Leader-Follower Congruence in Psychological Capital: Effects on LMX and Turnover Intention

Purpose: Prior studies have consistently shown that leader psychological capital is beneficial for leader-member exchange (LMX) and followers’ outcomes. In this study, we challenge this consensus; we propose that a leader with high-level psychological capital may decrease LMX and promote followers’ turnover intention when encountering a follower with low-level psychological capital. Only congruent psychological capital in leader-follower dyads increases LMX and decreases turnover intention.

Design/methodology/approach: A two-wave survey was designed to collect data from a sample of 207 leader-follower dyads in the service industries of China. Polynomial regression combined with the response surface analysis was used to test our hypotheses.

Findings: a) LMX increased when the levels of psychological capital between leaders and followers were congruent, but LMX suffered when they were not congruent (e.g., leaders’ psychological capital was higher than followers’ or otherwise); b) in the conditions of psychological capital congruence, LMX was higher when a leader’s and a follower’s psychological capital were both high than low; c) LMX mediated the relationship between psychological capital congruence and followers’ turnover intention.

Originality/value: These findings provide a novel perspective for our understanding of the function of psychological capital and its implications for turnover management.

Keywords: Psychological capital; Leader-member exchange; Similarity-attraction theory; Turnover intention; Leader-follower congruence.
Introduction

Since the movement of positive organizational scholarship (Cameron and Dutton, 2003), psychological capital has gained sustainable attention from both scholars and practitioners. Psychological capital depicts individuals’ psychological state consisting of four intertwined positive psychological resources, namely, self-efficacy, hope, optimism, and resilience (Luthans et al., 2006). There seems to be a consensus that leaders with high psychological capital are resourceful, and lead and inspire their followers to overcome difficulties (Kong et al., 2018). Leader psychological capital is thus widely recognized as one core element of positive leadership characteristics that energize followers to achieve positive outcomes, such as higher work engagement and better performance (Chen, 2015; Xu et al., 2017; Rego et al., 2019).

A core underlying mechanism linking leader psychological capital to positive follower outcomes is through leader-member exchange (LMX, Story et al., 2013). Prior studies have mainly focused on the leader’s psychological capital on LMX (Story et al., 2013; Chen et al., 2019; Li et al., 2020), while neglecting that of the followers. As LMX is about the social interaction between leaders and followers (Anand et al., 2011), the quality of LMX can be shaped by both leaders’ and followers’ psychological capital rather than the leaders’ psychological capital alone. Thus, merely focusing on LMX from the perspective of the leader’s psychological capital may lead to a partial or biased understanding (Wang et al., 2022).

To address this issue, we draw on the similarity-attraction theory (Byrne, 1997) to infer that psychological capital congruence will promote the quality of LMX, while
incongruence will decrease LMX. The basic tenet of the similarity-attraction theory suggests that followers are more attracted to leaders who share similar characteristics with them; consequently, they become more committed and loyal to their leaders (Sung et al., 2020). Thus, leader-follower congruence could not only shape LMX (proximal outcome) but also a distal outcome such as turnover intention (Chen et al., 2016; Biermeier-Hanson et al., 2020). For the sustainable development of organizations, it is critical to combat employees’ turnover intention and effective management of leaders’ and followers’ psychological capital is the key (Gom et al., 2021). In addition, while psychological capital can be viewed as personal resources (Avey et al., 2009), LMX can be utilized as job resources for employees to reduce turnover intention (Bauer et al., 2006).

The objective of this study thus is to examine how the various scenarios of congruence and incongruence of leader-follower in psychological capital influence LMX, and their subsequent impacts on employee turnover intention. Empirical data were collected through a two-wave survey from a sample of 207 leader-follower dyads to test our hypotheses. By doing so, this study contributes to the literature by introducing a new perspective of leader-follower psychological capital congruence. The extant literature largely emphasizes the function of leader psychological capital (Rego et al., 2019; Story et al., 2013), and followers are regarded as recipients of the leader’s positive influence. This study challenges this consensus by showing that a leader with high-level psychological capital may not lead to positive outcomes; it is the match of leaders’ and followers’ psychological capital (i.e., congruence) that brings beneficial
outcomes. The findings of this study provide insights into managing and developing training programs for improving the congruence level of leaders’ and followers’ psychological capital.

Theory and Hypotheses

Leader-follower congruence in psychological capital and LMX

The traditional view of LMX believes that leaders play a dominant role in determining the quality of LMX. They can proactively assign certain roles to followers and differentiate the followers as in-group members or out-group members (Dienesch and Liden, 1986). Unlike the traditional view, some researchers argue that followers’ characteristics could also be the determinants of LMX, such as followers’ competence, personality, and reactions to leaders’ role assignments (Xu et al., 2019; Dulebohn et al., 2012). In addition to these leader-centered or follower-centered views that examine how leaders or followers shape LMX separately, a more balanced view has emerged recently. Such a view proposes that leader-follower similarities contribute to the development of the LMX relationship (Zhang et al., 2012; Coyle and Foti, 2022). Following this logic, this study focuses on the joint role of leaders’ and followers’ psychological capital in shaping LMX. This endeavor is based on the similarity-attraction theory (Byrne, 1997).

The similarity-attraction theory argues that similar characteristics/attitudes shared by dyads could generate interpersonal attraction (Byrne, 1997) because similarities a) satisfy dyadic counterparts’ need for consistent views and b) meet each other’s behavioral expectations. On the one hand, individuals have a fundamental
need for a logical and consistent view of the world (reference). To satisfy this need, individuals are attracted to those who validate their views and reinforce the logic and consistency in their minds (Montoya and Horton, 2013; Coyle and Foti, 2022). On the other hand, behavioral expectation serves as an alternative explanation for similarity attraction. Similar dyads can easily anticipate each other’s behavioral tendencies; this will smooth interpersonal communication and engender interpersonal attraction (Sears and Holmval, 2010). In line with the similarity-attraction paradigm, scholars have found that leader-follower similarity in psychological characteristics predicts LMX (Tsai et al., 2017; Zhang et al., 2012).

Individuals with a high level of psychological capital embrace positive views and have strong motivations for goal pursuit, including recognizing paths for achieving those goals (hope), believing they can successfully reach the goals (self-efficacy, optimism), and recovering from inevitable setbacks of goal pursuit (resilience) (Luthans et al., 2007). The congruence between a leader’s and a follower’s psychological capital indicates that both parties validate each other’s views about goal setting (point #1) and anticipate each other’s strong motivations for goal achievement (point #2).

First, leader-follower psychological capital congruence reflects that they share similar views on goal setting. Specifically, leaders with high-level psychological capital will be more self-efficacious and optimistic about setting challenging goals for the team (Hannah and Luthans, 2008; Carter et al., 2019); followers with high-level psychological capital will embrace such positive views and validate their leaders’
views on goal setting (Wolfram and Mohr, 2009). Such followers who constantly validate leaders’ views will be more attractive to leaders and thus reap the benefits of high-quality LMX (Chen et al., 2016). Second, psychological capital congruence in dyads indicates that both parties share similar behavior tendencies during the goal pursuing process, which makes each other’s future behavior predictable and thus smooths the dyadic interaction. Leaders with high-level psychological capital usually have an active motivation for goal achievement (Datu et al., 2018) (even under stressful and tough times). These are followers with a high level of psychological capital. In such a case, the followers could behave in a way that aligned with their leaders' behavioral expectations, which could satisfy the leaders and contribute to the development of LMX.

In contrast, leader-follower incongruence in psychological capital, indicating leaders and followers hold different views on goal setting and behave in different directions during goal chasing, is detrimental to LMX. For example, when a leader with high psychological capital encounters a follower with low psychological capital, challenging goals set by the leaders might be overwhelming for such followers (Parent-Rocheleau et al., 2021). Under this condition, followers may find it hard to validate their leaders’ views on goal setting and fail to meet leaders’ expectations, which ultimately hinders the development of LMX. Moreover, followers with low psychological capital are not thrilled to pursue their work goals and tend to withdraw when facing setbacks. This case means that followers with low-level psychological capital cannot behave in the same way as leaders with high-level psychological capital
during goal pursuit. As such, followers with low-level psychological capital may be negatively evaluated by their leaders with high-level psychological capital, which, in turn, leads to low-quality LMX.

In summary, we propose that leaders with high-level psychological capital do not always promote LMX, especially when they encounter followers with low-level psychological capital. The congruence in leader-follower psychological capital increases the development of LMX. Thus, we hypothesize the following:

\[ H1: \] The higher the congruence between a leader’s and a follower’s psychological capital, the higher the LMX.

**Specific congruence scenarios of psychological capital and their implications for LMX**

Leaders and followers can be congruent at either a high or a low level of psychological capital. There are four scenarios based on the level of psychological capital possessed by leaders and followers (as shown in Figure 1): high-high, low-low, high-low, and low-high. The former two scenarios fall into the category of congruence, and the latter two fall into that of incongruence.

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Insert Figure 1 about here

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We assume that LMX increases with the rise of both leaders’ and followers’ psychological capital and is maximized in the condition of the high-high congruence scenario. This is because LMX in the high-high congruence condition benefits not
only from similarity attraction but also from high-level psychological capital. In a high-high situation, high psychological capital helps to promote personal growth and provides positive resources during goal pursuit (Luthans et al., 2007). Followers with high psychological capital are more capable and resourceful to fulfill leaders' expectations and consequently build a high-quality relationship with leaders. Leaders, when they are fueled with high psychological capital, can positively inspire their followers and set a positive role model for them, which could also enhance the LMX relationship (Story et al., 2013; Chen et al., 2019).

In contrast, in the low-low congruence condition, although the dyads have the benefits of similarity attraction, the benefits may be undermined due to the decreased level of psychological capital. Specifically, in such a condition, both leaders and followers hold negative appraisals of goal achievement and are pessimistic about the future of the team (Luthans et al., 2007), which makes leaders and followers unsatisfied with their working conditions (Bunjak et al., 2019). As a result, they have little motivation to engage in relationship development with their working counterparts (Volmer et al., 2011). Therefore, the development of LMX becomes weaker in a low-low congruence scenario than in a high-high congruence scenario.

H2. LMX is higher when followers and leaders are aligned at a high level of psychological capital than when they are at a low level.

The mediating role of LMX

LMX reflects the social exchange process between a leader and a follower. In such an exchange process, followers who have a high-quality LMX will gain tangible (e.g., a
rise in wages and career) or intangible benefits (e.g., emotional support and trust). These benefits are calculative and affective forces that, respectively motivate followers to stay with the organization (Maertz Jr and Griffeth, 2004). However, followers in low LMX often feel that they cannot gain similar amounts of benefits compared to those in high LMX. This will provoke followers’ negative affective responses toward leaders, which will work as affective forces motivating followers to leave the organization (Maertz Jr and Griffeth, 2004). This negative relationship has been documented in the previous literature (Wilhelm et al., 1993) and has gained empirical support (Gerstner and Day, 1997; Wu et al., 2021, in press).

As posited by H1 and H2, leader-follower congruence in psychological capital exerts an effect on LMX. Integrating these hypotheses with the “LMX—turnover intention” relation, we further propose a mediation model wherein LMX carries the congruence effect of leader-follower psychological capital on followers’ turnover intention. Thus, we hypothesize the following:

**H3.** LMX mediates the effect of leader-follower congruence in psychological capital on follower turnover intention.

The theoretical research model is shown in Figure 2.

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**Method**

*Participants and procedure*
We collected two-wave data from six companies in the service industries located in southeastern China. We first contacted the HR managers in the companies and explained the purpose of the present study. With their support, we started to recruit leader-follower dyads to complete our surveys. All the participants were informed of the voluntary nature of their participation. To protect their identities, we created a unique number for each participant (including both leaders and followers), which was then used to match a leader’s and a follower’s data. At time 1, we surveyed 283 leader-follower dyads, measuring their psychological capital and demographic information. During the data collection procedure, 26 out of 283 followers did not fill in the identifying number, which ultimately led to the failure of matching their data with that of their leaders. Thus, we obtained 257 usable matched responses. Two months later (at time 2), we sent a new survey measuring LMX and turnover intention to the followers who had finished time 1 surveys and received 207 usable responses.

Among those in the follower role, 40.60% were male, 53.60% had a bachelor’s degree, and 5.80% had a graduate degree. They were 29.91 years old (ranging from 20 to 45, SD = 5.43) on average and had worked with their current leader for an average of 2.69 years (ranging from 1 to 4, SD = 1.07). Among those in the leader role, 56.50% were male, 59.90% had a bachelor’s degree, and 11.60% had a graduate degree. The mean age was 36.03 years (ranging from 24 to 51, SD = 7.99).

**Measures**

Following Brislin’s (1983) recommended procedure, we translated the original measures (in English) into Chinese. All the measures were rated on a five-point scale
ranging from 1 (strongly disagree) to 5 (strongly agree).

We measured both leaders’ ($\alpha = .92$) and followers’ psychological capital ($\alpha = .90$) using the 24-item questionnaire developed by Luthans et al. (2007). We measured LMX ($\alpha = .93$) using the LMX-7 scale (e.g., My supervisor understands my job problems and needs) developed by Graen and Uhl-Bien (1995). We measured turnover intention ($\alpha = .87$) using the 4-item scale (e.g., I often think of quitting my present job) developed by Farh et al. (1998).

Following Zhang et al. (2012), we controlled the leader-follower differences in gender, age, and education, as well as the dyadic tenure. The gender difference was encoded as a dummy variable ($0 =$ same gender, $1=$ different gender), but the difference in age or education was operationalized as an absolute difference score within a dyad.

**Analytic approach**

We examined the congruence/incongruence effect using polynomial regression combined with the response surface analysis (Edwards and Parry, 1993). In polynomial regression, LMX was regressed on the control variables as well as the five polynomial terms — leader psychological capital, follower psychological capital, leader psychological capital squared, leader psychological capital × follower psychological capital, and follower psychological capital squared. In other words, we estimated the following equation (with all the control variables omitted in the presentation):

$$M = b_0 + b_1L + b_2F + b_3L^2 + b_4(LF) + b_5F^2 + e$$  \hspace{1cm} (1)

where $M$ stands for the mediator variable (i.e., LMX) and $L$ and $F$ respectively for
leader psychological capital and follower psychological capital. Based on the regression coefficients estimated by equation (1), we plotted the three-dimensional response surface where $F$ and $L$ were plotted on the perpendicular horizontal axes, and $M$ was plotted on the vertical axis (Edwards and Parry, 1993).

**Hypothesis 1 testing.** First, the curvature along the incongruence line (the line where $L = -F$ and calculated as $b3 - b4 + b5$) should be significant and negative, that is, the surface along the incongruence line should have an inverted U-shape.

**Hypothesis 2 testing.** We expected a significant and positive slope of the congruence line (calculated as $b1 + b2$), which would indicate that LMX was higher when the leader and follower were congruent at a high versus low level of psychological capital.

**Hypothesis 3 testing.** We adopted the block variable approach recommended by Edwards and Cable (2009). We first generated a block variable by multiplying the raw data with the regression coefficients estimated using Equation (1) and then treated it as an independent variable in the mediation model. We also estimated the 95% confidence intervals (95% CI) for the mediating effects.

**Results**

**Preliminary results**

As shown in Table 1, leaders’ psychological capital was positively related to LMX ($r = .30, p < .001$) and negatively related to turnover intention ($r = -.19, p < .01$). Followers’ psychological capital was positively related to LMX ($r = .42, p < .001$). Moreover, LMX was negatively related to turnover intention ($r = -.23, p < .001$).
Common method variance analysis

Although we collected the data at two separate time points, some variables were still self-reported by followers (e.g., psychological capital, LMX, turnover intention), and it was necessary to check whether common method bias exists. Therefore, we utilized two procedures to ensure that common method bias was not a serious concern (Podsakoff et al., 2003). First, we performed Harman’s single-factor test (Harman, 1976) for those variables reported by the followers. The results showed that the highest value among the factors that accounted for the variance in the data was 10.42% (less than 50%), which suggests that common method variance is not a concern. Second, we also used a partial correlation procedure described by Podsakoff et al. (2003) to partial out a general method factor, which is the first unrotated factor generated from the exploratory factor analysis of the self-reported items. If the partial correlations between those relevant variables remain significant, then the observed relationships are less likely to be contaminated by common method variance. The partial correlation results shared the same pattern of significance as the results reported in Table 1, which suggests that common method variance is not a significant problem.

Confirmatory factor analysis

As presented in Table 2, the results of confirmatory factor analyses showed that the model that distinguishes all the research variables (e.g., the three-factor models) has a better model fit than any of those models combined some research variables, e.g., two-
(Δχ²s ≥ 249.68, Δdfs = 2, Δps < .001) and single-factor models (Δχ²s ≥ 674.90, Δdfs = 3, Δps < .001), indicating that the research variables (e.g., psychological capital, LMX and turnover) have satisfying discriminant validity from each other.

Hypothesis testing

Hypothesis 1 states that the congruence between a leader’s and a follower’s psychological capital is positively related to LMX. As shown in Table 3, the curvature along the incongruence line was significant and negative (curvature = −.24, p < .001). The three added second-order polynomial terms predicted significantly more variance of LMX (ΔR² = .04, p < .01). Moreover, the slope (0.95) of the first principal axis was not significantly different from 1 and the intercept (0.37) was not significantly different from 0. The surface in Figure 3 shows an inverted U-shape along the incongruence line, showing that LMX was higher when a leader’s and a follower’s psychological capital were congruent and that any deviation from the congruence line (i.e., moving to its left or right) would decrease LMX. Thus, Hypothesis 1 was supported.

Hypothesis 2 states that LMX is higher when a leader and a follower share a high versus low level of congruent psychological capital. Table 3 shows that the slope of the congruence line was positive (slope = .44, p < .001). When examining the surface presented in Figure 3, we found that LMX at the rear corner (where leader psychological capital = follower psychological capital = 2) was higher than that at the
front corner (where leader psychological capital = follower psychological capital = –2). Hence, Hypothesis 2 was supported.

Hypothesis 2 was supported.

Hypothesis 2 was supported.

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Table 4 presents the results supporting Hypothesis 3, which predicts the mediation effect of LMX for the relationship between leader-follower (in)congruence in psychological capital and turnover intention. The block variable of the leader-follower (in)congruence in psychological capital was positively related to LMX ($b = .99, p < .001$), and in turn, LMX was negatively related to turnover intention ($b = -.27, p < .01$). The mediation effect of LMX was significant (mediation effect = -.27, 95% CI = -.45, -.09).

Discussion

This study investigates how the congruence of leader-follower psychological capital affects LMX and subsequently follower turnover intention. Our results showed that congruence rather than incongruence in psychological capital promotes the development of LMX. Under the congruence scenario (high-high versus low-low), leaders and followers develop more satisfying LMX when their psychological capital
aligns at a high level than at a low level. Leader-follower psychological capital congruence inhibits followers’ turnover intention via the development of LMX.

**Theoretical implications**

The study makes several theoretical contributions by offering new insights into the literature on psychological capital, LMX, and turnover intention.

First, the study extends the literature on psychological capital by introducing the congruence approach to the field of employee relations. Previous studies on psychological capital have been conducted from a single-sided perspective, showing that followers’ and leaders’ psychological capital are separately beneficial for cultivating positive outcomes (Avey et al., 2009; Avey et al., 2011; Rego et al., 2019). There is a consensus that psychological capital is beneficial. However, by applying the leader-follower congruence approach, this study shows that the benefits of psychological capital are spoiled when the leader and follower do not share similar levels of positivity. In particular, leader-follower psychological capital incongruence could cause a detrimental effect on LMX and lead to high turnover intention. These results corroborate the previously neglected assumption on potential pitfalls of psychological capital (Luthans and Youssef-Morgan, 2017) and challenge the consensus that psychological capital is always positive. The beneficial effect of psychological capital occurs only in the high-high congruence condition, which produces higher LMX (compared to the low-low condition); thus, the study adds a new understanding of the relationship between psychological capital and LMX (Story et al., 2013).
Second, we provide more fine-grained insights into the integration of psychological capital and LMX theory. Previous studies have typically emphasized the one-way influence that leaders’ psychological capital exerts on LMX. However, our study indicates that followers’ psychological capital may adversely affect leader-follower relationship development. Considering the relational attributes of LMX as well as the nuanced role of followers in constructing the leader-follower relationship (Uhl-Bien et al., 2014; Xu et al., 2019), the approach of leader-follower congruence is fundamentally valuable for advancing our understanding of the integration of psychological capital and LMX theory. Our results showed that follower psychological capital is also important in determining LMX, which is in line with the finding of a previous study that followers’ psychological capital would inversely affect the leadership process (Haar et al., 2014).

Third, the study offers a novel understanding of the antecedents of turnover intention. Previous studies treated LMX as a valuable social resource for combating turnover intention (Harris et al., 2008), and our study shows that dyadic psychological capital congruence might exert a distal effect on turnover intention via LMX. Unlike previous studies that separately emphasize personal resources (psychological capital) or social resources (LMX) for motivating employee staying (Avey et al., 2009; Harris et al., 2008), our result revealed that when a follower with high psychological capital encounters a leader with low psychological capital, the mitigating effect of psychological capital on turnover intention will be jeopardized via reduced LMX. This phenomenon indicates that personal resources do not take effect in a social
vacuum (Halbesleben et al., 2014), and low LMX resulting from leader-follower psychological capital incongruence will block followers' access to LMX resources and lead to high turnover intention.

**Practical implications**

The findings of this study on the congruence of leader-follower psychological capital, LMX, and turnover intention offer several suggestions for employee relations management practices. Given that incongruent psychological capital between the dyads will cause a negative impact on the LMX relationship, organizations may implement two approaches to prevent such an unsatisfying situation. First, the organization may try to arrange followers to work with leaders who share similar levels of psychological capital with them. Second, given that psychological capital is open to development, organizations can also monitor the psychological capital training process and ensure that leaders and followers are marching to the same beat on psychological capital development. Moreover, as we find that dyadic psychological capital incongruence will lead to higher turnover intention by decreasing LMX, to prevent potential human capital loss, we encourage the organization to put more effort into building harmonious leader-follower relationships when carrying out the psychological capital training process.

The finding that leaders’ and followers’ high-high psychological capital is positively related to LMX suggests that organizations should continue to advocate the usefulness of psychological capital and invest in resources to cultivate high-level psychological capital. Specifically, organizations can design particular intervention
tools to develop employees’ hope, self-efficacy, resilience, and optimism. For example, organizations can refine employees’ goal setting or arrange detailed pathways for goal chasing to cultivate hopeful employees; increase employees’ self-efficacy through persuasion, positive feedback, and setting positive role models; offer more supporting assets to help employees to bounce back from failure and become more resilient; teach employees to interpret or attribute events positively and become more optimistic about the future (Luthans and Youssef-Morgan, 2017).

**Limitations and future research**

This study has some limitations, and future research is recommended. First, as a psychological state, psychological capital may fluctuate through the development intervention, and the leader-follower congruence of psychological capital may, therefore, be unstable. The use of cross-sectional data in this study makes it difficult to conclude causal relationships; thus, a longitudinal perspective is highly recommended for future research on psychological capital. Second, our study is conducted in China, wherein informal relationships such as guanxi are strongly correlated with leader-follower congruence (Zhang et al., 2017); therefore, in addition to the LMX relationship, future studies may consider testing the mediating effect of guanxi between dyadic psychological capital congruence and turnover intention. Finally, we believe some individual differences might moderate the effect of leader-follower psychological capital congruence on LMX. For example, in the context of leader-follower psychological capital incongruence, when leaders or followers have high levels of uncertainty avoidance, they might be less tolerant of their working
counterparts’ different attitudes and unpredictable behaviors. Therefore, future studies can investigate whether leaders’ or followers’ uncertainty avoidance moderates the relationship between leader-follower psychological capital congruence and LMX.

**Conclusion**

Drawing on similarity-attraction theory, we tested the congruence effect of leader-follower psychological capital on LMX and turnover intention. The study shows that high-high psychological capital congruence exerts the strongest effect on turnover intention via LMX. Our results indicate that organizations could achieve successful turnover management and reap the benefit of psychological capital by matching leaders with followers according to their levels of psychological capital.
References


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Hannah, S. and Luthans, F. (2008), “A cognitive affective processing explanation of positive leadership: toward theoretical understanding of the role of


### TABLE 1. Means, Standard Deviations, and Correlations

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<tr>
<th>Variables</th>
<th>M</th>
<th>SD</th>
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<th>2</th>
<th>3</th>
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<td>1 Leader psychological capital</td>
<td>3.94</td>
<td>.52</td>
<td>( .92)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2 Follower psychological capital</td>
<td>3.71</td>
<td>.51</td>
<td>.27***</td>
<td>.90</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 LMX</td>
<td>3.42</td>
<td>.83</td>
<td>.30***</td>
<td>.42***</td>
<td>(.93)</td>
<td></td>
</tr>
<tr>
<td>4 Turnover intention</td>
<td>2.68</td>
<td>1.04</td>
<td>- .19**</td>
<td>- .01</td>
<td>- .23***</td>
<td>(.87)</td>
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</tbody>
</table>

Note. N = 207. *p < .05. **p < .01. ***p < .001.

### TABLE 2. Model Fit Results for Confirmatory Factor Analyses

<table>
<thead>
<tr>
<th>Model</th>
<th>$\chi^2$</th>
<th>df</th>
<th>$\Delta\chi^2(\Delta df)$</th>
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<th>SRMR</th>
<th>CFI</th>
<th>TLI</th>
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<tr>
<td>F-PsyCap; LMX; TI</td>
<td>204.04</td>
<td>87</td>
<td></td>
<td>.08</td>
<td>.05</td>
<td>.94</td>
<td>.93</td>
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<td>F-PsyCap+LMX; TI</td>
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<td>89</td>
<td>249.68(2)</td>
<td>.14</td>
<td>.11</td>
<td>.80</td>
<td>.77</td>
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<td>F-PsyCap; LMX+TI</td>
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<td>89</td>
<td>425.14(2)</td>
<td>.17</td>
<td>.14</td>
<td>.71</td>
<td>.66</td>
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<tr>
<td>F-PsyCap+LMX+TI</td>
<td>878.94</td>
<td>90</td>
<td>674.90(2)</td>
<td>.21</td>
<td>.17</td>
<td>.58</td>
<td>.51</td>
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<td>L-PsyCap; LMX; TI</td>
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<td>87</td>
<td></td>
<td>.07</td>
<td>.05</td>
<td>.95</td>
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<tr>
<td>L-PsyCap+LMX; TI</td>
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<td>89</td>
<td>501.12(2)</td>
<td>.18</td>
<td>.15</td>
<td>.71</td>
<td>.66</td>
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<tr>
<td>L-PsyCap; LMX+TI</td>
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<td>L-PsyCap+LMX+TI</td>
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<td>90</td>
<td>924.21(3)</td>
<td>.23</td>
<td>.19</td>
<td>.51</td>
<td>.43</td>
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Note. N = 207. PsyCap = psychological capital.
### TABLE 3. Results of Polynomial Regressions

<table>
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<tr>
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<th>LMX</th>
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<th>Model 2</th>
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<td></td>
<td></td>
<td></td>
<td>$b$</td>
<td>$(SE)$</td>
<td>$b$</td>
<td>$(SE)$</td>
</tr>
<tr>
<td>Constant</td>
<td></td>
<td></td>
<td>3.81***</td>
<td>(.15)</td>
<td>3.82***</td>
<td>(.16)</td>
</tr>
<tr>
<td><strong>Control variable</strong></td>
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<tr>
<td>Gender different</td>
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<td></td>
<td>-.00</td>
<td>(.10)</td>
<td>-.02</td>
<td>(.10)</td>
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<tr>
<td>Age different</td>
<td></td>
<td></td>
<td>.01</td>
<td>(.01)</td>
<td>.01</td>
<td>(.01)</td>
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<tr>
<td>Education different</td>
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<td></td>
<td>.06</td>
<td>(.09)</td>
<td>.04</td>
<td>(.09)</td>
</tr>
<tr>
<td>Dyadic tenure</td>
<td></td>
<td></td>
<td>-.19</td>
<td>(.05)</td>
<td>-.19***</td>
<td>(.04)</td>
</tr>
<tr>
<td><strong>Five polynomial terms</strong></td>
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<tr>
<td>Leader PsyCap ($b_1$)</td>
<td></td>
<td></td>
<td>.16**</td>
<td>(.05)</td>
<td>.18***</td>
<td>(.05)</td>
</tr>
<tr>
<td>Follower PsyCap ($b_2$)</td>
<td></td>
<td></td>
<td>.32***</td>
<td>(.05)</td>
<td>.26***</td>
<td>(.05)</td>
</tr>
<tr>
<td>Leader PsyCap Squared ($b_3$)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-.02</td>
<td>(.04)</td>
</tr>
<tr>
<td>Leader × Follower PsyCap ($b_4$)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.19***</td>
<td>(.05)</td>
</tr>
<tr>
<td>Follower PsyCap Squared ($b_5$)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-.03</td>
<td>(.03)</td>
</tr>
<tr>
<td>$R^2$</td>
<td></td>
<td></td>
<td>.29</td>
<td></td>
<td>.33</td>
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<tr>
<td>$\Delta R^2$</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.04**</td>
<td></td>
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<tr>
<td>$F$</td>
<td></td>
<td></td>
<td>13.67***</td>
<td></td>
<td>11.03***</td>
<td></td>
</tr>
</tbody>
</table>

**Congruence line ($L = F$)**

Slope ($b_1+b_2$) | .44*** (.06)
Curvature ($b_3+b_4+b_5$) | .14 (.07)

**Incongruence line ($L = -F$)**

Slope ($b_1-b_2$) | -.08 (.09)
Curvature ($b_3-b_4+b_5$) | -.24*** (.07)

**Note.** $N = 207$. Unstandardized regression coefficients reported.

* $p < .05$; ** $p < .01$; *** $p < .001$. PsyCap=psychological capital.
### TABLE 4. Mediating Effects

<table>
<thead>
<tr>
<th>Model</th>
<th>First Stage</th>
<th>Second Stage</th>
<th>Mediation Effect (95% CI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Block $\rightarrow$ LMX $\rightarrow$ Turnover Intention</td>
<td>.99*** (.12)</td>
<td>-.27** (.09)</td>
<td>-.27 (-.45, -.09)</td>
</tr>
</tbody>
</table>

**Note.** N=207. Bootstrap n=10,000; standardized regression coefficients reported.

*p<0.05; ***p<0.001. Block=the block variable
<table>
<thead>
<tr>
<th>Follower Psychological Capital</th>
<th>Leader Psychological Capital</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td><strong>Congruence in psychological capital</strong></td>
<td>Leader Low - Follower Low</td>
<td><strong>Incongruence in psychological capital</strong></td>
</tr>
<tr>
<td><strong>High</strong></td>
<td><strong>Incongruence in psychological capital</strong></td>
<td>Leader Low - Follower High</td>
<td><strong>Congruence in psychological capital</strong></td>
</tr>
</tbody>
</table>

**Figure 1** The four different scenarios of (in) congruence in leader-follower psychological capital

**Figure 2** The theoretical research model
Figure 3 (In)congruence effect of leader-follower psychological capital on LMX

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