direct Leadership Questionnaire" to include an evaluation of innovative behaviors and outcomes within the employee's role, and the "Subordinate Questionnaire" was used to evaluate the leadership behaviors of charismatic leaders and to evaluate their psychological capital (including self-efficacy, optimism, hope, resilience) and traditional values. All questionnaires in this study have been validated for good reliability and validity, and respondents were reminded of the anonymity of this study when filling out questionnaires for direct supervisors and subordinates. It also emphasized that the survey was conducted for the purpose of conducting relevant research and ensuring the confidentiality of the findings. All questionnaires were completed and placed in envelopes by the questionnaire respondents themselves and returned. This study distributed 330 questionnaires to direct supervisors and subordinates through the Internet (in a ratio of 1:2, including 110 questionnaires for supervisors and 220 questionnaires for their direct subordinates). The recovery rate of the direct leader's questionnaire is 95%, and the recovery rate of the subordinate's questionnaire is 100%. There are a total of 270 direct leaders and subordinates as samples for this study (calculated at a ratio of 1:2: 90 leader questionnaires and 180 subordinate questionnaires). Among the subordinate samples, all leaders are female, and there are 172 female subordinates, accounting for 98.50% of the total, with an average age of 38 years old. After the questionnaires were collected, quantitative analysis was used to conduct the study, and the collected data were summarized and statistically analyzed by using SPSS 20.0 to analyze the results from several aspects: descriptive statistical analysis, which provides an overall understanding of the surveyed objects and describes the distribution, frequency, and kurtosis of variables; correlation analysis, which studies and explores whether there is a certain relationship between the variables involved in the study, and is the focus of the research model and hypothesis testing in this paper; regression analysis, which studies the causal relationship between various variables based on the correlation relationship, determines independent variables, dependent variables, etc., and studies the statistical relationship between variables in the model, which is also one of the important analysis steps in this study; reliability and validity analysis, which analyzes the reliability and validity of the measurement, mainly using SPSS20.0 and Amos software. The questionnaire scales used in this paper are more mature questionnaires with some modifications, and the reliability and validity of the scales need to be verified.

Questionnaire design and instrumentation

Using SPSS software to conduct correlation analysis between charismatic leadership, internal four dimensions and psychological capital. According to the table above, psychological capital

and the four dimensions are significantly correlated with employee performance, with P values all less than 0.05. Further analysis can draw the following conclusions:

1. There is a significant correlation between employee psychological capital and employee performance. And the corresponding Pearson coefficient is 0.782, which is greater than 0.7, indicating a strong correlation. This suggests that the improvement of psychological capital has a significant positive effect on employee innovation performance, so Hypothesis H1 is supported.

2. The four dimensions of psychological capital, namely self-efficacy, resilience, optimism, and hope, are significantly correlated with employee performance, with Pearson coefficients ranging from 0.4 to 0.7 for each dimension, indicating a strong correlation. So, Hypothesis H1a, H1b, H1c, and H1d are supported.

Descriptive Statistics of Sample

Descriptive statistical analysis was performed on the collected questionnaires, and the results shown in the table above were obtained. According to the basic situation of the variables, it can be seen that about 98% of the employees in the psychological counseling industry are female. Both employees and leaders surveyed are mostly middle-aged between 35 and 45 years old. The proportion of employees and leaders with a master's degree is over 50%. The proportion of married or other (40%, 32%; and 48%, 33%) is higher than that of single (29%; 19%). Therefore, It can be seen that the psychological consulting industry is a knowledge-intensive industry with a majority of female practitioners, middle-aged and highly educated practitioners.

Table 3-1 Basic Information Statistics of Employee Sample (180)

Research variables	Survey Content	Frequency	Percentage of
Employee Gender	Female	172	98%
Employee Age	25 - 35	30	17%
	36-45	66	38%
	46-55	56	33%
	55 or more	20	12%
Employee Educational Background	Undergraduate	60	36%
	Master	86	50%
	PhD and above	26	14%
Years of work	1 - 3 years	30	16%
	4 - 7 years	108	62%
	More than 7 years	34	22%
Marital Status	Single	46	29%
	Married	76	40%
	Other	50	32%

Table 3-2 Basic Statistics of Leadership Sample (90)

Research variables	Survey Content	Frequency	Percentage of
Leader Gender	Female	90	100%
Leader Age	36-45	66	73%
	46--55	20	22%
	55 or more	4	5%
Leader Educational background	Undergraduate	28	28%
	Master	54	53%
	PhD and above	18	19%
Years of work	1 - 3 years	10	9%
	4 - 7 years	46	51%
	More than 7 years	34	40%
Marital Status	Single	18	19%
	Married	42	48%
	Other	38	33%

Descriptive Statistics of the Variables

Descriptive statistics were conducted on two or three variables within the scope of this paper. The weighted average of the overall and internal dimensions of each variable was calculated using SPSS 24.0 software to obtain the descriptive statistical results of the research variables and their internal dimensions, as shown in the following table:

Table 3-3 Descriptive Statistics of the Variables

Descriptive statistics results	Number	Minimum value	Maximum value	Mean value	Standard deviation	Variance
Charismatic Leadership	270	1.33	5	3.56	0.618	0.385
Inspirational Motivation	270	1.77	5	3.86	0.823	0.678
Role modeling	270	1.33	5	3.67	0.755	0.612
Individualized Consideration	270	1	5	3.77	0.865	0.734
Personal Risk-taking	270	1	5	3.54	0.903	0.842
Psychological Capital	270	1	5	3.74	0.692	0.479
Self-efficacy	270	1	5	3.72	0.791	0.638
Resilience	270	1	5	3.75	0.798	0.639
Optimism	270	1	5	3.74	0.828	0.686
Hope	270	1	5	3.75	0.895	0.801
Employee Innovation Performance	270	1	5	3.766	0.666	0.443
Innovation Behavior	270	1	5	3.783	0.773	0.598
Innovation Outcomes	270	1	5	3.749	0.655	0.431

Reliability and Validity Testing of Charm Leadership Scale

Based on the above principles, a reliability analysis was conducted on the charismatic leadership style scale, and the following results were obtained:

Table 3-4 Reliability Analysis of Charismatic Leadership

Title	Items	α Coefficient
Charismatic Leadership	15	0.863
Inspirational Motivation	3	0.814
Role modeling	3	0.77
Individualized Consideration	3	0.831
Personal Risk-taking	3	0.787

From the reliability analysis of charismatic leadership, the overall reliability of the charismatic leadership scale is high, with a Cronbach's alpha coefficient of 0.863, reaching a very high level of reliability. The Cronbach's alpha coefficients of the four dimensions of inspirational motivation, role modeling, individualized consideration, and personal risk-taking in charismatic leadership are all higher than the critical value of 0.7, indicating that the reliability of the scale is high and suitable for further empirical research.

Testing of Psychological Capital Scale

Table 3-5 Reliability analysis of the Psychological Capital Scale

Title	Items	α Coefficient
Psychological Capital	13	0.912
Self-efficacy	4	0.823
Resilience	4	0.839
Optimism	3	0.792
Hope	2	0.825

According to the reliability test of psychological capital in the above table, it can be seen that the psychological capital scale as a whole has good reliability, with an overall Cronbach's alpha coefficient of 0.912. The lowest Cronbach's alpha coefficient among the four dimensions is 0.792, indicating that the psychological capital scale and each dimension measured have good reliability and can be used for subsequent research.

Table 3-6 KMO and Bartlett's Test of Psychological Capital

KAISER-MEYER-OLKIN MEASURE OF SAMPLING ADEQUACY 0.922		
BARTLETT'S TEST	APPROX. CHI-SQUARE	1403.32
	DEGREE OF FREEDOM	78
	SIGNIFICANCE	0.00

The KMO and Bartlett's tests were performed on the psychological capital scale, and all indices performed well, indicating that the distribution of the sample meets the requirements and can be continued for factor analysis and exploration.

Table 3-7 Factor Analysis of Psychological Capital

Title	Items	1	2	3	4
Self-efficacy	Q24	0.74			
	Q23	0.742			
	Q25	0.72			
	Q26	0.712			
Resilience	Q29		0.778		
	Q27		0.774		
	Q28		0.758		
	Q30		0.666		
Optimism	Q32			0.801	
	Q33			0.776	
	Q31			0.638	
Hope	Q34			0.81	
	Q35			0.81	
Eigenvalue		5.168	1.09	0.814	0.782
Variance explained		39.754	8.382	6.258	6.013
Cumulative variance explained		20.07	39.672	51.549	60.407

From the results of factor analysis on the psychological capital scale and each item, it can be seen that: The cumulative explained variance reaches 60.407, indicating that the explanatory power of the total variables reaches 60.407%, which has a good explanatory effect on the concept of psychological capital. Similarly, by adopting the principal component analysis method and using the varimax orthogonal rotation method, the rotated component matrix is obtained, as shown in the table above. The results after orthogonal rotation show that the factor loadings of each item are relatively high, from which it can be inferred that the psychological capital scale also has good construct validity.

Findings

Demographic Profile

The analysis of variance is conducted among variables in this study mainly to eliminate the interference of external factors on the model. This study mainly conducted a one-way analysis of variance on demographic variables to see if various demographic variables have a significant impact on employee performance. This research process helps to finally control the selection of variables in subsequent regression analysis. Each demographic variable is subjected to one-way ANOVA on the dependent variable. The result is as follows:

Table 4-8 One-way ANOVA of Demographic Variables on Dependent Variable

Gender	Age				Marital Status	
	1	2	3	4	Single	Married
Performance	3.889	2.667	3.762	3.819	3.891	3.475
F-value	11.308			6.182	2.654	
Sig	0.001			0	0.106	
Notes	25 - 35	35 - 45	45 - 55	55 or more		

Notes	Educational Background			Years of work		
	1	2	3	1	2	3
Performance	Undergraduate	Master	PhD and above	1 - 3 years	3 - 7 years	More than 7 years
Performance	3.667	3.796	3.868	3.894	3.798	3.617
F-value	0.49			1.57		
Significance	0.71			0.18		

The following conclusions can be drawn from the analysis of demographic variables: Among the demographic variables involved in the questionnaire, there were significant differences in employee performance by gender, age, educational background, and years of experience. The main force of psychological counselors is in the age of 35 - 55, and in this age range the perception of employee performance is high. There is a relatively small correlation between those under 35 and those over 55. Those under 35 are limited by economic pressure and insufficient professional level, resulting in low performance output; those over 55 are limited by physical and material conditions, which also affect their performance. The age group of 35-55 is a stage where professionals gradually mature, because of the influence of life pressure and self-knowledge-seeking, performance awareness and cognition are generally strengthened. Through the above analysis, increasing understanding of the current situation can meet the career expectations and satisfaction of practitioners from different levels, thereby promoting employees' self-efficacy and subjective initiative, and then driving their performance cognition and performance level.

Table 4-9 Correlation Analysis between Charismatic Leadership and Employee Performance

	Role modeling	Individualized Consideration	Personal Risk-taking	Charismatic Leadership	Employee Performance
Inspirational Motivation Pearson 1	586**	587**	399**	764**	573**
Sig	0	0	0	0	0
Number of cases	270	270	270	270	270
Role Modeling Pearson 1	572**	439**	409**	759**	563**
Sig	0	0	0	0	0
Number of cases	270	270	270	270	270
Individualized Consideration Pearson 1	586**	572**	439**	781**	566*
Sig	0	0	0	0	0
Number of cases	270	270	270	270	270
Personal Risk-taking Pearson1	399**	407**	439**	751**	334**
Sig	0	0	0	0	0
Number of cases	270	270	270	270	270
Charismatic Leadership Pearson1	764**	756**	781**	751**	573**
Sig	0	0	0	0	0
Number of cases	270	270	270	270	270
Employee Performance Pearson1	573**	536**	566**	344**	613**
Sig	0	0	0	0	0
Number of cases	270	270	270	270	270

In a further analysis of the relationship between charismatic leadership and employee innovation performance, a simple regression analysis was conducted with charismatic leadership as the independent variable and employee performance as the dependent variable, followed by multiple linear regression with the four dimensions included in charismatic leadership as independent variables, and the following results were obtained:

Table 4-10 Regression Analysis of Charismatic Leadership on Employee Performance

Dependent variable	Independent variable	Regression coefficient	Significance	R ²	Adjusted R ²
Employee Performance	Charismatic Leadership	0.683	0	0.536	0.533
	Inspirational Motivation	0.274	0		
	Role modeling	0.237	0		
	Individualized Consideration	0.263	0	0.545	0.544
	Personal Risk-Taking	0.003	0.954		

From the regression analysis of charismatic leadership on employee innovation performance, the overall goodness-of-fit between charismatic leadership and employee innovation performance is relatively high, reaching 53.3%; after multiple regression of the four dimensions of charismatic leadership on employee performance, the goodness-of-fit reaches 54.4%. This indicates that the degree of explanation is relatively good. The final regression results shows that charismatic leadership has a significant positive impact on employee performance, and also has a significant positive impact on inspirational motivation, role modeling, and individualized consideration. Therefore, it further verifies hypotheses H3, H3a, H3b, and H3c. However, there was no strong validation in terms of personal risk-taking, so hypothesis H3 is not supported.

Reliability and Validity

Reliability analysis of the scale

In order to ensure the practicality, stability, and effectiveness of the scale, the paper verified the reliability and validity of each scale to ensure the effectiveness of this empirical study. Reliability analysis, or reliability statistics, is a method used to study the reliability and stability of a scale. Reliability refers to the consistency of the results obtained from two surveys using the same test method or scale on the same group of people. It is also the ratio of the variance of the true situation to the variance of the actual measurement results. Therefore, the higher the consistency, the higher the reliability and stability, and vice versa. The methods commonly used for reliability analysis are test-retest reliability method, parallel form's reliability method, split-half reliability method, and Cronbach's alpha. The test criteria are mainly based on the interval in which the coefficients obtained from the analysis are located to judge the confidence level: 0.6 - 0.65, best not to use; 0.65 - 0.7, minimum acceptable value; 0.70 - 0.80, fairly good; 0.80 - 0.90, very good. In this paper, reliability was analyzed by Cronbach's coefficient derived from the alpha model using the reliability analysis of SPSS 24.0. Validity analysis, also known as effectiveness analysis, is mainly used to study the degree of matching between measurement results and the actual things being measured, and to study whether the measurement methods or tools can truly reflect the content to be examined. The more accurately the content is reflected, the higher the validity of the measurement, the more effective the survey, and vice versa. Validity mainly includes content validity, construct validity, and criterion validity. Content validity mainly refers to whether the content categories surveyed by the scale are covered completely; the scales used in this study are all mature scales that have undergone mature research, which maximizes the integrity of the research content and ensures a certain

content validity; Construct validity will be tested using KMO with Bartlett's test, and factor analysis, as well as confirmatory factor analysis and validation, will be conducted for each question item of both scales. Based on the above principles, a reliability analysis was conducted on the charismatic leadership style scale, and the following results were obtained:

Table 3-11 Reliability Analysis of Charismatic Leadership

Title	Items	α Coefficient
Charismatic Leadership	15	0.863
Inspirational Motivation	3	0.814
Role modeling	3	0.77
Individualized Consideration	3	0.831
Personal Risk-taking	3	0.787

From the reliability analysis of charismatic leadership, the overall reliability of the charismatic leadership scale is high, with a Cronbach's alpha coefficient of 0.863, reaching a very high level of reliability. The Cronbach's alpha coefficients of the four dimensions of inspirational motivation, role modeling, individualized consideration, and personal risk-taking in charismatic leadership are all higher than the critical value of 0.7, indicating that the reliability of the scale is high and suitable for further empirical research.

Validity analysis of the scale

Table 3-12 Reliability Analysis of Employee Performance Scale

Title	Items	Cronbach's α coefficient
Employee Innovation Performance	20	0.947
Innovation Behavior	5	0.798
Innovation Outcomes	15	0.868

Using SPSS software to conduct reliability analysis on the employee innovation performance scale, Cronbach's alpha coefficient was obtained using the Alpha model. The overall reliability of the employee performance scale is good, with an alpha coefficient of 0.947. The two dimensions of innovation behavior and innovative results are also good, indicating that the stability and reliability of employee performance and internal dimensions are good.

Table 3-13 KMO and Bartlett's Test of Innovation Performance

KAISER-MEYER-OLKIN MEASURE OF SAMPLING ADEQUACY 0.922		
BARTLETT'S TEST	APPROX. CHI-SQUARE	1882.82
	DEGREE OF FREEDOM	190
	SIGNIFICANCE	0.00

The above table is a KMO and Bartlett's test for the employee performance scale, and the indices perform well, indicating that the sample distribution meets the requirements and can be continued for factor analysis and exploration.

Table 3-14 Confirmatory Factor Analysis of Employee Performance Scale

	Chi-Square	DF	Chi-Square/DF	GFI	AGFI	RMSEA
Employee Performance Scale	298.154	169	1.764	0.962	0.912	0.046

From the data in the table, it can be seen that the GFI coefficient is 0.962, which is greater than 0.9; the AGFI is 0.912, which is greater than 0.8; the RMSEA coefficient is 0.046, which is greater than 0.04, and the value is acceptable, so the scale has good construct validity.

Table 3-15 Factor Analysis of Employee Performance

Title	Items	1	2
Innovation Behavior	Q36	0.854	
	Q40	0.74	
	Q37	0.569	

	Q39	0.499
	Q38	0.489
Innovation Outcomes	Q47	0.86
	Q55	0.827
	Q48	0.815
	Q54	0.812
	Q45	0.75
	Q53	0.729
	Q52	0.72
	Q49	0.801
	Q51	0.776
	Q43	0.635
	Q44	0.604
	Q42	0.523
	Q46	0.558
	Q41	0.533
	Q50	0.517
Cumulative variance explained		38.272
		53.606

From the results of factor analysis on the employee performance measurement scale and each item, it can be seen that: The cumulative explained variance reached 53.606, indicating that the explanatory power of the total variable reaches 53.606%, which has a good explanatory effect on the concept of employee performance. Similarly, by adopting the principal component analysis method and using the varimax orthogonal rotation method, the rotated component matrix is obtained, as shown in the table above. The results after orthogonal rotation show that the factor loadings of each item are relatively high, from which it can be inferred that the psychological capital scale also has good construct validity.

Conclusion

Based on the current development status of the psychological counseling industry, this paper explores the relationship between charismatic female leadership, psychological capital, and employees' innovation performance in the psychological counseling industry. Due to the high proportion of female practitioners in the psychological counseling industry, 98% of the questionnaire respondents involved in this paper are women, therefore the charismatic female leaders mentioned in this paper have only social significance. The charismatic leadership and charismatic female leadership mentioned in this paper are consistent. The psychological counseling industry is an industry where knowledge employees gather, and the performance of knowledge employees is mainly based on innovative performance, so the employee performance and employee innovation performance in this paper are consistent. Descriptive statistical analysis is conducted on the basic characteristics of the respondents in empirical research. Under the condition of good reliability and validity of the scale, the hypotheses proposed based on literature research are verified, and a model between three variables is constructed. The model is explained by using correlation analysis and causal analysis, and the operating mechanism of the model is elaborated. The main conclusions obtained from this study are as follows:

1. Charismatic leadership has a significant positive impact on employee innovation performance. Meanwhile, the dimensions of charismatic leadership, including inspirational motivation, role modeling, and individualized consideration, have a positive impact on employee performance. Inspirational motivation, role modeling, and individualized consideration can infect and influence subordinates, unify subordinates' values, keep them consistent with the company's vision, transform employees' work cognition, and then improve employee innovation performance; the positive impact of personal risk-taking has no effect, because personal risk-taking has a certain degree of uncertainty and risk. Under the current domestic individual employee's ideology of risk avoidance as the mainstream, people expect a

safe and stable organizational environment, so personal risk-taking may cause employees' cognitive deviation, and cannot play a role in promoting employee performance.

2. Charismatic leadership has a positive impact on the psychological capital of subordinates. Inspirational motivation, role modeling, and individualized consideration have a significant positive impact on psychological capital. Inspirational motivation can boost individuals' confidence, role modeling can help individuals find the power of role modeling, and individualized consideration allows individuals to experience their uniqueness and importance. These behaviors can effectively improve employee satisfaction, thereby enhancing employees' positive attitudes and subjective initiative in the development process. The positive effect of personal risk-taking is less obvious because of the risk and uncertainty it involves, thus making it more difficult for employees themselves to correctly perceive and be influenced by this trait.

3. There is a significant positive correlation between psychological capital and employee performance, and each dimension of psychological capital can have a positive impact on employee innovation performance. The positive psychological states of the intrinsic dimensions of psychological capital, such as self-efficacy, resilience, optimism, and hope, can enhance employees' awareness of the company's vision, improve employees' organizational citizenship behavior and resilience, thereby enhancing employees' innovation ability and improving corporate performance.

4. Psychological capital plays a partial mediating role in the relationship between charismatic leadership and employee innovative performance. Based on the above discussion and model testing, the partial mediating role of psychological capital can be confirmed. After expanding the dimensions of psychological capital, it is found that the dimensions of psychological capital have partial mediating effects between charismatic leadership and employee innovative performance. Charismatic leadership style can infect and stimulate subordinates, affect their psychological state, and enhance positive psychological qualities such as confidence, optimism, and resilience, especially in improving the self-awareness and creativity of knowledge workers, increasing their value and sense of belonging to the organization, increasing their subjective initiative and self-efficacy, thereby improving their work attitude and inner drive, holding higher work enthusiasm and work investment, and increasing the innovation behavior and performance of employees.

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