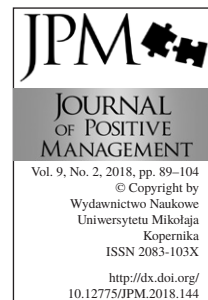# RELATIONSHIP BETWEEN LEADERS' AND FOLLOWERS' PSYCHOLOGICAL CAPITAL AND THE MEDIATING ROLE OF POS AND AUTHENTIC LEADERSHIP

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Abstract

Purpose: The purpose of this paper is to investigate the relationship between leader and employee psychological capital. Drawing from positive psychology theory and social learning theory, the main hypothesis is that leader psychological capital is associated with employee psychological capital. The further hypotheses are based in social exchange theory and associated organizational support theory and propose that this relationship is explained through perceived organizational support and authentic leadership.

Design/methodology: Multi-source data came from random sample of 406 enterprises in Poland. A cross-sectional survey study was conducted using personal interview (CAPI) on 406 leaders and theirs 406 employees. In this investigation participants assessed their psychological capital. Furthermore, the followers were asked to evaluate their leaders in terms of being authentic and to rate their own level of perceived organizational support.

Findings: The results suggest that the relationship between leader psychological capital and employee psychological capital which is proved, is mediated but not by perceived organizational support. The relationship between leader psychological capital and employee psychological is partially mediated by authentic leadership. Results also indicate that authentic leadership may be a better predictor of perceived organizational support then psychological capital. In addition, there is a significant positive relationship regarding the leader psychological capital and authentic leadership.

Practical implications: Organizations can increase employee psychological capital, by paying attention to the psychological capital of their leaders and perceived organizational support of followers. Fostering leaders psychological capital organizations help leaders became more authentic what have a positive impact on their followers.

Keywords: employee psychological capital, leader psychological capital, perceived organizational support, authentic leadership

Paper type: Research paper

1. Introduction

Recent work has highlighted the importance of linking leadership in general to employee level outcomes like commitment (Kovjanic et al., 2012), work-

life balance (Braun and Peus, 2018), OCB (Mahembe and Engelbrecht, 2014), employee well-being and work engagement (Adil and Kamal, 2016). Authentic leadership and psychological capital are both grounded in the framework of positive psychology and drawn from the positive organization behavior (POB). Positive organizational behavior has been defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement" (Luthans, 2002b). Both constructs mentioned above, embraced by positive organizational behavior meet the criteria POB: (a) have valid measurement; (b) are grounded in theory and research (c) are relatively unique to the field of organizational behavior; (d) have a positive impact on work-related individual-level performance and satisfaction (e) are state-like and open to development and change and not fixed traits (Luthans, 2002a, 2002b; Luthans et al., 2007). Perceived organizational support places emphasis on the employee well-being, being maintained, and valued by organization which has also positive meaning and meets these criteria. Researchers often explain associations between employees' perception of receiving benefits from organization like support with various outcomes using the norm of reciprocity and social exchange theory. Social exchange theory assumes that people all the time are in some relationships in society with people, groups in their environment and exchange some profits, which may be material, social, or mixed. We asses our relationships with others as balanced or not on the basis of the ratio of what we are giving and what we receive. Taking from others we have some sort of depth and uneasy feeling of obligation to reciprocate (Blau, 1986). Organizational support theory (OST) is an application of social-exchange theory to the organization–employee relationship. OST explains exchange of employee effort and dedication to organization for incentives as pay and socio-emotional benefits like appreciation, approval, and care (Eisenberger et al., 1986). Healthy employee–employer relationship should fulfill important socio-emotional needs and thus may enhance employee well-being and increase job-related affect such as positive mood and job satisfaction. On the basis on the norm of reciprocity there is ongoing exchange, if employees meet their obligations, they will expect the organization to keep its (Rousseau, 1995). If they perceive that the organization has not, they may react by reducing their contributions and have less hope and optimism regarding future of this relationship. When a side of the exchange perceives the trade of contributions to be imbalanced, social exchange theory and the norm of reciprocity predict that this side takes steps to restore balance (Blau, 1964). Staying in unsupportive relationship with the employer employee may feel also less self-efficient. Follower assesses relationship with the organization on the basis of the relationship with representatives of the organization, with their direct supervisor. The quality of the relationship with leader contributes to the believes about quality of the relationship

with the organization. Leader's resources, his attitudes and also his psychological capital are shaping up his contribution into relationship with the follower.

Most of the earlier studies explain some of positive outcomes of authentic leadership throughout psychological capital (e.g., Walumbwa et al., 2010, Zubair, Kamal, 2017). Previous research in the area has pointed out that psychological capital mediates the relationship between authentic leadership and for instance effective group work, originality, creativity (Rego et al., 2012; Avey et al., 2009). Some research results reveal that the relationship between authentic leadership and psychological capital is both-ways (e.g. Adil and Kamal, 2016), yet relatively limited attention has been devoted to the mechanisms through which authentic leadership mediates relationship between leader psychological capital and employee outcomes. Also there is evidence that leader psychological capital influences followers' but there is still a little known about linking it mechanisms. The present study focuses on how leader psychological capital influences follower psychological capital, proposing POS and authentic leadership as variables interfering. The research was carried out within research project 2014/13/B/HS4/01618 funded by National Science Centre, Poland.

2. Theoretical Background

Psychological capital
Psychological capital (PsyCap) refers to an individual's positive psychological state of development characterized by four capacities: self-efficacy, optimism, hope and resilience (Luthans, 2002a, 2002b). Self-efficacy refers to employees' belief and confidence regarding their abilities to assemble their cognitive resources, effort and their motivation to succeed at given challenging tasks (Stajkovic and Luthans, 1998b). Making a positive attribution about succeeding now and in the future is the meaning of optimism. Hope refers to the degree of being persistent towards goals and ability to change ways of achieving it when necessary in order to succeed. Adaptation and bouncing back from a failure, conflict or some uneasy situation at work and even moving beyond previous level to achieve success means resilience (Luthans and Youssef, 2007). Research provides some evidence that every dimension of PsyCap have positive impact for organizational behavior. Self-efficacy was found to have a strong positive relationship with work-related performance and motivation to work (Stajkovic and Luthans, 1998a; Bandura, 2000; Bandura and Locke, 2003). Optimism applied to the workplace, had a significant and positive relationship with performance (Luthans et al., 2005, Seligman, 1998) employees' performance evaluations and their job satisfaction and work happiness (Youssef and Luthans 2007). Hope is associated with academic, athletic and health outcomes (Snyder, 2000, 2002), success (Adams et al., 2002), financial performance, employee retention and

job satisfaction (Peterson and Luthans, 2003), supervisory-rated performance and merit salary increases (Luthans et al., 2005). Resilience in the workplace is significant related to performance during time of organizational change (Luthans et al. 2005), job satisfaction (Larson and Luthans, 2006), commitment, and happiness (Youssef and Luthans, 2007) and the ability of preserving health, happiness, and performance in spite of downsizing (Maddi, 1987).

Each component of PsyCap is developable and possible to change under training and experience, therefore hope, resilience; self-efficacy and optimism are expected to not be as stable as for instance Big Five personality dimensions. But on the other hand it may gain some stability over time, especially compared with more label personality traits or core self-evaluations so they are not just temporary states (Bandura, 1997; Seligman, 1998; Masten and Reed, 2002). Construct of psychological capital is focused on the individual as the level of analysis which is the scope of the present study. Psychological capital is one multidimentional construct consists of four dimensions. Although each, hope, resilience, optimism, and self-efficacy are proved to have conceptual independence (Bandura, 1997; Luthans and Jensen, 2002; Luthans et al., 2007; Snyder, 2000, 2002) and empirically based discriminate validity (Bryant and Cvengros, 2004; Carifio and Rhodes, 2002; Magaletta and Oliver, 1999) they are components of the higher construct of PsyCap, "representing one's positive appraisal of circumstances and probability for success based on motivated effort and perseverance" (Youssef and Luthans, 2007).These four traits have a common, underlying link which ties them together, and constitute them in higher-order factor of PsyCap (Youssef and Luthans, 2007). This idea of multidimensional variables comprised of components combined in higher-order by some underlying, common mechanism is similar in case of OCB, empowerment, work engagement, transformational leadership or authentic leadership. Research shows that psychological capital as a consistent factor increases positive, desirable work outcomes (like performance) and organizational behavior (like commitment or trust) and reduces negative like counterproductive work behavior (Avey et al., 2009). Empirical research shows that there are statistically significant relationships between leader psychological capital and employee psychological capital, work engagement and follower's job performance (Xu, 2017; Munyaka, 2017; Madrid, 2018; Walumbwa et al., 2010). According to social learning theory people learn how to behave by observing their role models, and in structured organizations usually that role would play their leader (Bandura, 1977). That is why behavior of the leader who is a role model for the followers and influences followers attitude and behavior and his positivity has impact for his follower resources and mind-set. In that light we may assume that leader psychological capital is associated with employee psychological capital, which state the first hypothesis of this study.

H1. Leader psychological capital is positively related to employee psychological capital.

Authentic leadership is "a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development" (Walumbwa et al., 2008). Similar to PsyCap authentic leadership involves also four dimensions (Thomas and Velthouse, 1990). The first one, self-awareness means that leader understand himself, his strengths and weaknesses, and his influence for the followers. The second factor is relational transparency which refers to presenting by leader his authentic self to followers, expressing his thoughts and feeling instead of pretending some not true or covering the real one. Another factor is about balanced processing, gathering related information and thoroughly analyzing all viewpoints before making decision. It also means that leader tries to be as objective as possible. The last dimension is internalized moral perspective which comes from leader internal moral or ethical values and standards. This part of authentic leadership discloses especially when it takes to remain to these values in spite of the social pressures (Avolio and Gardner, 2005; Harter, 2002). There is a little known about predictors, conditions fostering authenticity of leaders. Staying authentic as a leader may require a lot of personality strength, and psychological capital may be one of leader's resources related with authentic leadership. Therefore, this study proposes following hypothesis:

H2. Leader psychological capital is positively related to authentic leadership.

Authentic leaders become ethical role models for their followers and are likely to have a positive influence on employees' work behaviors (Luthans and Avolio, 2003). Research has indicated that authentic leadership stays in relationship with employee trust, work engagement (Wong et al., 2010), work-life balance (Braun and Peus, 2018), creativity (Malik et al., 2016), work role performance (Leroy et al., 2015) and proactive work behavior (Zhang et al., 2018) and organizational commitment (Munyaka et al., 2017). It also has been found in other countries that authentic leadership increases followers psychological capital (Rego et al., 2012; Story et al., 2013, Kim et al., 2017). Prior research state also that ethical leadership may enhance follower job performance by fostering people's positive motivation in the form of PsyCap. Followers' perceptions of ethical leadership are positively related to their PsyCap the ethical dimension of authentic leadership with the follower PsyCap (Luthans et al., 2007b). Based on prior research, the present study proposes that:

H3. Authentic leadership is positively related to follower psychological capital.

The fourth and seventh hypotheses attempt to uncover underling processes mediating impact of leader psychological capital to follower PsyCap. Authentic leadership is proposed as mediator so the following hypothesis is proposed:

H4. Authentic leadership plays the role of mediator in leader-follower psychological capital relationship.

The most often used measurements of authentic leadership allow adopting the follower perspective and asses leader throughout employee lens. So mediator described above would be employee's perception of leadership. Between psychological capital of leader and follower might be follower's perception of his own state and status in organization and relationship with organization. Perceived organizational support is commonly defined as employee's beliefs about the extent to which their employing organization values their contributions and cares for their well-being. POS has been shown to be related to a range of positive employee attitudes and behaviors at work, including for example OCB (Coyle-Shapiro and Conway 2005), job satisfaction (Eisenberger et al., 1997), and carrier satisfaction (Karatepe, 2012), organizational commitment (Eisenberger et al., 1990; Lee and Peccei, 2007), various forms of citizenship and discretionary behavior (Cropanzano et.al., 1997), job involvement (Cleveland and Shore, 1992), attendance and intention to stay (Nye and Witt, 1993; Lee and Peccei, 2011). Perceived organizational support decreases negative organizational behavior like turnover intention (Edwards and Peccei, 2010) or withdraw (Eisenberger et al., 1990). Having so positive impact on employee, POS is likely to develop also hope, resilience, self-efficacy and optimism of employee, so hypothesis is state:

H5. Perceived organizational support is positively related to follower psychological capital.

Increase of perceived organizational support is possible thanks to some positive work conditions like autonomy (Aube et al., 2007), development opportunity (Chambel and Sobral, 2011) and quality of leader-follower relationship for instance perceived supervisor support (Newman et al., 2012) or leader-member exchange (Eisenberger et al., 2014). As it was described above research shows that psychological capital increases positive organizational behavior (like commitment work engagement or trust) and reduces negative like counterproductive work behavior (Avey et al., 2009; Xu et al., 2017; Munyaka et al., 2017; Madrid et al., 2018; Walumbwa, 2010). On the basis of these properties of POS the hypothesis is proposed:

H6. Leader psychological capital is positively related to perceived organizational support.

POS is found also to be a mediator between organization and some other organizational behavior. Perceived organizational support mediates relationship between psychological contract breach and negative emotional attitude (Gurrero and Herrbach, 2008), OCB and employee performance (Bal et al., 2009; Suazo, 2009; Suazo and Stone-Romero, 2011; Turnley and Feldman, 2000) and organizational identification (Zagenczyk et al., 2011). Thus, the last hypothesis is:

H7. Perceived organizational support mediates the relationship of leader and follower psychological capital.

Hypotheses H4 and H7 assume indirect effect of leader psychological capital on follower psychological capital which is associated with the suppositions of positive impact of leader psychological capital on POS and authentic leadership and relationship between POS and authentic leadership with follower psychological capital.
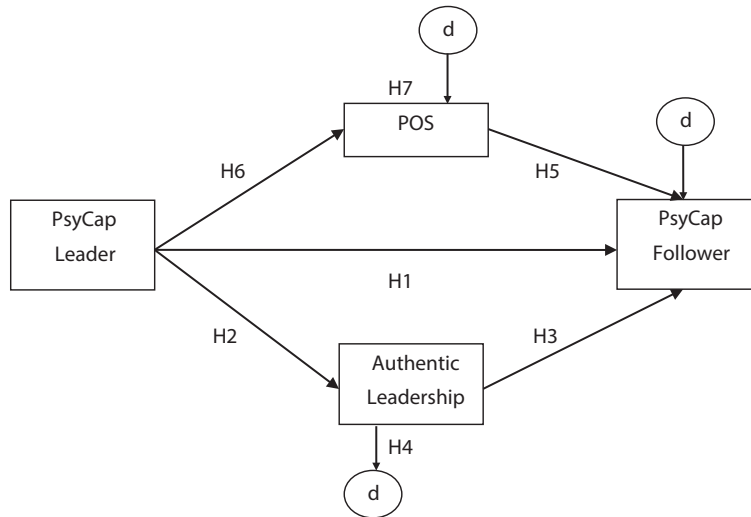

Figure 1. Proposed research model

3. The present study/methodology

Data Collection

To test the hypotheses a cross-sectional survey study was conducted using personal interview (CAPI) on a random sample of 406 enterprises. In each organization were conducted survey studies based on two dependent samples of senior manager (owner-manager or member of the board if possible) and the direct subordinate of that person. Sampling was random and the sample frame was the database of Polish enterprises employing from 50 to 1000 employees. Nature of researched relationships was the reason to exclude from the sampling small and very large enterprises and some of industries (in PKD – Polish Classification of Activity section A – farming, forestry, hunting and fishing, section B – Mining and extraction of natural resources, section E – water supply, sewage and waste management, recultivation, section O – public administration, national defense, obligatory social security, section Q – healthcare and social support, section T – households employing workers, households producing goods and serving services for their own needs, section U – exterritorial organizations and groups).

Enterprises in those sections run specific activities and that could distort the research results.

The respondents had to rate their leaders in terms of authentic leadership, rate their own perceived organizational support and both groups provided a self-report on measures of psychological capital.

All investigated variables were measured on questionnaires that have been widely applied so far in research with good reliability and validity. The items were rated on 7-point Likert scales from 1 ("not at all") to 7 ("frequently, if not always").

Measurement of authentic leadership. In this research was used Authentic Leadership Questionnaire (Walumbwa et al., 2008) covering the four factors of the construct: (1) self-awareness (e.g., "My supervisor knows when it is time to re-evaluate his or her positions on important issues"), (2) relational transparency (e.g., "My supervisor says exactly what he or she means"), (3) internalized moral perspective (e.g., "My supervisor makes difficult decisions based on high standards of ethical conduct"), and (4) balanced processing (e.g., "My supervisor listens carefully to different points of view before coming to conclusions"). Every factor was measured in four questions. The Cronbach alpha coefficients for the subscales of authentic leadership as used in this study were self-awareness ($\alpha = 0.795$), internalized moral perspective ($\alpha = 0.771$), balanced processing ($\alpha = 0.858$) and relational transparency ($\alpha = 0.828$).

Measurement of POS. A short version of the Survey of Perceived Organizational Support (SPOS) was used to assess POS (Eisenberger et al., 1986). The scale has 13 items. Cronbach's alpha coefficient for the POS scale was 0.78 in this study.

Measurement of PsyCap. Psychological capital was measured using the Psychological Capital Questionnaire (Luthans et al., 2007). Some sample items for each subscale include the following: (1) self-efficacy (e.g., "I feel confident analyzing a long-term problem so as to find a solution"), (2) hope (e.g., "There are lots of ways around any problem"). Every dimension was measured by 6 questions. The Cronbach alpha coefficients for the subscales of PsyCap as used in this study were hope ($\alpha = 0.873$ for leaders and $\alpha = 0.880$ for followers), self-efficacy ($\alpha = 0.911$ for leaders and $\alpha = 0.906$ for followers), resilience ($\alpha = 0.894$ for leaders and $\alpha = 0.913$ for followers) and optimism ($\alpha = 0.760$ for leaders and $\alpha = 0.780$ for followers).

To test the hypotheses the mediation modeling has been chosen. To further test the model the bias-corrected confidence was used level at 90%. To create and test the model were used structural equations modeling; calculations were performed using SPSS AMOS 25 software. Regression and relative weight analyses were conducted to examine the association of leader psychological capital and psychological capital of the follower and mediating effect of POS and authentic leadership.

4. Results

The skewness and kurtosis of measures involved in the constructs had values below one (values [.109, .117, .194, .979] for skewness and [-.672, -.528, -.472, .984] for kurtosis), providing support that the assumption of normal distribution was met for this sample, and therefore, no data transformations were necessary or utilized for the confirmatory factor analysis.

			Estimate	S.E.	C.R.	P
AL.foll	<---	PsyCap.lead	.682	.045	14.995	***
POS	<---	PsyCap.lead	.055	.044	1.246	.213
PsyCap.foll	<---	PsyCap.lead	.528	.038	13.757	***
PsyCap.foll	<---	POS	.196	.035	5.658	***
PsyCap.foll	<---	AL.foll	.314	.034	9.338	***

Table 1.
Regression weights

Regression weights presented in table 1 indicate that there is a statistical significant positive relationship between leader psychological capital and authentic leadership, psychological capital of leader and follower psychological capital. Weaker but still statistical significant relationship was found between authentic leadership and follower psychological capital and POS and follower psychological capital. Relationship of leader psychological capital and POS is not significant. After standardization we attain more precise data. As is presented in table 2 direct and the strongest effect in this research occurred among leader psychological capital and authentic leadership, fully supporting hypothesis H2. The second strongest direct effect is correlation observed between two main, independent and dependent, variables. As was found in previous research in other countries, leader resilience, self-efficacy, hope and optimism as a coherent factor has a positive, significant impact on follower psychological capital. That allows confirming hypothesis H1. The third, in terms of strength, direct effect has authentic leadership on follower psychological capital which provides support for the hypothesis H3. Finally, also hypothesis H5 is supported in this research because the relationship between POS and psychological capital of follower is significant. We cannot support hypothesis H6, there is no basis for confirming the link between leader psychological capital and POS. According to this result, leader psychological capital is useless in process of enhancing perceived organizational support and it cannot play the role of mediator in this research model, which means that there is no support for hypothesis H7.

	PsyCap.lead	AL.foll	POS
AL.foll	.597	.000	.000
POS	.062	.000	.000
PsyCap.foll	.512	.347	.169

Table 2.
Standardized Direct Effects

Regarding mediation model we need to analysis standardized indirect effects which are placed in table 3. In this research was assumed that the relationship between leader and employee psychological capital is mediated by POS and authentic leadership. The indirect effect on follower psychological capital exists, but in this model, is weaker than direct effect, covered in H1. Results indicate partial mediation of authentic leadership, so there is a partial support for hypothesis H4.

Table 3. Results of Mediation Analysis. Standardized Indirect Effects

	PsyCap.lead	AL.foll	POS
AL.foll	.000	.000	.000
POS	.000	.000	.000
PsyCap.foll	.218	.000	.000

5. Conclusions

The present study was designed to determine the direct as well as indirect effects of leader's psychological capital on follower's psychological capital. Perceived organizational support and then authentic leadership were incorporated to explore their meditational effect on the relationship between psychological capital of a leader and follower. Participants assessed their psychological capital and followers were also asked to rate their perceived organizational support. Furthermore, the employees were asked to evaluate their superiors in terms of being authentic leader. There was found support for the main relationship, direct link between leader psychological capital and follower psychological capital in organizations operating in Poland, which is consistent with research from others countries. Leader is a role model for followers who incorporate his attitudes toward work, organization and other employees by observing his behavior. Leader resources enhance resources of the followers. Having hope, being self-efficient, optimistic assessing the future and bouncing back from crisis, leader gives an example how to interpret the circumstances and how to deal witch obstacles. Employees are encouraged to have hope, be optimistic, self-efficient and try again after failure when they have the positive guide to follow. The scope of the research was to find the answer for the question whether the mediator in this relationship is POS or authentic leadership or maybe both. Authentic leadership partially is the answer of what constitutes the impact of leader psychological capital on follower PsyCap. Authentic leadership creates conditions for increase of employee psychological capital as a reflection of leaders' PsyCap. Leader hope, self-efficacy, optimism and resilience help leaders to understand himself and his influence for the followers better; it helps present his authentic self to followers, be more balanced in decisions making and have internalized moral perspective. The relationship between leaders' psychological capital and authentic leadership

is very strong. Majority of existing research leads to conclusion that authentic leadership is a predictor of psychological capital. It seems that the connection is reversible and there may be some common for both factors wider conjunction. The nature of described correlation is worth further investigation.

Another confirmed here relationship is between authentic leadership and follower psychological capital. The supervisor's self-awareness, being more transparent, expressing thoughts and feelings and being faithful to own values help to breed followers' psychological capital. It may be because authentic leaders build more authentic, positive, trusting relations with their followers and therefore influence followers' attitudes and behaviors (Wang et al., 2014). Psychological capital doesn't stimulate perception of organizational support. It stays on the contrary with the assumption made in this research. The explanation found is that psychological capital doesn't reflect so much on the attitude to employees but more strategy in case of problems. According to the social exchange theory, perception of the level of organizational support is the result of the trade between organization and employee it may be also the explanation of the weak bond between leader PsyCap and POS. PsyCap as a personal resource is not a resource in exchange with employee, but maybe some outcomes of leader PsyCap, exposed in their behavior and attitude towards employees would be. And yet that would be different variables than leaders' PsyCap, and that should be considered in future studies.

On the other hand POS stays in the relationship with follower psychological capital, so by giving employee support, taking care of his well-being organization helps to develop employee ability to be more positive and deal with challenges with more optimism, hope, be more self-efficient and resilience in case of failure. According to the results of this research the impact of the authentic leadership on follower psychological capital is over twice strong as POS's. This study provides some insight regarding psychological capital, but there is much still missing. Results indicate that the relationship between leader and follower psychological capital may have others mediators coming from organization and/or from individuals. We still know not enough about what enhances leader psychological capital, more data in this area may benefit practice; it would let to more adjust HRD strategy. Results from this study highlight the value of leader positivity, importance of hope, efficacy, resilience, and optimism to authentic leadership and for employees' outcomes like follower psychological capital. Furthermore, the work presented in this article provides some additional insight into relationship between PsyCap and authentic leadership which allows recommending systematic training and development programs covering leaders' psychological capital. Such development should focus on hope, efficacy, resilience, and optimism. Previous research has shown that psychological capital could be increased through training interventions (Luthans et al., 2010), as series of exercises dedicated development

to each of the four dimensions of psychological capital. Work with executives, would be also efficient thanks to form of coaching or mentoring.

The study presented in this article has more limitations to be mentioned. First of all design of this study is cross-sectional which limits inferences regarding causality. It would provide more insight into processes involved in the suggested relationship if research was experimental or had time-lagged design. Another is that PsyCap is analyzed as a one coherent factor. Future studies should consider interpreting hope, efficacy, resilience, and optimism as separate but related factors, in order to have more accurate assessment of psychological capital implications. The same case is with authentic leadership. If we look into every dimension separately, we may find some additional view. Further limitation may be caused by that several leadership styles (e.g., transformational or ethical leadership) show overlapping characteristics with authentic leadership (Gardner et al., 2011), so also leadership styles may impact followers' perceptions of leaders' features and follower PsyCap. The meaning of leadership style for investigated in this model relationships requires further empirical testing. In future research described here model should also be extended from individual leader–follower relationships to team and organizational levels. It is possible that a general climate, for instance climate of authenticity, can spread in organizations (Hannah et al., 2011) and influences employees perception of leader, norms of management and expectances of level of support. This study focuses only on positive outcomes of leader psychological capital in leader-member relations, future research may reveal that leader psychological capital is related to negative employee outcomes like, for instance, job burnout. To understand better the importance of psychological capital further research should reflect on the relationship of leader psychological capital with both-positive and negative employee attitudes and behavior. The psychological capital literature has paid relatively little attention to the underlying foundation and psychological mechanisms through which psychological capital supports employees. This research goes a little bit beyond earlier studies of psychological capital and helps understand conditions of the influence of leaders' psychological capital on employee PsyCap.

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