

**The Impact of Psychological Capital on Team  
Performance: The Moderating Role of Leadership  
Behavior in Advertising Agencies in Amman City**

تأثير رأس المال النفسي على أداء الفريق: الدور المعدل لسلوك القيادة في  
وكالات الإعلان في مدينة عمان

**Prepared by**

**Nesreen Tayseer Ayed**

**Supervised by**

**Dr. Abdallah Qasem Bataineh**

**Thesis Submitted in Partial Fulfillments of the Requirements for  
Master Degree in Management.**

**Management Department**

**Business Faculty**

**Middle East University**

**June, 2020**

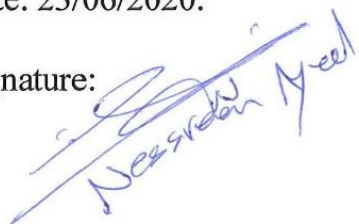
## Authorization

I am, Nesreen Taiseer Ayed, authorize Middle East University to provide libraries, organizations and individuals with copies of my thesis upon request.

Name: Nesreen Taiseer Ayed.

Date: 23/06/2020.

Signature:



Nesreen Ayed

## Thesis Committee Decision

This dissertation titled “The Impact of Psychological Capita; on Team Performance: The Moderating Role of Leadership Behavior in Advertising Agencies in Amman City”,

Has been defended and approved on Tuesday 23/6/2020:

Discussion committee Title and Signature:

<b>Discussion Committee</b>	<b>Title</b>	<b>University</b>	<b>Signature</b>
<b>Members</b>			
Dr. Abdullah Bataineh	Supervisor	Middle East University	
Dr. Sameer Al-Jabali	Internal Member	Middle East University	
Dr. Mohammad Al-zyood	External Member	Al-Ahliyya Amman University	

## **Acknowledgment**

I would like to take this opportunity to thank the faculty of Business administration at Middle East University, your investment in my education has provided me with invaluable insights that I will continue to draw from throughout my professional career.

Additionally, I would also like to thank Dr. Abdullah Bataineh, who's academic and personal mentorship has shaped my development and has inspired me to live life experientially.

And I would also like to thank the companies that provided their consent and permission to participate in this research and all the employees that took the time in their busy schedules to complete the questionnaires. Your assistance has been much appreciated.

## **Dedication**

Thanks God for the support, strength, power of mind, protection, skills and guidance in completing this challenge.

This study is whole heartedly dedicated to my beloved daughter, who has been my source of inspiration and gave me strength when I thought of giving up.

To my family who always provided support, to my life partner who provided moral and spiritual support.

To my friends who shared their words of advice and encouragement to finish this study.

Finally, I would like to thank myself on completing this study and bypassing all difficult circumstances, hoping that this study will add value to science and the business world.

## Table of Contents

Title .....	I
Authorization .....	II
Thesis Committee Decision .....	III
Acknowledgment .....	IV
Dedication .....	V
Table of Contents .....	VI
List of Tables .....	VIII
List of Figures .....	IX
English Abstract .....	X
Arabic Abstract .....	XI
Chapter One: Background.....	1
1.1 Introduction.....	2
1.2 Problem Statement .....	4
1.3 Study’s Objectives .....	5
1.4 Study’s Sgnificance .....	5
1.5 Study’s Questions and Hypotheses.....	6
1.5.1 Study’s Questions .....	6
1.5.2 Study’s Hypotheses.....	7
1.6 Study Model.....	9
1.7 Study’s Limits.....	10
1.8 Study’s Limitations .....	10
1.9 Conceptual and Operational Definitions.....	10
Chapter Two: Theoretical Framework and Previous Studies .....	14
2.1 Theoretical Framework.....	15
2.2 Previous Studies.....	36
Chapter Three: <u>Research</u> Methodology (Methods and Procedures) .....	47
3.1 Study Design.....	48
3.2 Study Population and sample.....	48
3.3 Data Collection Methods .....	49
3.4 Research Instrument.....	50

3.5 Statistical Methods.....	51
3.6 Validity and Reliability.....	615
3.6.1 Exploratory factor analysis (EFA).....	<b>Error! Bookmark not defined.</b> 5
3.6.2 Confirmatory factor analysis (CFA).....	60
3.6.3 Reliability.....	<b>Error! Bookmark not defined.</b> 6
Chapter Four: Study Results and Hypotheses test .....	677
4.1 Analyzing the Psychological Capital .....	68
4.1.1 Analysis the items of self-efficacy .....	69
4.1.2 Analysis the items of hope .....	70
4.1.3 Analysis the items of optimism .....	71
4.1.4 Analysis the items of resilience .....	72
4.2 Analyzing the Team performance .....	73
4.3 Analyzing the Leadership behavior .....	74
4.4 Testing the study hypotheses .....	76
4.4.1 The First Hypothesis Test .....	78
4.4.2 The Second Hypothesis Test .....	82
Chapter Five: Results' Discussion, Conclusion and Recommendations .....	855
5.1 Discussion the demographic and functional study variables.....	<b>Error! Bookmark not defined.</b> 6
5.2 Discussion the relative importance of the study variables.....	<b>Error! Bookmark not defined.</b> 8
5.3 Discussion of the result of the study hypotheses .....	92
5.4 Conclusion .....	<b>Error! Bookmark not defined.</b> 5
5.5 Recommendations and future research .....	<b>Error! Bookmark not defined.</b> 8
References.....	100
Appendicies.....	<b>Error! Bookmark not defined.</b> 6

### List of Tables

No	Table name	Page
(3.1)	Describing the sample's personal and demographic variables	52
(3.2)	EFA analysis for the items representing each dimension of the Independent Variable (Psychological Capital)	56
(3.3)	EFA analysis for the items representing the Dependent Variable (Team Performance)	58
(3.4)	EFA analysis for the items representing the Moderator Variable (Leadership Behavior)	59
(3.5)	Matrix of correlation between dimensions	61
(3.6)	Indicators of perfect fit of the independent variables dimensions	61
(3.7)	Indicators of complete alignment of the study tool with its dimensions	63
(3.8)	Reliability analysis (Cronbach's Alpha) results for all study variables	66
(4.1)	Means for the dimensions of Psychological Capital	68
(4.2)	Means, standard deviations, t-value and sig for the items of Self-efficacy	69
(4.3)	Means, standard deviations, t-value and sig for the items of Hope	70
(4.4)	Means, standard deviations, t-value and sig for the items of Optimism	71
(4.5)	Means, standard deviations, t-value and sig for the items of Resilience	72
(4.6)	Means, standard deviations, t-value and sig for the Team Performance	73
(4.7)	Means, standard deviations, t-value and sig for the Leadership Behavior	74
(4.8)	The suitability of study data to test hypotheses analysis using VIF test	75
(4.9)	Normal distribution of study variables	75
(4.10)	Simple Linear Regressions Analysis for testing the impact of Psychological Capital on Team Performance	76
(4.11)	Simple Linear Regressions Analysis for testing the impact of Self-efficacy on Team Performance	77
(4.12)	Simple Linear Regressions Analysis for testing the impact of Hope on Team Performance	78
(4.13)	Simple Linear Regressions Analysis for testing the impact of Optimism on Team Performance	79
(4.14)	Simple Linear Regressions Analysis for testing the impact of resilience on Team Performance	80
(4.15)	Results of hierarchical multiple regression analysis to show the impact of psychological capital on team performance in existence of leadership behavior	82



**List of Figures**

<b>No</b>	<b>Content</b>	<b>Page</b>
(1.1)	Study model	9
(2.1)	Expanding capital for competitive advantage	16
(3.1)	Data collection sources	50
(3.2)	Regression model for independent dimensions and its coefficients	63
(3.3)	Regression model for variable dimensions and its coefficients	65

# **The Impact of Psychological Capital on Team Performance: The Moderating Role of Leadership Behavior in Advertising Agencies in Amman City**

**Prepared by: Nesreen Tayseer Ayed**

**Supervised by: Dr. Abdallah Qasem Bataineh**

## **Abstract**

This study aimed to identify the impact of Psychological capital on team performance at Advertising agencies operating in Amman city through: determine the impact of Psychological capital and its dimensions (self-efficacy, hope, optimism, resilience) on team performance and studying the moderating role of leadership behavior on the relationship between the Psychological capital and team performance, to achieve the goals of this study, the researcher relied on descriptive and analytical approach.

The study dealt with thirteen advertising agency, where population consisted of all employees working in the advertising agencies operating in Jordan-Amman City, a convenience sample was chosen from the employees of these agencies.

Moreover, the questionnaire was study's main tool for collecting data; (250) questionnaires were distributed, (207) answers were retrieved and the valid questionnaire for analysis was (189). Analyzing data was conducted using a set of statistical methods including Cronbach's alpha along with a normality test, standard deviation, exploratory factor analysis, confirmatory factor analysis, simple linear regression, interactive hierarchical regression and process procedures method using (SPSS-V20) and (AMOS-V23).

The study reached a set of results, the most important of which are:

- 1- There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for Psychological capital dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies operating in Amman city.
- 2- There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for leadership behavior in improving the impact of Psychological capital dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies operating in Amman city.

The study recommended the following:

- 1- The need to continue to enhance the dimensions of Psychological Capital, through advertising agencies by understanding the importance of Psychological Capital dimensions to increase efficiency and effectiveness in performance.
- 2- The necessity of working to take proactive measures by leaders in advertising agencies to create a positive work environment, and work to raise the level of performance.

**Keywords: Psychological Capital, Leadership Behavior, Team Performance, Advertising Agencies.**

## تأثير رأس المال النفسي على أداء الفريق: الدور المعدل لسلوك القيادة في وكالات الإعلان

في مدينة عمان

إعداد

نسرين تيسر عايد

إشراف

الدكتور عبد الله قاسم بطاينة

### الملخص

هدفت هذه الدراسة إلى تحديد تأثير رأس المال النفسي على أداء الفريق في الوكالات الإعلانية العاملة في الأردن من خلال: تحديد تأثير رأس المال النفسي بأبعاده (الكفاءة الذاتية والأمل والتفاؤل والمرونة) على أداء الفريق ودراسة الدور المعدل للسلوك القيادي حول العلاقة بين رأس المال النفسي وأداء الفريق، ولتحقيق أهداف هذه الدراسة، اعتمدت الباحثة على المنهج الوصفي والتحليلي.

تناولت الدراسة ثلاث عشرة وكالة إعلانية ، تتألف من جميع العاملين في وكالات الإعلان العاملة في الأردن - مدينة عمان ، وقد تم اختيار عينة سهلة الوصول من موظفي هذه الوكالات. علاوة على ذلك ، كان الاستبيان الأداة الرئيسية للدراسة لجمع البيانات ؛ تم توزيع (250) استبانة ، حيث تمت الإجابة عن (207) استبانة ، وكان عدد الاستبيانات المستخدمة للتحليل (189). تم تحليل البيانات باستخدام مجموعة من الأساليب الإحصائية بما في ذلك ألفا كرونباخ جنبا إلى جنب مع اختبار الحالة الطبيعية، والانحراف المعياري، وتحليل العوامل الاستكشافية، وتحليل العوامل المؤكدة، والانحدار الخطي البسيط، والانحدار الهرمي التفاعلي باستخدام (SPSS-V20) و (AMOS -V23).

توصلت الدراسة إلى مجموعة من النتائج أهمها:

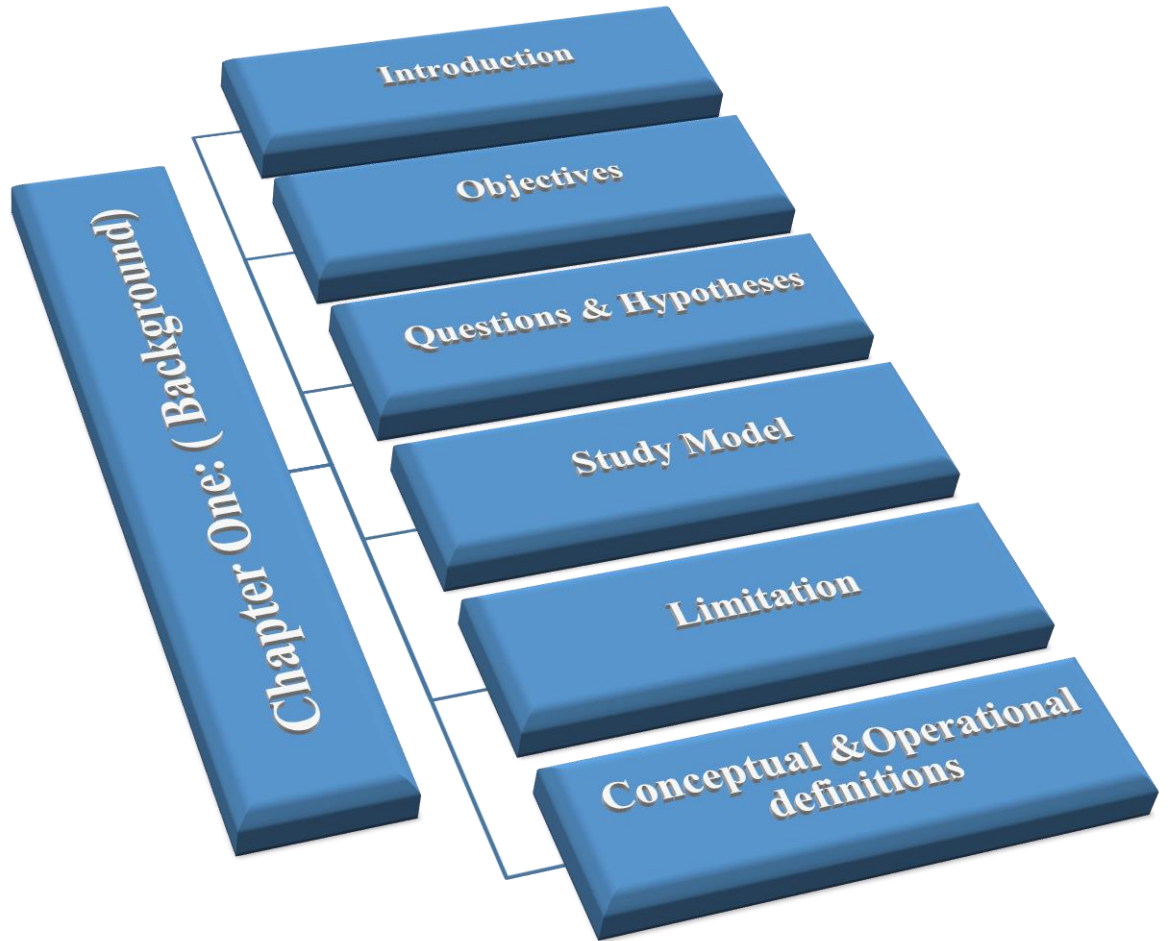
1- هناك أثر ذو دلالة إحصائية عند مستوى الدلالة ( $\alpha \leq 0.05$ ) لأبعاد رأس المال النفسي (الكفاءة الذاتية والأمل والتفاؤل والمرونة) على أداء الفريق في وكالات الإعلان في مدينة عمان.

2- هناك أثر ذو دلالة إحصائية عند مستوى الدلالة ( $\alpha \leq 0.05$ ) لسلوك القيادة في تحسين تأثير أبعاد رأس المال النفسي (الكفاءة الذاتية والأمل والتفاؤل والمرونة) على أداء الفريق في وكالات الإعلان في مدينة عمان.

أوصت الدراسة بما يلي:

- 1- ضرورة الاستمرار بتعزيز أبعاد رأس المال النفسي من خلال وكالات الإعلان وذلك من خلال فهم أهمية أبعاد رأس المال النفسي لزيادة الكفاءة والفعالية في الأداء.
  - 2- ضرورة العمل على اتخاذ التدابير الاستباقية من قبل القادة في وكالات الدعاية لخلق بيئة عمل ايجابية، والعمل على رفع مستوى الأداء.
- الكلمات المفتاحية: رأس المال النفسي، السلوك القيادي، أداء الفريق، وكالات الإعلانات.

# Chapter One (Background)



# Chapter One

## Background

### 1.1 Introduction

In light of the tremendous developments that our present world is witnessing, and the great revolution in the fields of knowledge and technology, the number of competitors have been increased, which led to an uncertainty environment that is filled with contradiction, that is why the economic reality has imposed entrepreneurs to search for methods that guarantee them to survive or keep growing. By realizing the fact that physical resources are no longer the only source of excellence, but rather the human element that has become a key factor to achieve the goals and objectives of organizations of all sizes and areas of activity, this regard, we rely on the bill gates saying that "the most important assets are those who leave the door every night", as it refers to human resources (Asia, 2018). The human element is the most valuable component of the organization's resources, which is exposed to many factors (such as technological changes, the implications of globalization, exhausting administrations, and a troubled and turbulent work environment), all these factors create psychological state of happiness or frustration (Al-Anzi, 2016). Since financial capital consider as a prerequisite for establishing organizations, the emergence of intellectual capital, social capital and psychological capital concepts are considered as the companies' defensive tools of survival and continuity.

According to Ardichvili (2011) one form of strategic resources that has gained massive attention in business literatures for its influence on human performance is psychological capital (PsyCap). The concept of PsyCap is one of the most important modern management concepts; it contributes in realizing and obtaining the highest performance levels. This concept has emerged as a result of growing interest in the field of organizational behavior which is based on positive psychology (Mathe, 2011).

PsyCap goes beyond economic capital (what you have), human or intellectual capital (what you know), social capital (who you know), to include a specific focus on the psychological state of mind (Sehora, 2017). PsyCap consider as multidimensional concept combined of positive psychological resources of self-efficacy, hope, optimism and resilience (Luthans, Avolio, Avey & Norman 2007).

However, to face market challenges and competitive pressure for continuous growth, organizations must help their workforce to keep up good professional and spiritual health. Hence, "high-performance work team" with focused goals, complementary experiences and skills can collaborate, innovate and produce consistently superior results. Moreover, team-level outcomes; namely through the enhancement of self-esteem; positive affect; goal setting and networking behavior consider the key mechanism through which PsyCap can yield energized work environment (Combs, Milosevic, Jeung & Griffith, 2012). However, PsyCap has several advantages at all levels including employees, leaders and organizations at large. Its proponents argue that it challenges the individuals to explore the question of "who you are" (Luthans & Youssef, 2004) and therefore results in better self-awareness that is fundamental to the development of leadership (George, Sims, McLean & Mayer, 2007).

Based on the above, this study came to realize the impact of PsyCap on team performance in advertising agencies operating in Amman city, and the reason behind choosing this type of organizations is the growing demand on these companies' services. Advertising agencies put all their efforts not only in building strong brands but also in creating demand for their client's products in an exciting and innovative style through artistic and unique marketing communications strategies. Moreover, doing marketing



through specialized advertising agencies enables organizations to focus more on their core business.

## **1.2 Problem statement**

The main and the first reason for conducting this study lies in the researcher's observation through her practical experience of the importance of certain characteristics present in individuals that motivate them to achieve the best performance. Depending on the nature of her work as a commercial manager, she must work and communicate with advertising agencies, the researcher noticed that agencies vary in their performance based on their team performances, which made her ring the bell looking for these characteristics, which were represented by the PsyCap.

Despite the interest in the concept of PsyCap by international organizations, it was noticed through research in the theoretical literature and previous studies, the lack of such a study at the level of work teams and the impact of PsyCap on team performance. At the team-level, further research is needed to provide greater and better understanding of the mechanisms underlying the relationship between PsyCap and team-level outcomes (Kirkman & Rosen, 1999; Gully, Incalcaterra, Joshi & Beaubien, 2002). For instance, team-level PsyCap might affect team work outcomes by improving team empowerment and communication, empirical work highlights a strong relationship between these variables and team work outcomes such as team commitment or team performance (Saks & Gruman, 2011; Combs et al., 2012; Alkire & Avey, 2013; Sebor, 2017).

A call for researchers to pay more attention to study the basic mechanisms by which PsyCap influences individual, team and organizational outcomes and identify possible factors that might moderate the relationship between PsyCap and its results at different

levels of analysis (Newman, Ucbasaran, Zhu & Hirst. 2014). We focus on these three areas because we believe they have the greatest potential to advance the theories surrounding the construction of PsyCap.

As with different types of competition, a combination of these traits in different employees who collaborate to achieve a common goal can create teams that are particularly efficient, but also maintain healthy patterns of social interaction. To some extent, PsyCap can have a multiplier effect when a group of employees cooperates. According to the researcher best knowledge there is a noticeable lack in studies which knocked the door of these agencies. Accordingly, this study tried to investigate the impact of PsyCap dimensions self-efficacy, hope, optimism and resilience on team performance at advertising agencies operating in Amman-Jordan. In addition, the study examined the moderating role of leadership behavior on the relationship between PsyCap and team performance.

### **1.3 Study's objectives**

This study seeks to identify the impact of PsyCap on team performance at advertising agencies operating in Amman city through the following:

- Determine the impact of PsyCap and its dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies operating in Amman city.
- Studying the moderating role of leadership behavior on the relationship between the PsyCap and team performance in advertising agencies operating in Amman city.

### **1.4 Study's significance**

This study has additional significance and value represented by the following points:

First: The scientific significance

- Contribute to enrich the Arab library in general and the Jordanian in particular by increasing the number of studies in PsyCap issues and their impact on team performance, as Arab libraries lack these topics, as far as the researcher knows.

Second: The practical significance

- PsyCap is a major topic today due to its primary role in obtaining competitive advantage.
- The importance of this study lies in raising the awareness of managers and workers of PsyCap importance.
- The importance of this study in seeking to determine if there's an impact of PsyCap on team performance in the context of advertising agencies operating in Amman city.
- The importance of this study in seeking to determine if leadership behavior contributes as a moderating role in the impact of PsyCap on team performance.
- Participate in improving the performance of advertising agencies operating in Amman city.

## 1.5 Study's Questions and Hypotheses

### 1.5.1 Study's Questions

This study tried to examine the following questions derived from the problem statement, **the first key question:**

Q1. Is there an impact of PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance?

The following questions can be derived from the key question above:

Q1.1 Is there an impact of self-efficacy on team performance?

Q<sub>1.2</sub> Is there an impact of hope on team performance?

Q<sub>1.3</sub> Is there an impact of optimism on team performance?

Q<sub>1.4</sub> Is there an impact of resilience on team performance?

**The second key question:**

Q2. Is there an impact of leadership behavior in improving the impact of PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance?

**1.5.2 Study hypotheses:**

In order to examine the relationships between the study variables the following hypotheses were proposed:

**First Main Hypothesis:**

**H0<sub>1</sub>:** There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies in Amman city.

The following sub-hypotheses are derived from the key hypotheses above:

**H0<sub>1.1</sub>:** There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for self-efficacy on team performance in advertising agencies in Amman city.

**H0<sub>1.2</sub>:** There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for hope on team performance in advertising agencies in Amman city.

**H0<sub>1.3</sub>:** There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for optimism on team performance in advertising agencies in Amman city.

**H0<sub>1.4</sub>:** There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for resilience on team performance in advertising agencies in Amman city.

**Second Main Hypothesis:**

**H02:** There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for leadership behavior in improving the impact of PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies in Amman city.

## 1.6 Study Model

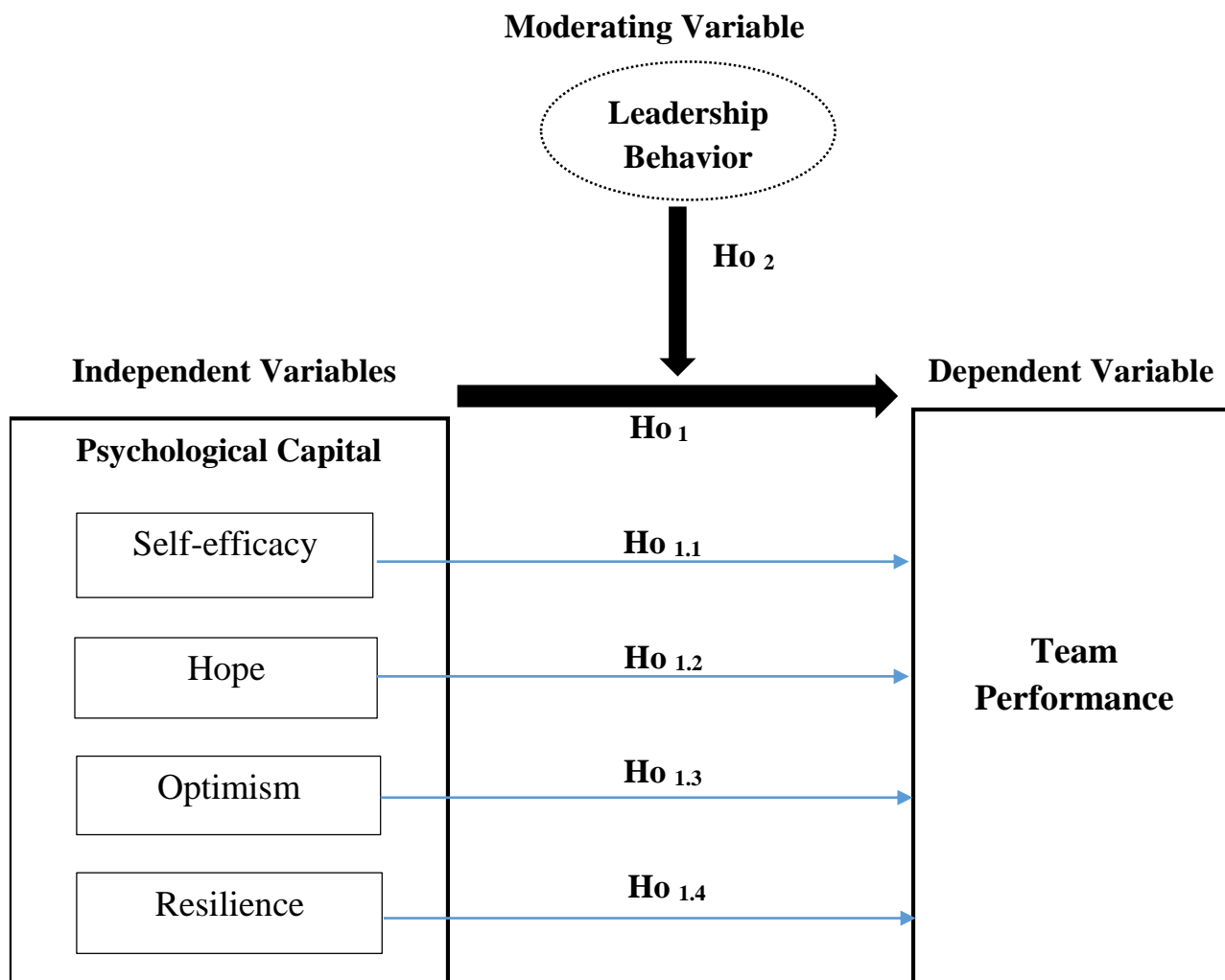


Figure (1.1): Study model

Source: the model's structure, designed by the researcher, based on the following studies:

Independent variable (Psychological Capital): (Luthans et al. 2007).

Dependent Variable (Team performance): (Rousseau & Aubé, 2010).

Moderating variable (Leadership behavior): (Northouse, 2012).

### 1.7 Study's limits:

1. **Place limits:** The spatial limits for this study were the advertising agencies operating and located in the capital, Amman.
2. **Time limits:** This study is completed by the year of 2020.
3. **Topic limits:** The study variables were psychological capital as an independent variable, and the team performance as a dependent variable, with overlooking some variables that might have some influence on the advertising agencies.

### 1.8 Study's limitations:

1. This study was applied to all employees working at advertising agencies operating in Amman city.
2. Arab libraries lack of studies that dealt with the impact of psychological capital on the team performance, to the knowledge of the researcher.
3. This study was conducted on advertising agencies operating in Amman city, which raised a question about the possibility to generalize the results of this study to similar advertising agencies in different cities or countries.

### 1.9 Conceptual and Operational Definitions

Independent variable and its dimensions:

**Psychological Capital:** is a term used for positive organizational behavior and can be defined as an individual's positive psychological state of development which is characterized by self-efficacy (having confidence), hope (redirecting paths to goals), optimism (making positive attributions) and resilience (attaining success) (Luthans et al. 2007).

For this study purpose PsyCap can be defined as the individual's psychological state, which is capable of development and characterized by self-confidence to achieve success, the will power to achieve goals, the desire to challenge difficult tasks to achieve current and future goals and the ability to cope with problems in case of its exposure, PyCap can be measured through four dimensions which are self-efficacy, hope, optimism and resilience.

**Self-efficacy:** Self-efficacy can be defined as “the belief of the individual in his ability to organize and carry out the course of action required in order to generate the desired results” (Bandura, 2013).

For this study purpose it can be defined in the context of PsyCap through individual's confidence regarding his/her ability in stimulating cognitive resources, establishing a course of action and find the necessary motivation to successfully carry out certain tasks, self-efficacy can be measured through employee's abilities to activate cognitive resources to obtain certain results, task challenging and problem solving.

**Hope:** Snyder and Forsyth (1991) have defined hope as a “positive motivational case which depends on an interactively derived sense of long successful”.

For this study purpose it can be defined in the context of PsyCap through the individual's ability to identify, shed light and use the best way to achieve success. Employees with high levels of hope are able to handle all situations, hope can be measured by goals, paths and power.

**Optimism:** “It describes as explanatory style attributed positive events as stemming from personality and widespread, while negative events attributed as external and temporary and limited” (Avey, Luthans, Smith & Palmer, 2010).



For this study purpose it can be defined in the context of PsyCap through a common or broad conviction that good and pleasant events occur more than bad events in life, optimism can be measured through tolerance toward the past, valuation and estimate the present, opportunity to look towards the future.

**Resilience:** The capability to bounce back from failure and intensity, based on (Mills, Fleck & Kozikowski, 2013). For this study purpose it can be defined in the context of PsyCap through individuals' capability to get back from failure where individuals are not affected by problems and difficulties but they exceed problems towards goals achieving, by recovering from unfavorable pressures, resilience can be measured through control, coherence and connectedness.

The dependent variable:

**Team performance:** “Refers to the extent to which team outcomes respect the standards set by the organization, in terms of quantity, quality, delivery time and costs, based on (Rousseau & Aubé, 2010).

For this study purpose it can be defined as the extent to which a team is able to meet its output goals, members' expectations, or its time and cost objectives, team performance can be measured through achievement of performance goals, quality of work accomplished, productivity and fulfillment of commitments.

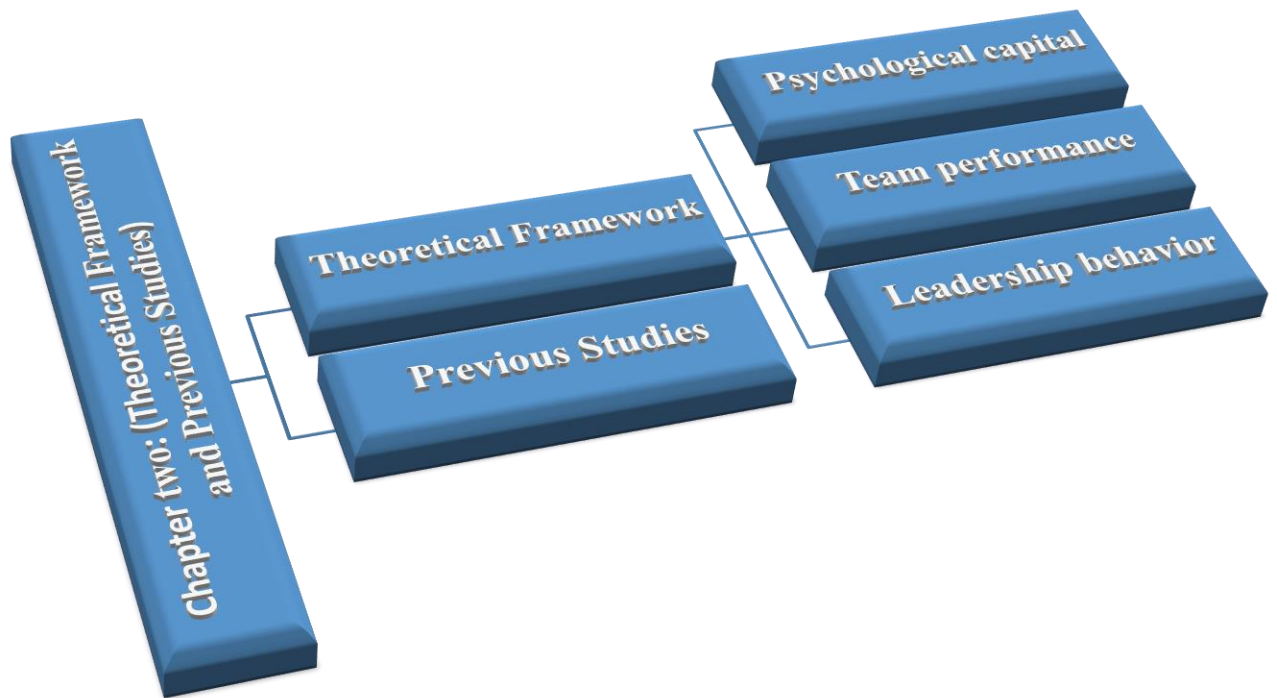
The Moderating variable:

**Leadership behavior** According to Northouse (2012), “leadership is a process whereby an individual influences a group of individuals to achieve a common goal”.

For this study purpose it can be defined as the method practiced by leaders to motivate workers to work efficiently and increase their loyalty to the work place, leadership can be measured through innovating, connecting, supporting and operating with a strong results orientation.

## Chapter Two

### (Theoretical Framework and Previous Studies)



## **Chapter Two**

### **Theoretical Framework and Previous Studies**

The content of this chapter aims to discuss the following aspects:

- Overview the main definitions in the study and their dimensions (Psychological capital, Team performance, Leadership behavior).
- Review previous studies related to the study, and the variables used.
- Discuss the differences between previous studies and current conducted study.

#### **2.1 Theoretical Framework**

##### **2.1.1 Psychological Capital**

###### **Psychological Capital concept evolution:**

Psychological capital has been linked to the mental illness for decades till the end of the 90s of the last century, when the field of positive psychological arose as a result of research carried out by Professor Martin Seligman, a former head of American Psychological Association in the field of organizational behavior.

The term of positive psychology led to the emergence of a new approach of positive psychology that has been implemented in the organizational industrial world and represented by positive organizational behavior or POB, which is concerned in measuring, managing and developing strength aspects of individuals rather than focusing on their weaknesses (Cavus & Gokcen, 2015). One of the concepts presented by Professor Martin is the concept of psychological capital which was developed later by the Luthans and his colleagues (Cavus & Gokcen, 2015).

As is common, the term "capital" is largely included Economy and finance fields, but over time this term was used with human resources to express and the represent of the value of

human resources and on this basis several terms have emerged over time such as human capital, intellectual capital, social capital and psychological capital (Luthans et al., 2007). And that the aforementioned capitals, despite being an integrated system, each has a specific mission, as shown in the figure (2.1).

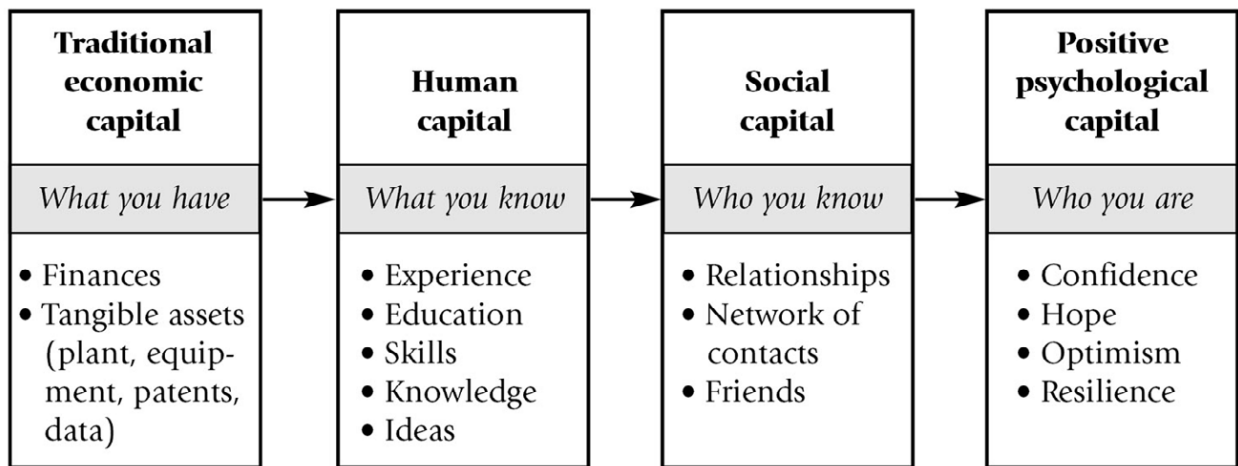


Figure (2.1)

Expanding capital for competitive advantage

Source: (Luthans, Luthans & Luthans, 2004)

The concept of Psychological capital has been linked to employees' attitudes, behaviors and performance (Newman et al., 2014).

### **Psychological Capital Definition:**

Since there is no specific definition of psychological capital in the extensive literature studies; the definitions found in literature review will be discussed below.

According to Luthans (2002) Psychological capital as a term can be defined as a complement to the personal and organizational features that can be developed. PsyCap can be effectively promoted through specific development and training processes, so that it becomes an important capital for enterprises (Luthans, Avolio, Walumbwa & Li., 2005).

Luthans, Youssef and Avolio (2007) in their book “Psychological Capital: Developing the Human Competitive Edge”, defined Psycap as “an individual’s positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; (3) making a positive attribution (optimism) about succeeding now and in the future; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success.”

According to Cole, Daly and Mak (2009) Psycap is defined as the individual's characteristics that psychologists believe they contribute to the individual's productivity, and was also defined by Luthans, Avolio and Avey (2007a) that Positive PsyCap concepts were proposed and identified positive PsyCap as the basic structure of an individual's positive psychological state, which indicates individual’s self-efficacy, hope, optimism, and resilience.

According to Chan (2010) PsyCap is the increase in the individual positive psychological ability which is affected by his experience, PsyCap was defined by Avey et al (2010) as the individual's positive psychological state, which is related to his behaviors and performance at work. Poon (2013) defined PsyCap as the individual positive psychological ability that is built on the basis of self-efficacy, hope, optimism and resilience. Sapyaprapa, Tuicomepee and Watakakosol (2013) defined PsyCap as a capacity that resembles a positive psychological state or positive psychological state of development and consisted of four components: self-efficacy, hope, optimism, and resilience.

It is obvious from the above that psychological capital is a self-efficacy that promotes individuals' confidence and enables them to provide exceptional efforts that provide positive attribution about the possibility of current and future success through perseverance towards achieving goals.

**Psychological Capital importance:**

Psychological capital has many advantages at all levels including employees, leaders and organizations as a whole, the importance of PsyCap can be illustrated by the following: According to Burhanuddin, Ahmad, Said and Asimiran (2019). PsyCap have positive links with one's performance in their job, to which it can increase their motivation, satisfaction, and commitment, ability to cope with pressure and problems and many other positive outcome, PsyCap also plays an important role in fighting challenges within the organization as well as in improving employee competencies (Rahimi, Arizi, Noori & Namdari, 2012; Mortazavi, Aghae, Jamali & Abedi, 2012; Madden, 2013), where (Nafei, 2015) added that PsyCap positively correlates with employee attitude, especially in their job satisfaction and organizational commitment, in addition it has also been found that a higher PsyCap will lead to more satisfaction, more commitment and higher performance.

PsyCap proponents argue that it challenges individuals to explore the "who you are" question (Luthans & Youssef, 2004) and thus leads to a better self-awareness which is essential for leadership development (George et al., 2007), and also PsyCap is considered as a long-term investment which enables organizations to achieve a sustainable competitive advantage, argues that developing PsyCap in employees is not only beneficial for organizations, but also difficult for other organizations in the business sector to imitate Luthans et al (2005).

PsyCap represents a positive, qualitative input through its positive results in human development and performance management (Luthans, Norman, Avolio & Avey., 2008), where it contributes in employees' realization for organizational citizenship behaviors towards achieving goals (Norman, Avey, Nimnicht & Grabe, 2010). PsyCap contributes to return an improved performance such as better customer service, higher productivity, and more retention in employees (Luthans et al., 2004), where the investment in PsyCap development generates high return on investment (ROI) (Luthans, Avey, Avolio, Norman & Combs, 2006).

According to Al-Zyoud and Mert (2019), PsyCap decreases the effects of coworker incivility, where employees with high PsyCap can confront lower levels of distress if they employ PsyCap dimensions (Self-efficacy, hope, optimism and resilience) even when coworker incivility is high.

Researches also shows that PsyCap had negative implications with some variables, where individuals who experience a stressful work environment and high levels of work-family conflict show lower levels of PsyCap than those who experience less stressful experiences. For example, Liu, Chang, Fu, Wang, and Wang (2012) found that medical practitioners from females who felt under-rewarded and over-committed had lower levels of PsyCap and that PsyCap was associated negatively with symptoms of depression. Likewise, Wang, Liu, Wang, and Wang (2012) found that PsyCap partially mediated the relationship between labor-family conflict and three dimensions of burnout, for medical practice. Epitropaki's (2013) study also showed that high levels of employment uncertainty lowered PsyCap levels, which in turn anticipated higher levels of stress and lower levels of meaning of life.



In the context of the foregoing, the researcher believes that psychological capital is one of the most important factors that affect the individuals on their behavioral and psychological aspects, increasing investment in these aspects will generate an individual's development and work affiliation, and motivate their cooperation with their colleagues to accomplish required tasks and the continuous pursuit in achieving organizational goals.

**Psychological Capital dimensions:**

Luthans and Youssef (2004, P:152) identified four dimension for Psychological Capital, which include (self-efficacy, hope, optimism & resilience), these dimension have evolved during the development stages of psychological capital.

Cole et al (2009) pointed out that the interaction of these dimensions will result in increasing the employee confidence in his work and will become more optimistic, which increases his perseverance in work, seeking to achieve the desired goals, thereby leading to achieving the positive outcomes for the organization. Indeed, the influence of a person who possesses these positive characteristics extends to those around him in the work place and enables him to create a successful team that seeks to achieve work development and encourages success (Chen & Lim, 2012). Rather, psychological capital has become a facilitator in the relationship between team leaders and their followers, for example, the exchange of psychological capital is a prerequisite for leaders to practice their functions normally (Chen, Kong, Niu, Gao & Li, 2019).

The researcher concludes that leadership is linked to psychological capital, and that psychological capital is also linked to the performance of employees who are the building blocks of team formation, and from the researcher's point of view, these links are reflected

in practices that lead to a successful and creative team based on the cooperation of its members.

The below is a brief overview of each of these dimensions:

### **Self-efficacy**

The roots of Self-efficacy which is another component of psychological capital is derived from the work of Bandura, Freeman & Lightsey (1999) on theory of social cognitive and has subsequently been applied to the workplace (Luthans & Youssef, 2004). It was defined as the belief in one's ability to succeed in a particular task in a specific context (Bandura et al., 1999). Self-efficacy as defined by Luthans and Youssef (2004, p. 153) is “one’s confidence about his/her personal abilities to self-motivate and mobilize the cognitive resources, and chalk-out the courses of action needed to execute a particular task.”

Self-efficacy refers for having a confidence to put in the necessary efforts to success in difficult business (Luthans et al., 2007). Beliefs for these persons about their knowledge and abilities effect on process of perception and interpretation of events (Avey et al., 2010). Cervone (2000) describe self-efficacy as producer of the cognitive processes dynamic. Individuals with higher self-efficacy are considered to thrive on tough challenges, persistent in efforts and belief that their abilities will help them succeed. Self-efficacy is believed that can be increased with training and experience (Demerouti, Eeuwijk, Snelder & Wild, 2011). Competencies that can be used to enhance self-efficacy include job mastery, role modeling, mentoring and feedback (Luthans, Vogelgesang & Lester, 2006).

There is no doubt that trust affects the way a worker views his work and the organization where he works, therefore, people who possess this dimension have five characteristics as mentioned by Corner (2015): they set high-level goals and challenging missions, they look for a challenge, they are self-motivated, they have a high commitment to achieve the goals within timeline, they have a continuous perseverance to reach the goal when facing obstacles.

Briefly the dimension self-efficacy is an important individual characteristic which distinguishes an individual from others and appears in accepting challenge, perseverance and self-fulfillment.

### **Hope**

There is a huge difference between the definition of hope as a psychological capital dimension and the traditional definition, where the traditional definition means a person's desire to obtain a certain thing and the inability to obtain it may cause a person's disappointment without attempting again (Brockorny, 2015).

The roots of hope which is employed in constructing the psychological capital is derived from the work of Snyder, Harris and Anderson (1991). Snyder et al (1991) defined hope as “positive motivational case which depends on an interactively derived sense of long successful.” Hope is also defined as a representative for the individuals’ perseverance in heading towards achieving organizational goals, in addition to their ability to forward paths to achieve goals when necessary (Luthans et al., 2008). Moreover, it provides a challenge and realism towards obtaining the goals; it represents the investment of individuals’ efforts of working toward obtaining those goals (Malone, 2010). According to Snyder and Lopez (2009) hope is consisted of two components: The agency component

which is responsible in affording the motivational willpower to achieve goals, and the pathways component which is responsible in enabling individuals a higher levels of hope to generate multiple approaches to achieving such goals (Snyder & Lopez, 2009).

Researches mentioned that hope can be increased and developed, when Snyder et al. (2000) provided guidelines to increase hope by obtaining goal acceptance, setting specific goals, clarifying desired goals, developing various alternative paths, developing required skills for critical inference and conducting exercises for virtual upcoming events. After this Steps, individuals can be trained to maintain hope and ensure that they get the most out of this growing dimension of psychological capital. Luthans and Jensen (2002) pointed to the possibility of promoting, developing and strengthen hope among individuals working in organizations by setting personal and organizational goals, possessing a willingness to face problems and obstacles, and preparing alternative paths.

From the above the researcher infers that the dimension of hope works as an internal motivation engine for individuals that motivates them to perseverance in achieving goals, and motivates them to set new goals obtaining success in case of failure rather than disappointment.

### **Optimism**

The word of optimism draws an image of happiness in our minds. Optimism is a major construct in psychological capital. There is a positive impact of optimism on physical and psychological health which leads to success in different fields.

It is a commonly used term, and in general, optimist is a person who expects good things to happen while a pessimist is a person who expects bad things to happen (Carver et al., 2005). Luthans et al. (2007a) pointed that optimism is linked with internal and stable

features about future positive events and future positive expectations. Optimism is described as an illustrative style that attributes positive events are stemming from personality, while negative events are attributed as external and temporary (Avey et al., 2010; Millard, 2011), while Peterson (2000) described optimism as an activity related to reach goals. Thus, optimists keep and maintain their motivation despite negative events during obstacles and changes (Avey, Wernsing & Luthans, 2008). Luthans and Youssef (2004) added that optimism protects individuals from negative feelings such as depression, hopelessness, guilt and desperation.

Optimism is divided into two types which realistic optimism and unrealistic optimism: Realistic optimism is the result of maintaining a positive view of things in the future, focusing on the positive aspects stemming from the individual's experience, leaving events that occurred in the past, focusing more on the present and looking for an opportunity in the future (Luthans et al., 2007), where unrealistic optimism means overlooking and ignoring some information that individuals don't want to consider and they retain other information through certain beliefs which may lead to failure to achieve the intended goals (Corner, 2015).

The researcher infers from the above that optimism is a very important reason that leads individuals to succeed in the both levels of personal life and career life, where it keeps individuals focused on the bright side for any life and career events.

## **Resilience**

The roots of resilience that is employed in building psychological capital is derived from clinical psychology and is based on working with adolescent children who have

succeeded despite great adversity (Masten, 2001; Masten & Reed 2002). It has been defined as the individual's distinct output after the exposure to difficult situations (Masten, 2001). While Luthans (2002a) defined resilience as the ability to bounce back from stress, adversity or even positive events. Positive psychologists Masten and Reed (2002) note that resilience is “a class of phenomena characterized by patterns of positive adaptation in the context of significant adversity or risk.”

Luthans et al. (2007) describe how resilience enables individuals not only to overcome adversity, but also to thrive or build broader coping and adaptation capacities and may also motivate individuals to find comfort outside their typical comfort zone and challenge their own assumptions about how they perceive the world. Indeed, the employee's ability to "bounce back" from adversity or even from the big positive changes is of particular importance in today's turbulent business environment (Luthans et al., 2004).

In addition to the above, resiliency is related to improve organizational performance as a whole, where dynamic change in the environment will create high levels of tension in organizations, which requires leaders to pay more attention to resiliency (Corner, 2015).

According to Masten (2001) resilience can be developed through three major strategies which are:

- 1) Asset-focused strategies: Increase resilience by building individual assets and increasing success possibilities.
- 2) Risk-focused strategies: Try to reduce failure by minimizing risk factors.
- 3) Process-focused strategies: An attempt to build effective coping mechanisms so that workers can overcome adversity and risk factors.

Concluding the above resilience is one of the very important characteristics in individuals, and can be summarized by saying that it is the ability to continue to persevere in pursuing success and achieving goals when exposed to experiences of success or failure, but also a very important component to facilitate individuals' adaptation within the surrounding changing environment.

The existence of an integrative link that passes through the psychological capital dimensions mentioned above, which in its entirety constitutes the essential construct of the concept of psychological capital works as a mechanism to induce a motivational tendency for individuals, Conley (1984) added that psychological capital has an average level of permanence and stability, which is more permanent than changing situations. But at the same time it is more variable than fixed features (Al-Anzi & Ibrahim, 2016). Luthans et al., (2008) agree with this opinion by ensuring that psychological capital is characterized by durability to a sufficient degree to influence long term behavior and performance, and at the same time remains subject to change, and this type of medium durability is part of the sum of four minor components of psychological capital.

### **2.1.2 Team Performance**

#### **Team Performance concept evolution**

Investing in the rehabilitation of the human element occupied a distinguished position among the various aspects of investment and emerged when economists started measuring economic growth sources and became clear that what was previously remains and was considered unexplained was attributable to the human capital. From studies of American economy development and growth sources in many countries around the world, it has become recognized that human capital plays a major role in explaining differences in

productivity between countries (Becker, 1964; Schultz, 1981). And because employees are the most valuable asset in organizations as they contribute to the organizational development and performance, senior management realized the importance of investing in training and development to improve the employees' performance (Elnaga & Imran, 2013).

Due to market globalization, technological advances, increased competitiveness, organizations changed the way organizations function and respond (Price, 1998). The need for more flexibility, the need to a faster responsiveness, and the urgent requirements in products/ services developments proofed that it's very complex and time consuming at the individual level (Price, 1998; Swezey & Salas, 1992), where the interest in employee performance has been expanded from the individual level to the team level and teams became a strategy of choice.

Salas , Cooke and Rosen (2008) indicated that the orientation to the teams is due to the following reasons: teams are used when organizations face complex and challenging tasks, teams are used when mistakes lead to severe consequences, teams are used when the complexity of tasks exceeds the ability of the individual, teams are used when the mission environment is not specific, ambiguous and stressful, teams are used when multiple and rapid decisions are required; and when the lives of others depend on the collective insight of individuals. As the workplace complexity continues to grow, the industry has shifted to focus on team collaboration rather than individual efforts and researches about team performance has increased. Teams with high levels of team performance are able to achieve, or even exceed, the required level of mission results (Rebelo, Dimas, Lourenço & Palácio, 2018).



Team performance helps to judge the effectiveness of the team / group in achieving its valuable goals. Earlier researches studied different independent variables and their effect on team performance such as team development, external assistance, trust, compensation, communication, satisfaction, support, high-quality goals, team member's participation, management commitment and empowerment (Sheikh, Soomro, Magsi & Siddiqi, 2016).

**Team performance definition:**

Team performance reflects the “productive output of the work group should meet or exceed the performance standards of the people who receive/or review the output” (Hackman, 1978, p.323). The team's performance is addressed in the team's literature as follows: A generalized framework that includes inputs, processes and results (Guzzo & Shea, 1992; Hackman, 1992). While Devine and Phillips (2001) defined team performance as the degree to which teams achieve their goals. Performance and effectiveness definitions at the team level closely parallel the definitions of these terms at the individual level. That is, performance reflects the activities involved during task completion, and effectiveness reflects the activity outcomes appraisal (Fitts & Posner, 1967; Klimoski, Ilgen & Borman, 2003).

Team performance, the most prevalent criteria for team effectiveness used in organizations and researches (Mathieu et al., 2008), indicates how well team results respect the standards set by the organization, within the terms of quality, quantity, delivery time and costs (Rousseau & Aubé, 2010). Teams with high levels of team performance are able to achieve or even exceed the required level of task results. According to Faraj and Sproull (2000) team performance is also defined as the extent to which a team can reach expected goals or can reach the goals expected quality.

**Factors effect team performance:**

Factors effecting team performance were the subject of extensive research, studies revealed several factors linked to team performance. Wu and Chen (2014), mentioned some of the factors as stated below: Role identity and commitment of each member, team cohesiveness, communication mechanism and quality of sharing information, members' homogeneity of team goals, team members' consensus among toward goal approaches, team members' emotional intelligence (Senior, 1997; Mesmer-Magnus & DeChurchet, 2009; Plowman & McDonough, 2010; Rapisarda, 2002). More researches took place to identify more factors effecting team performance and more factors were recognized by affecting team performance such as: collective efficacy (Katz-Navon & Erez, 2005), team resilience (Meneghel, Salanova & Martínez, 2016).

**PsyCap and Team performance:**

Organizations are created in the basis of goals achievement, so organizations monitor their performance on financial and non-financial level. Since the human capital is the main construct of organization, their performance absolutely will impact the organizational performance in large. So, in other words performance comes from doing what employees are hired to do. Hence the importance of performance at various levels in the organization has emerged, Hmieleski (2005) stated that management must focus on their employees' performance to maximize the profit.

Due to the importance of employee performance, many studies were implemented to study employees' performance where psychological Capital was one of the major concepts. Ishaque, Tufail and Farooq (2017) stated as a result of their study that a change in the psychological capital which is consisted of efficacy, hope, optimism, and resilience will

lead to better (or if declining, worse) employee performance as a result. And because teams occupied a significant position in the business world and are used increasingly from the factory floor reaching to the corporate board room, and became omnipresent in organizations worldwide (Mathieu, Tannenbaum, Donsbach & Alliger, 2014), team performance had a great attention in literature.

By reviewing the literature and previous studies, as far the researcher knows studies that studied the impact of PsyCap on team performance are very limited. On one hand the impact of PsyCap on team's performance has been studied through self-efficacy (one of PsyCap dimension), which proofed that self-efficacy has a positive influence on team cohesion, and in return the increased team cohesion resulted in improved team performance and participation (Black, Kim, Rhee, Wang & Sakchutchawan., 2018). On the other hand, a study conducted by Rus and Băban. (2019) which examined the mediator role of global and multidimensional team learning behaviors in the relation between positive psychological capital and multiple team effectiveness criteria (team performance, team member satisfaction, and team viability), concluded that PsyCap enhances team performance and team member satisfaction as team effectiveness criteria through some individual team learning behaviors.

### **2.1.3 Leadership behavior**

#### **Leadership behavior concept evolution**

From the begging of 20th century theories of leadership took place, it is a concept that had a huge attention among people and probably it is the most extensively researched social processes known to behavioral science for so long because of the distinctive position

occupied by the human capital in business. Leadership was described as one of the most observed phenomena on earth, but the least understood (Gonçalves & Brandão, 2017).

Moreover, Yukl (2002) has written that Leadership as a term draws in the minds` portraits of powerful and dynamic individuals leading victorious armies, managing corporate empires from glistening skyscrapers, or participating in nations paths. The image about employees considering them as a resource in providing goods and services is no longer existed and are seen through their capability in providing high-quality services, their ability to develop and grow continuously.

In the review of literature, Wallace and Weese stated that ineffective leadership to be “the major cause of declining industrial productivity and a downward positioning of North American corporations on a global scale” (Wallace & Weese, 1995). Literature proofed that leaders play a pivotal role in organizations and their behavior has a major impact on the business behavior, such as employees’ performance and employees well-being (Avolio, Walumbwa & Weber, 2009). Leadership is believed to play a critical role in organizations and has a direct impact on group processes and their outcomes (Nguyen & Mohamed, 2011). Employees behavior in organizational life and their relationship with their jobs are affected by a lot of variables, one of the most important variables is leadership behavior (Mahdi, Mohd & Almsafir, 2014). Leadership behavior has a major role in creating successful organizations (Larsson & Vinberg, 2010), where positive leaders are able to influence their followers and cause them happiness, which is reflected positively in their performance and the enterprise's productivity. A leader’s mode can have a profound impact on followers’ results, so they should be aware of its impact and use it efficiently to motivate their followers (Mubarak. 2014).

The researcher concludes from the previous that leadership is an important process where executives can guide, direct and influence the behavior and work of others toward the goals accomplishment in specific situations. Leadership is a managers' ability to induce the subordinates to work with confidence and managers' ability to influence on groups by realizing the goals and motivating them to improve their performance towards achieving the goals.

**Leadership behavior definition:**

The term leadership means different things to different people, Leadership has been a very controversial concept and have many definitions (Malik, Aziz & Hassan, 2014). In spite of there is no ultimate definition of leadership behavior (Yukl et al., 2001), most of definitions of leadership behavior reflect some basic elements, including “group” “influence” and “goal” (Bryman, 1992). Moreover, leadership is also a process of interaction between leaders and followers as Northouse (1999) stated that leader's attempt to influence followers in order to achieve a common goal.

Gupta and Singh (2003) defined Leadership behavior as a creative behavior and some other specific behaviors which deals with creative aspects of leadership, disclosure positive results depicted by most of the researchers. While Leadership behavior was defined as an influencer for the activities of any individual(s) or groups towards the achieve a predefined goal (Malik, 2013). Leadership is defined as “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members” (House, Hanges, Javidan, Dorfman & Gupta, 2004). Leadership behavior is the process of influencing a team or a group using leadership characteristics such as vision, intellectual stimulation, inspiration and trust to lead the

group towards goals achievement (Avolio & Gardner, 2005). While Yukl and Mahsud (2010) also defined leadership behavior as the process of effecting on others to know what to do, agree on, how to do it and the process of facilitating individual and group efforts to achieve mutual goals.

According to Schmidt (2011) leadership behavior is as health-oriented when the leader observes the suitability of needs and resources. Leadership behavior is termed as the influencing behaviors and actions which are aligned with the leaders' actions that might be taken and the methods might be use to accomplish goals effectively and maintain morale and cohesive (Gupta & Singh, 2014).

### **PsyCap and Leadership:**

Leaders play several of roles and take on different tasks in different stages of development of a team to achieve the team's goal. They need to improve their followers' work skills and positive psychological traits, and they also need to create a positive atmosphere to enhance their followers' efficacy and spirit of cooperation (Mathieu et al., 2014).

PsyCap relates to psychological and behavioral factors as well as economic and administrative results. PsyCap dimensions are linked with many organizational factors, especially performance and external role behaviors (Luthans, 2002a, 2002b; Wright, 2003). Due to the popularity of the concept of leadership, leadership has been the subject of many research studies (Ghafoor, Qureshi, Khan & Hijazi, 2011). Leadership plays a major role in the success of organizations (Oc & Bashshur, 2013).

The fact that leaders play a central role in the organization lies in developing and improving the performance of organizations' members and in the organizations' success (Avolio & Walumbwa, 2006). Leadership scholars have resulted that positive leaders increase their ability to produce PsyCap through organizations' members (Weberg, 2010) and negative leaders are considered as an important source of negative feelings within the organization (Dasborough & Ashkanasy, 2002). Malik and Dahar (2017) stated that Leaders are determinants for employees' behavior. The reason may be due to the model of representation of subordinate leaders (Walumbwa, Peterson, Avolio & Hartnell, 2010), when employees (followers) see their leaders acting in a positively, they will act positively in as well to imitate their leaders (Avolio & Walumbwa, 2006).

Furthermore, several studies about leadership and PsyCap were discussed in the literature, Kelloway, Turner, Barling and Loughlin (2012) said that leaders empower employees to overcome psychological disruptions and gain the power they need to overcome future challenges. Research has shown that a transformational leader plays an important role in improving members' psychological functioning in the organization (Ghafoor et al., 2011) and improving their well-being (Kelloway et al., 2012). This contributes in improving PsyCap (Gooty, Gavin, Johnson, Frazier & Snow, 2009) and considered as an important precedent for psychological capital (Luthans et al., 2005).

### **Leadership behavior and Team performance:**

Leadership considered as of the most productive area of research in the field of organizational behavior, as leadership has important implications for individual, team and organizational performance. The Interest in exploring leadership behaviors impact on the team-level was steadily increased in the past two decades (DeChurch, Hiller, Murase, Doty

& Salas, 2010). To explain why teams multiply in organizations, a study of high-level managers found that 91% of them agreed with the phrase "teams are essential to organizational success" (Martin & Bal, 2006). Organizing work in groups or teams has become the norm in almost all modern organizations (West, 2012) which had implications on leadership, team membership, and the way the organization is designed to benefit from teamwork. Because teams are created to generate organizations' value, searching of the conditions and processes that enhance team effectiveness has received increasing attention in researches (Mathieu, Hollenbeck, van Knippenberg & Ilgen, 2017). Within this range, leadership is one of the topics that have attracted the most attention. Because of the central role leaders' play in teams, the way they interact with team members influences the way teams achieve results (Rousseau, Aubé & Tremblay, 2013).

Leadership scholars have emphasized that leaders influence team outcomes not only directly but also indirectly through their influence on team's work (Podsakoff, MacKenzie & Bommer, 1996). The most prevalent criterion for team effectiveness used in both research and organizations is Team performance (Mathieu et al., 2008), which refers to the extent team's results have met the standards set by the organization, in terms of quantity, quality, delivery time and costs (Rousseau & Aubé, 2010). Teams with high levels of team performance are able to accomplish, or even exceed the required level of task outcomes. Shin, Kim, Lee and Bian (2012) pointed out the primary function of leadership is the team development; leaders with personal abilities would affect the team members' behaviors and further exchange with members to appear mutual effects. According to Schneider, Herr and Schmidt (2014) there is a positive correlation between "good leadership behavior" and the health and performance of the employees.



Owens and Hekman (2016) regarded that team leaders as an important factor in team performance; the combination of leadership skills could effectively enhance team performance. Lisak et al. (2016) indicated that leadership skills influenced team performance through the effect on the team; leadership skills could enhance team communication, reduce internal paradox, and further strengthening team members who are seeking to achieve common team objectives.

## 2.2 Previous Studies

1. Wahba's study (2016) titled: **“Transformational Leadership Impact on Team Performance and Conflict Applied Case Study on “Abi-Qir Company for Fertilizers”**: This study conducted to explore the impact of transformational leadership on team performance and team conflict. Data were collected from 402 employees included 61 employees in managerial level through questionnaires, where data was analyzed using linear regression and step wise regression analysis.

Study results: A positive impact of transformational leadership on team performance.

Study recommendations: Researches should focus on the impact of other leadership styles.

2. Alvi, Arshad and Syed study (2016) titled: **“Relationship of Charismatic Leadership, Effectiveness and Team Performance in Employees of a Microfinance Bank of Lahore”**: This research was conducted to appraise the relationship among charismatic leadership, leadership effectiveness and team performance. Data was collected via questionnaire from 80 employees of microfinance bank (APNA Bank) randomly and was analyzed using regression analysis.

Study results: The research proofed that charismatic leadership and leadership effectiveness are good predictors of team performance.

Study recommendations: More researches should be conducted on other sectors and to include other variables such as cohesiveness and customer satisfaction along with other variables in future researches.

3. Ishaque's et al., (2017) entitled: **“Psychological Capital and Employee Performance: Moderating Role of Leader's Behavior”**: This study aimed to examine the relationship between psychological capital and employee performance keeping leader behavior as moderator. Data was collected from 121 employees working in public and private banking sectors and financial institutions via a developed questionnaires adopted from previous literature, data was analyzed using the multiple regression analysis.

Study results: The study confirmed a positive relationship between psychological capital and employee performance, and also confirmed that the moderation role of leaders' behavior links psychological capital and employee performance.

Study recommendations: The study recommended to study the impact of PsyCap with other work attitude as dependent variables, and study ethical leadership and ethical climate as moderator variables.

4. Chen, Wen, Kong, Niu and Hau study (2017) titled: **“Influence of Leaders' Psychological Capital on Their Followers: Multilevel Mediation Effect of Organizational Identification**: This study aimed to investigate the relationships between leaders' and their followers' psychological capital and organizational identification in a Chinese community. Data used for the study purpose was collected

from 423 followers from 34 teams including a team leader for each team using the questionnaire. To analyze the data hierarchical linear models (HLM) were used to determine the relationships between participants' demographic background (gender, age, marital status, and educational level), human capital, and tenure.

Study results: The results showed that the psychological capital of leaders positively affected the psychological capital of their followers through the influence of mediation in strengthening the organizational identity of followers.

Study recommendations: The study recommended more research needs to be done in a multicultural context to explore the interaction between the psychological capital of leaders and followers and the effect of mediation to determine the organizational identity of followers in different cultures, to use more varied samples from different enterprises in different industries.

5. Rebelo's et al. study (2018) titled: **“Generating team PsyCap through transformational leadership: A route to team learning and performance”**: This paper purposed to contribute to a better understanding of the effects of transformational leadership on team performance, investigating the role of team PsyCap and team learning behaviors as interceding mechanisms in that relationship. Data was collected from a sample which composed 82 teams from 57 companies and data was analyzed using structural equation modelling (SEM) and AMOS software.  
  
Study results: Transformational leadership is related to team PsyCap positively, and also related positively to team learning behaviors. in addition, that there's an indirect influence of transformational leadership on team performance, through the role played by team PsyCap and team learning behaviors.

Study recommendations: Mentioned results encourage organizations to develop ways to boost transformational leadership behaviors and psychological capital among teams.

6. Abosaif's study (2018) titled: **“The role of work life quality in the relationship between psychological capital and the level of organizational commitment of faculty members at the College of Education at Taif University in the Kingdom of Saudi Arabia”**: This study was conducted to investigate the mediating role of work life quality in the relationship between Psychological capital with its dimensions (hope, resilience, optimism and efficacy) and the organizational commitment in the faculty of education at Taif university. Data was collected using a questionnaire from a sample consisted of 51 faculty members and data was analyzed using SPSS software where Marco analysis was used to test the mediating role.

Study results: Psychological capital has a direct role in predicting the faculty's members sense of work life quality, there's a relation between work life quality and organizational commitment, and the quality of work life mediates the relationship between psychological capital and organizational commitment level.

Study recommendations: The study recommended more research needs to be done in psychological factors affecting the level of organizational commitment and job satisfaction.

7. Asia's study entitled: **“The Impact of Psychological Capital on the Job Performance of Workers: A Case Study of the Algerian Electricity and Gas Distribution Company "Directorate of Distribution of Ouargla" ”**: This study aimed to analyze the impact of psychological capital with its dimensions (self-efficacy, optimism, hope and resilience) on job performance, the study adopted the analytical

descriptive method. A questionnaire was used as an essential tool for data collection, the study sample consisted of (100) workers belonging to the directorate of electricity and gas distribution in Ouargla.

Study results: There's a high level of psychological capital concepts and employees job performance, there is a positive impact of psychological capital dimensions on the employee's performance in institution under study and there's a strong correlation between psychological capital as an independent variable and functional performance as a dependent variable.

8. Black's study (2018) titled: **“Self-efficacy and emotional intelligence Influencing team cohesion to enhance team performance”**: This study was conducted to examine empirically the effect of the emotional intelligence of the team and the effect of the awareness of self-efficacy of team members on the relationship between emotional intelligence and team cohesion and team performance. The study used quasi-experimental design, data was collected from 146 students (from 35 teams) were senior business major students.

Study results: Positive impact of emotional intelligence and self-efficacy on team cohesion, high self-efficacy is an important mediator of the relationship between emotional intelligence and team cohesion and high emotional intelligence led to the development of self-efficacy, resulting in increased team cohesion. Increased team cohesion resulted in improved team performance.

9. Abbasi's study (2018) titled: **“Leadership Styles: Moderating Impact on Job Stress and Health”**: This study aimed to investigate moderating impact of transformational and laissez-faire leadership on job stress and health relationship and to investigate

predicting role of leadership and different role stressors with reference to health. Data was collected from questionnaires distributed and gathered from medical doctors and analyzed using hierarchical regression analyses.

Study results: Transformational and laissez-faire leadership styles moderate the relationship between stressors and health.

Study recommendations: Examine a wider range of work pressures to clarify moderate effects and test more factors that may affect the stress in the workplace.

10. Priyono, Sutomo, Rijanti, Farokhi and Kuncoro study (2018) entitled: **“The Influence of Psychological Capital and Organizational Change to Employee Performance with Organizational Commitment as Moderating Variable”**: This study aimed to analyze and describe the effect of psychological capital and organizational change on employee performance with the organizational commitment as a moderator, study was conducted on credit center of a banking company in, Indonesia. The study population was 275 employees, a sample of 163 respondents was taken using the proportional stratified sampling technique. The hierarchical regression analysis was the method of the study.

Study results: Psychological capital influences employee performance which is moderated by organizational commitment, and organizational change influences employee performance which is moderated by organizational commitment.

Study recommendations: Give more attention in improving organizational commitment to achieve good performance on different levels (individual, group and organization) through motivating, involving, training and giving employees opportunities; and future studies needs to use organizational commitment as moderating variable to strengthen

the predictor's influence such as leadership style, competence and personality to improve performance.

11. Vieira, Perin and Sampaio study (2018) titled “**The moderating effect of managers' leadership behavior on salespeople's self-efficacy**”: This study aimed to investigate if transactional leadership behavior amplifies the positive association between salespeople's self-efficacy and these four customer response, data was collected by distributing a survey questionnaire to 341 customers and analyzed exploratory factor analysis, separate factor analyses and confirmatory factor analysis using AMOS.

Study results: Positive effect from salesperson self-efficacy on customer satisfaction, word-of-mouth, loyalty and cross-selling, and transactional leadership behavior moderates positively the relation between salesperson's self-efficacy and customer satisfaction, word-of-mouth and loyalty.

Study recommendations: Study in future the moderating effect of transformational leadership using pseudo-transformational (vs. authentic transformational) leaders as a negative (vs. positive) factor that clarifies salespeople's self-efficacy.

12. Lee and Ko study (2019) titled: “**The Influence of Supervisor’s Leadership skills on Team Cohesion on Team performance in Environmental Service Industry**”: This study aimed to investigate the effects of team cohesion and leadership skill on team performance, and test the moderating effect of members’ thinking styles. Data used for this study was collected from 327 valid samples are recovered from environmental service companies in China using a questionnaire survey. Data was analyzed using the confirmatory factor analysis.

Study results: A positive effects of team cohesion and leadership skills on team performance, and members' thinking styles had a noticed moderating effect.

Study recommendations: Discuss other variables in order to enhance and develop the model completeness.

13. Hassanzadegan, Bagheri and Shojaei study (2019) entitled: **“The Relationship between Psychological Capital and Job Performance: The Mediating Role of Psychological Empowerment”**: This study examined the relationship between psychological capital and job performance and using the psychological empowerment as a mediator. Data of the study was collected from 204 employees via questionnaires adopted from previous literature. Data was analyzed using the correlational statistics and inferential statistics processed in SPSS-23 and Lisrel-8.5 software.

Study results: Psychological capital had significant impact on job performance and on psychological empowerment, and psychological empowerment had significant impact on job performance, in addition to a significant impact of psychological capital on job performance mediated by psychological empowerment.

Study recommendations: Managers can increase employees' psychological capital through management practices changes (such as applying of positive and transformational leadership styles), HR managers should base their recruiting and selecting process for future employees on the psychological capital, as the role of this variable absolutely leaves an impact on job performance improvement and achieving organizational goals.

14. Okolie and Emoghene study (2019) titled: **“Psychological Capital and Employee Performance in Federal Neuro-Psychiatric Hospital, Benn City, Edo State,**



**Nigeria:** This study purposed to examine the relationship between psychological capital and employee performance in Federal Neuro-Psychiatric Hospital in Benin City. Data used for the study was collected via surveys from 122 employees using the accidental sampling technique and analyzed using Pearson product moment correlation and multiple regression analysis.

Study results: Psychological capital influences employee performance and the psychological capital dimensions individually influence employee performance.

Study recommendations: Having an effective leadership and supportive organizational climate are essentials to create positive conditions for PsyCap to thrive which in turn leads to better organizational performance results.

15. RUS and Băban study (2019) titled: **“Linking Positive Psychological Capital to Team Effectiveness through Team Learning Behaviors”**: This study examined the mediator role of global and multidimensional team learning behaviors in the relation between positive psychological capital and multiple team effectiveness criteria (team performance, team member satisfaction, and team viability). Data used for the study was collected from 190 employees who are working in 20 teams and from five different fields. Data was analyzed using the confirmatory factorial analysis (CFA) by using the software V6.1 EQS.

Study results: The results indicated that the complete mediating effect of global group learning behaviors on the relationship between PsyCap and team satisfaction.

Moreover, PsyCap enhances team performance and team member satisfaction as team effectiveness standards through a few individual team learning behaviors.

Study recommendations: Extend the literature range of studies on PsyCap and work teams.

16. Akhtar, Khan and Rasheed study (2019) titled: **“The Power of Positive Psychological**

**Capital: An Exploratory Study”**: This study purposed to explore the psychological construct relationship with task performance and employee turnover, qualitative method for this study and semi structured interviews were conducted and data was analyzed using NVIVO 11 Plus software.

Study results: Positive psychological capital has positive influence to employees’ task performance at work, and negatively relevant to turnover.

Study recommendations: there is a need to integrate future research and social resources to check the contribution of PsyCap completely beyond the individual resources.

17. Water, Strauss, Somech, Haslam and Dussert study (2020) titled: **“Does team**

**psychological capital predict team outcomes at work?”**: This study aimed to explore the degree to which psychological capital mediated the relationship between leader psychological capital and team outcomes. Data used for this study was collected from 94 teams, 94 leaders and 550 employees, data was analyzed using the structural equation modelling.

Study results: Team psychological capital and leaders’ psychological capital are related to organizational citizenship behavior at the team-level, team innovation and team performance.

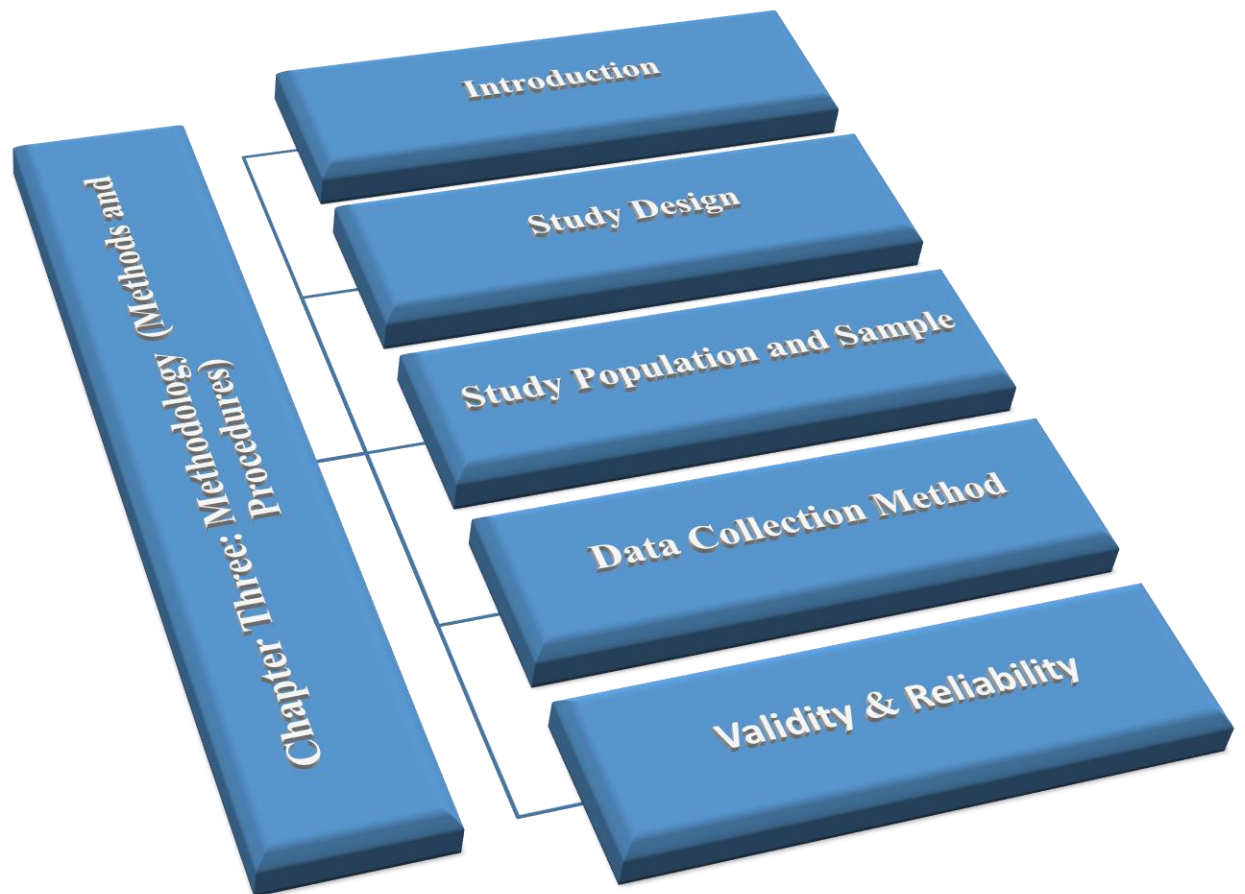
Study recommendations: The research suggests that there is a need for other expertise to enhance Leaders' psychological capital.

### **What distinguishes the current study from the previous studies?**

1. This study is distinguished from the previous studies by examining three variables that were not previously studied together, which are (psychological capital, team performance, and leadership behavior), thus, it will expand the understanding of the research phenomenon and a more accurate interpretation of the results.
2. Previous studies dealt with topics mentioned in various fields, while this study was applied to Advertising agencies operating in Amman city which are of a great importance and face great challenges.
3. The current study adopted leadership behavior as a moderator variable in the study of the impact of psychological capital on team performance, and this attempt was not referred to in previous studies. To the very least in the Arab world - according to the researcher's knowledge -.
4. The current study considered psychological capital as an independent variable that might have a significant positive impact on team performance, considering leadership behavior as a moderator variable. Also, the potential relationship between the two (psychological capital and leadership behavior) might be positive and might integrate one that leads to an increase in the potential positive impact on team performance, while previous studies did not study topics of this positive relationship and its effect on team performance.

## Chapter Three

### Methodology (Methods and Procedures)



## **Chapter Three**

### **Research Methodology (Methods and Procedures)**

This chapter presents the research methodology in terms of study design, population and sample, validity and reliability, that collected from the population, after that we will show the procedure and statistical processes which the researcher used in the study.

#### **3.1 Study Design**

This research adopted descriptive and analytical approach, in order to examine the impact of PsyCap on team performance with presence of leadership behavior as a moderator variable in advertising agencies operating in Amman City.

#### **3.2 Study Population and Sample**

The study population consisted of all employees working in advertising agencies operating in Amman city, (13) companies were chosen to apply our research, which are: (Correct Marketing & Advertising, FOCUS Marketing & Advertising, The Hub, Blunet, Wunderman, Connect, Media Makers, The One Ads, BaredWared, Insight group, Imagine GRP, Leo Burnett, Young & Rubicum) (Appendix 1).

The reason for choosing these thirteen companies is due to:

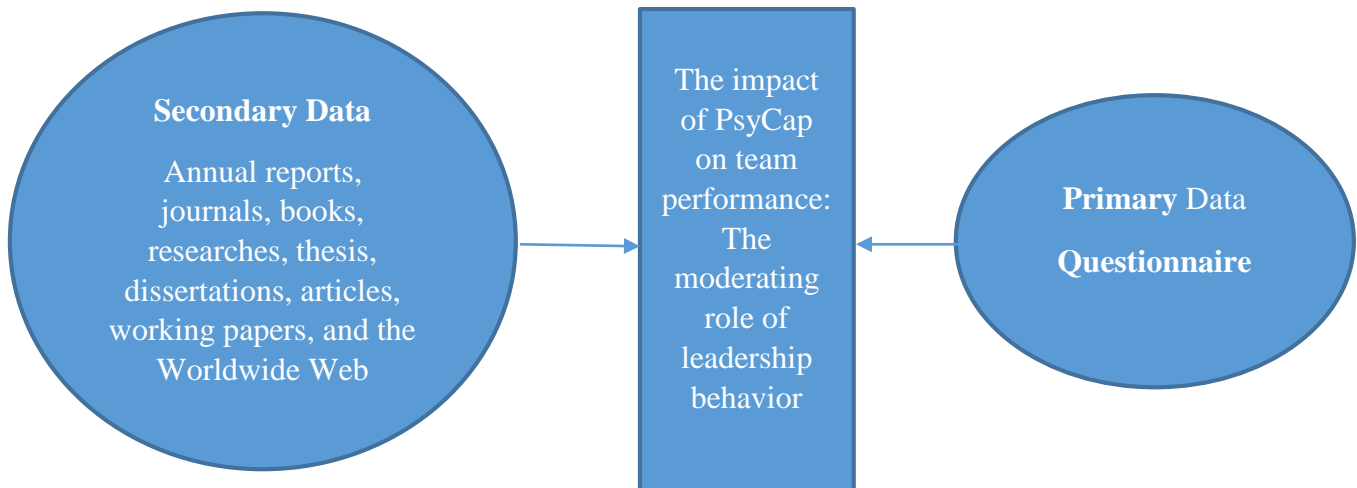
- Their willingness to cooperate with the researcher to conduct interviews and apply the questionnaire.
- Many other companies refrained from cooperating with the researcher.

- Difficulty in reaching and communicating with a number of other companies due to quarantine conditions related to the Corona pandemic.

A convenience sampling technique has been used to collect data from respondents. Likewise, the determined sample size planned to be (250) respondents; in order to achieve stable statistical analysis. However, the researcher used both (fieldwork and emails) to reach employees from different advertising agencies. Thus, after around two months of hard work of questionnaires distribution; only (207) questionnaires returned back due to the difficulty in communicating with these agencies, where the study took place during Covid-19 pandemic quarantine, with response rate 82.8%, and after deep screening process, unfortunately only (189) questionnaires considered useful for statistical analysis purposes.

### **3.3 Data Collection Methods**

The researcher collected the data that help to find the result for the purpose of this study from two sources one of them considered secondary and another considered primary will be discussed below. The below figure prepared by the researcher illustrates the data sources used in this study, the primary data collected from the interviews with the companies and questionnaire distributed to the population, while the secondary data from the annual reports for the advertising agencies, Journals, books, researches and thesis used to understand the study variables.



**Figure 3.1: Data collection sources**

Source: Prepared by the Researcher

Here are the steps in developing the questionnaire as a tool in collecting data from the sample:

- The researcher interviewed people in Appendix 2: Some of the interviews were held in offices and some were by phone calls and discussed the topic of the study.

### **3.4 Research Instrument**

The questionnaire consisted the following parts:

- Part one: Questions related to demographics. It is represented by (gender, age, education, job position, monthly income and years of experience).
- Part two: Questions related to the independent variable (Psychological capital) represented by (self-efficacy, hope, optimism and resilience).
- Part three: Questions related to the dependent variable (Team performance).
- Part four: Questions related to the moderate variable (Leadership behavior).

### 3.5 Statistical Methods

The researcher coded all gathered data, and processed by using the Statistical Package for Social Sciences (SPSS-V20) and (AMOS-V23). Consequently, (0.05) significance level has been used in testing hypotheses. However, to achieve the research objectives, the following descriptive statistical and analytical methods have been used:

- Frequencies and percentages to describe sample characteristics.
- Mean and standard deviation to determine how much respondent's answers are deviated from its mean.
- Exploratory factor analysis (EFA) in order to test the nature of relationship between independent and dependent variables.
- Confirmatory factor analysis (CFA) by using path analysis to test hypotheses based on related and supported measurements in previous studies for independent and dependent variables.
- Simple regression has been used to examine the impact of the research independent variable dimensions on the dependent variable.
- Multiple regression technique has been used to determine which dimension elements has a greater impact on the dependent variable.
- Interactive hierarchical regression to test the impact of the moderating variable on the relationship among the independent and dependent variable.
- Variance inflation factor (VIF) and tolerance to make sure that the independent variable has no multi-collinearity problem.



The following table shows sample characteristics, for the employees working in advertising agencies in Amman city:

**Table (3.1) Describing the sample's personal and demographic variables**

<b>Variable</b>	<b>Category</b>	<b>Frequencies</b>	<b>Percentage</b>
<b>Gender</b>	Male	106	56.1%
	Female	83	43.9%
<b>Age</b>	25 - less than 30	64	33.9%
	30 - less than 35	49	25.9%
	35 - less than 40	33	17.5%
	40 - less than 45	19	10.1%
	46 and above	24	12.7%
	<b>Total</b>	<b>189</b>	<b>100%</b>
<b>Education</b>	Diploma	24	12.7%
	Bachelor	116	61.4%
	Master	37	19.6%
	Doctorate	12	6.3%
	<b>Total</b>	<b>189</b>	<b>100%</b>
<b>Position</b>	Junior	42	22.2%
	Senior	94	49.7%
	Top Management	53	28%
	<b>Total</b>	<b>189</b>	<b>100%</b>
<b>Monthly Income</b>	Less than 500	35	18.5%
	500 less than 750	37	19.6%
	750 less than 1000	35	18.5%
	More than 1000	82	43.4%
	<b>Total</b>	<b>189</b>	<b>100%</b>
<b>Experience in Ad agencies</b>	Less than 5	61	32.3%
	5 – less than 10	58	30.7%
	10 – less than 15	32	16.9%
	15 and above	38	20.1%
	<b>Total</b>	<b>189</b>	<b>100%</b>

Table (3.1) reflects the sample's personal and demographic characteristics which included (Gender, age, education, position, monthly income and number of years of experience in advertising agencies).

The table shows number of male employees of the sample which count (106) and constitute (56.1%) of the sample, while female employees count (83) and constitute (43.9%) of the sample.

The above table also shows age group of employees, where number of employees who are 25 – less than 30 years count (64) with percentage of (33.9) whereas employees from age 30 – less than 35 years count (49) with percentage of (25.9), while employees from age 35 – less than 40 years count (33) with percentage of (17.5), and number of employees with age of 44 – less than 45 years (19) with percentage of (10.1), finally employees age 46 years and above count (24) with percentage of (12.7) and this means that the majority of employee is between 25-40 year old, this shows that advertising agencies sector has an age variety between their employees.

Also, more than half of the sample are holding a bachelor degree and they count (116) with percentage of (61.4), while (24) members are holding Diploma degree with percentage of (12.7), whereas (37) are holding Master degree with percentage of (19.6), and finally (12) are holding Doctoral degree with percentage of (6.3). And this explains that advertising agencies are concerned in attracting employees holding bachelor degree bearing in mind that it is a very critical sector and most employees should have university degree to be able to handle serious information on a daily basis. Besides there are some

positions which are operated by employees holding Master and doctoral degree that is related to consulting and decision making level.

It is clear from the table that the percentage of those who held a junior position count (42) with the percentage of (22.2), where employees who held a senior position count (94) with the percentage of (49.7) and employees who occupy positions in top management count (53) with the percentage of (28).

The above table also shows the monthly income for the respondents where employees with monthly income less than 500 JD count (35) with the percentage of (18.5), whereas employees with monthly income 500 less than 750 count (37) with percentage of (19.6), and employees with monthly income 750 less than 1000 count (35) with percentage of (18.5), finally employees with monthly income more than 1000 count (82) with percentage of (43.4).

Besides, as appears in above table the result for employees with experience in advertising agencies are as following:

Employees with work experience less than 5 years count (61) with percentage (32.3) whereas employees with work experience from 5 – less than 10 years count (58) with percentage of (30.7), while employees with work experience from 10 – less than 15 years count (32) with percentage of (16.9), finally employees with work experience at Ad agencies of 15 years and above count (38) with percentage (20.1).

### **3.6 Validity and Reliability**

Based on Laher (2010); Churchill and Brown (2014) the researcher applied face validity and construct validity. The researcher conducted (pilot study) with professional academic staff from reputable universities in Jordan, and they delivered scientific recommendations that supported the research instrument. For construct validity, the researcher used comprehensive methods in revising related previous work and literatures to set the cornerstone for the research model, measurements and hypotheses. Furthermore, EFA + CFA have been applied as follow:

#### **3.6.1 Exploratory factor analysis (EFA)**

(EFA) was performed using the principal component method to evaluate the validity of the independent variable (Psychological Capital), the dependent variable (Team Performance) and the moderating variable (Leadership Behavior). The factor loadings (which represent the amount of variation an item contributes to the factor's total variation) should not be less than 40 %, (Laher, 2010). The favored case is that all the questionnaire items load on one factor, but in some cases the items load on more than one factor. In this case the researcher chooses the factor that has the greater loading rather than the other factor. If a factor being extracted with fewer than three items loaded on it should be cancelled (deleted). Kaiser suggests the Eigen value as criteria to generate the factors that represent the sum of loadings squares of that factor. If an Eigen value of less than one for a given factor, that factor should be deleted and the process of extracting more factors terminates. (Laher, 2010). The explained variance of a factor represents the average amount of the total factor's variance per an item, as the value increases the explained variance is positively recognized.

KMO is a test suggested by (Kaiser, Meyer and Olkin) to identify the adequacy of data being used to be analyzed by factor analysis. The test value should be between (0 -1). Practically a value of 0.50 or more is representing sufficient and adequate data (Hair, Black, Babin & Anderson, 2010). The Barlett's test is a test used to explore that the correlation matrix for the variables is an identity matrix (zero matrix) practically the test is provided with a value representing type 1 error ( $\alpha \leq 0.05$ ). If the sig value was  $\leq 0.05$  the test is positive meaning that the data is convenient to be analyzed by factor analysis as it represents different sampling for the study population.

All the mentioned concepts will be used to interpret the results of the upcoming tables taking into account that the mentioned concepts and criteria were met.

**Table (3.2) EFA analysis for the items representing each dimension of the Independent Variable (Psychological Capital)**

Dimensions	Code	Factor Loading	Sig	Bartlett's Test of Sphericity – Chi-Square	Explained Variance	KMO
Self-efficacy	1	0.449	0.000	236.391	19.804	0.808
	2	0.557				
	3	0.57				
	4	0.605				
	5	0.502				
Hope	6	0.621	0.000	246.963	14.891	0.720
	7	0.618				
	8	0.635				
	9	0.614				
	10	0.579				
Optimism	11	0.609	0.000	263.827	14.374	0.800
	12	0.605				
	13	0.708				
	14	0.623				
	15	0.687				

<b>Dimensions</b>	<b>Code</b>	<b>Factor Loading</b>	<b>Sig</b>	<b>Bartlett's Test of Sphericity – Chi-Square</b>	<b>Explained Variance</b>	<b>KMO</b>
<b>Resilience</b>	16	0.706	0.000	371.057	10.223	0.846
	17	0.652				
	18	0.706				
	19	0.587				
	20	0.743				
<b>Total</b>	PsyCap		0.000	1718.239	59.292	0.916

From the above table we noticed that for the Psychological Capital the KMO test value is 0.961. So the value of KMO suggests an acceptable data adequacy for the purpose of factor analysis, and the Sphericity test (Barlett's) is 1718.239 with sig 0.000.

The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities were significant at  $p < 0.05$  level, meaning significant relationships between the factors included in the analysis.

The table shows that the items loadings reflect the concept of convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater was achieved. Inspecting the provided results, we can see that the minimum loading being obtained was assigned to item no. 1 in the self-efficacy (1) which was (0.449) and that the maximum loading value was assigned to the item no.5 in the resilience (20) which was (0.743) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity.

**Table (3.3) EFA analysis for the items representing the Dependent Variable (Team Performance)**

Dimension	Code	Factor Loading	Sig	Bartlett's Test of Sphericity – Chi-Square	Explained Variance	KMO
<b>Team Performance</b>	21	0.692	0.000	426.074	65.632	0.857
	22	0.623				
	23	0.573				
	24	0.666				
	25	0.701				

The Kaiser-Meyer-Olkin tests the adequacy and suitability of the data being used for factor analysis. A critical value 0.50 is considered to be the smallest satisfactory value. From the above table we noticed that for the team performance the KMO test value is 0.857. So the value of KMO suggests an acceptable data adequacy for the purpose of factor analysis, and the Sphericity test (Barlett's) is 426.074 with sig 0.000.

The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities were significant at  $p < 0.05$  level, meaning significant relationships between the factors included in the analysis.

The items loadings reflect the concept of convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater was achieved. Inspecting the provided results, we can see that the minimum loading being obtained was assigned to item (23) which was (0.573) and that the maximum loading value was assigned to the item (25) which was (0.701) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity.

**Table (3.4) EFA analysis for the items representing the Moderator Variable (Leadership behavior)**

Dimensions	Code	Factor Loading	Sig	Bartlett's Test of Sphericity – Chi-Square	Explained Variance	KMO
Leadership behavior	26	0.48	0.000	243.666	54.451	0.820
	27	0.617				
	28	0.576				
	29	0.548				
	30	0.555				

The Kaiser-Meyer-Olkin tests the adequacy and suitability of the data being used for factor analysis. A critical value 0.50 is considered to be the smallest satisfactory value. For the leadership behavior the KMO test value is 0.820. So the value of KMO suggests an acceptable data adequacy for the purpose of factor analysis, and the Sphericity test (Barlett's) is 243.666 with sig 0.000.

The test of sphericity assumes significant probabilities among the factors being used in the correlation matrix. As could be figured out from the results of probability, all the probabilities were significant at  $p < 0.05$  level, meaning significant relationships between the factors included in the analysis.

The items loadings reflect the concept of convergent validity. Typically, an item is said to be convergent if a loading value was 0.40 or greater was achieved. Inspecting the provided results, we can see that the minimum loading being obtained was assigned to item (26) which was (0.480) and that the maximum loading value was assigned to the item (27) which was (0.617) so these values were above the minimum required (0.40 or greater) suggesting reasonable convergent validity.



### 3.6.2 Confirmatory factor analysis (CFA)

This analysis was performed by software which provides both the standardized and unstandardized loading for each item (question) on its proposed (latent) variable. The software provides an advantage that it gives an indication for the goodness of fit for the overall data variables being used in the model. These indicators are numerous. The researcher uses the most common indicators (six) that most studies rely on to decide the goodness of model fit, chi square test ( $\chi^2$ ), the comparative fit index CFI, the goodness of fit index GFI, the normed fit index NFI, the Tucker-Lewis index TLI and the root mean square error of approximate RMSEA. Each of these indicators has a reference value below which reflects good model fitting.

In general, the chi square test is the inferential test that uses probability to accept or reject the goodness of fit; the desired situation is that the probability of chi square test is  $> 0.05$  suggesting no statistical differences between the real (actual measured model) and the theoretical one. One major negative aspect of chi square test is that it is sensitive to the sample size (i.e. its affected and varied depending on the sample size), accordingly it's rarely that a researcher gets a suitable desired chi square value (i.e.  $p > 0.05$ ). In the same context the RMSEA indicator refers to the average of squared errors of approximation, so the less the result, the desired situation is, typically a value less than 0.08 is considered to be fair, other suggest that this value should be less than 0.05 to express a good indicator (the ideal situation is to equal 0.00). Both the CFI and GFI indicators ranges between (0 -1) so a value around 0.90 or higher suggests a good fitting.

The results pertaining the independent variable (Psychological Capital), the dependent variable (Team Performance) and the moderator variable (Leadership Behavior) are provided in the upcoming tables.

**Table (3.5) Matrix of correlation between dimensions**

Dimensions		SE	Hope	OP	Re	independent	Dependent	Moderating
SE	Pearson Correlation	1	.652**	.624**	.531**	.804**	.445**	.469**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	189	189	189	189	189	189	189
Hope	Pearson Correlation	.652**	1	.726**	.672**	.877**	.609**	.522**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	189	189	189	189	189	189	189
OP	Pearson Correlation	.624**	.726**	1	.716**	.892**	.617**	.565**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	189	189	189	189	189	189	189
Re	Pearson Correlation	.531**	.672**	.716**	1	.866**	.619**	.608**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	189	189	189	189	189	189	189
independent	Pearson Correlation	.804**	.877**	.892**	.866**	1	.669**	.633**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	189	189	189	189	189	189	189
Dependent	Pearson Correlation	.445**	.609**	.617**	.619**	.669**	1	.564**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	189	189	189	189	189	189	189
Moderating	Pearson Correlation	.469**	.522**	.565**	.608**	.633**	.564**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	189	189	189	189	189	189	189

\*\* . Correlation is significant at the 0.01 level (2-tailed).

AMOS V.23 software was used to calculate the appropriate indicators related to the independent variable, and the following table shows the results of the analysis:

**Table (3.6) Indicators of perfect fit of the independent variables dimensions**

Indicator	Value
RMSEA	0.055
RMR	0.039
$\chi^2$	615.246
DF	394

<b>Indicator</b>	<b>Value</b>
Minimum Variation $\chi^2/DF$	1.562
GFI	0.907
AGFI	0.913
TLI	0.9
CFI	0.907
NFI	0.911

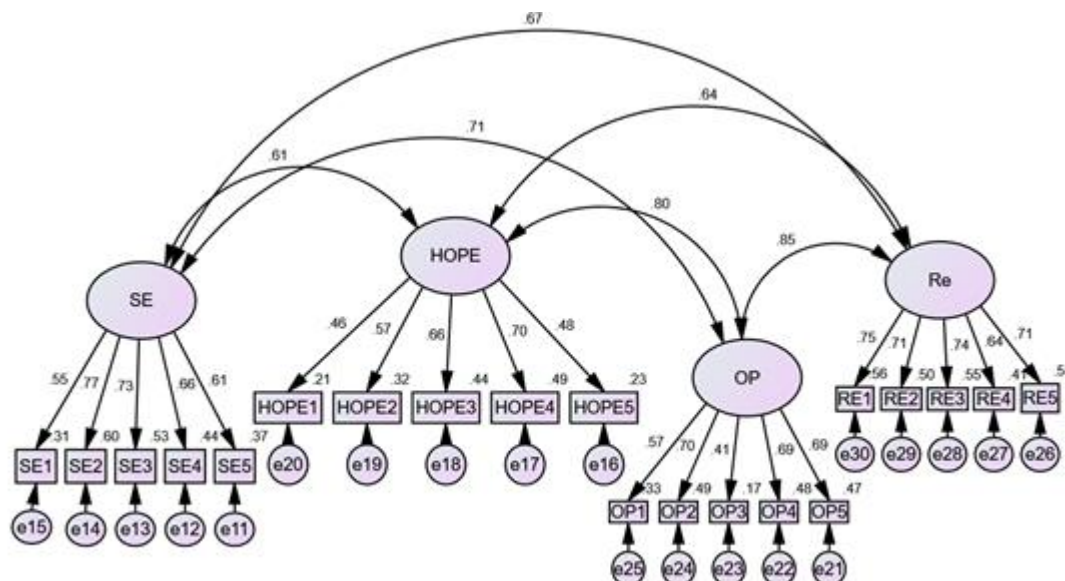
Inspecting the results provided in the above table, the value of  $\chi^2$  of the independent variables in their dimensions is significant at the level of ( $\alpha \leq 0.05$ ), with degrees of freedom reached (394), where it was found that the value of the minimum variance (Quotient of  $\chi^2$  values divided by degrees of freedom DF) was (1.562), which reflects that the independent variables in their dimensions has a good level of fit. Whereas, Arbuckle (2008) suggested that the value of the minimum variance should not exceed the value of (5). In light of the standard regression weights, which are known as validity or saturation coefficients, whose regression weights are supposed to be no less than (0.50) (Mezo & Short, 2012).

The table also shows the indicators of the overall compatibility of the scale of independent variables, as the value of each of the GFI and AGFI, (0.907) (0.913) respectively and are close to the value of one.

The values of the fit indicators were as follows: (0.911) for the indicator NFI, (0.9) for the indicator TLI and the value of (0.907) for the indicator CFI, which are close to the value of one. In the same context, the value of the Root Mean Square Error of Approximation (RMSEA) was (0.055) and it is very close to the value of zero. This

indicates the quality of conformity and the validity of the paragraphs of the independent variables with their dimensions, and figure (3.2) presents regression model dimensions and its coefficients.

**Figure (3-2): Regression model for independent dimensions and its coefficients.**



The AMOS V.23 software was also used to calculate the relevant indicators related to the study model, and Table (3.7) shows the results of the analysis:

**Table (3.7): Indicators of complete alignment of the study tool with its dimensions**

Indicator	Value
RMSEA	0.061
RMR	0.058
$\chi^2$	1098.187
DF	394
Minimum Variation $\chi^2/DF$	2.787
GFI	0.906

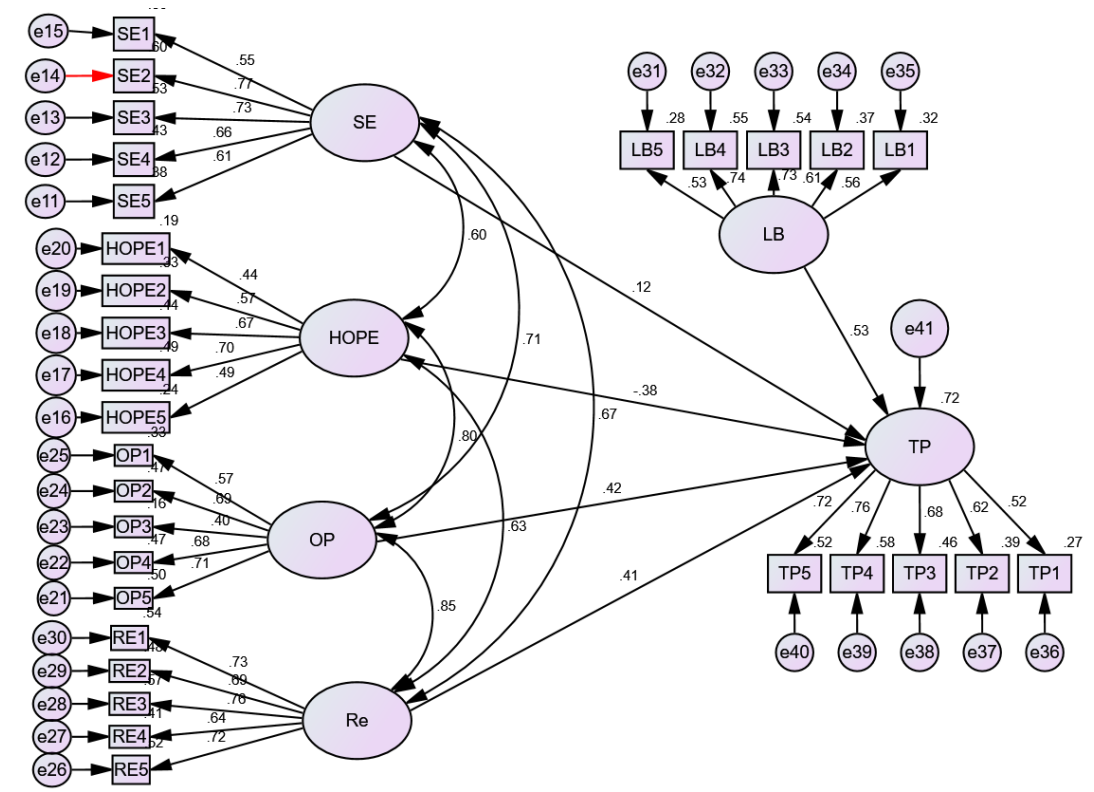
Indicator	Value
AGFI	0.931
TLI	0.926
CFI	0.921
NFI	0.071

As it is shown in the above table, the value of  $\chi^2$  of the independent variables is (1098.87) in their dimensions is significant at the level of ( $\alpha \leq 0.05$ ), with degrees of freedom reached (394), where it was found that the value of the minimum variance (Quotient of  $\chi^2$  values divided by degrees of freedom DF) was (2.787), which reflects that the independent variables in their dimensions has a good level of fit. Whereas, Arbuckle (2008) suggested that the value of the minimum variance should not exceed the value of (5). In light of the standard regression weights, which are known as validity or saturation coefficients, whose regression weights are supposed to be no less than (0.50) (Mezo & Short, 2012).

The table also shows the indicators of the overall compatibility of the scale of independent variables, as the value of each of the GFI and AGFI, (0.906) (0.913) respectively and are close to the value of one.

The values of the fit indicators were as follows: (0.071) for the indicator NFI, (0.926) for the indicator TLI and the value of (0.921) for the indicator CFI, which are close to the value of one. In the same context, the value of the Root Mean Square Error of Approximation (RMSEA) was (0.061) and it is very close to the value of zero. This indicates the quality of conformity and the validity of the paragraphs of the independent variables with their dimensions.

Figure (3-3): Regression model for variable dimensions and its coefficients



### 3.6.3 Reliability

Cronbach alpha reliability analysis was used to verify the internal consistency among the (questions) representing each element, dimension of the study variables. As obtaining Alpha > 0.70 is considered appropriate in administrative sciences (Hair et al., 2010). The results are included in table (3.8) below:

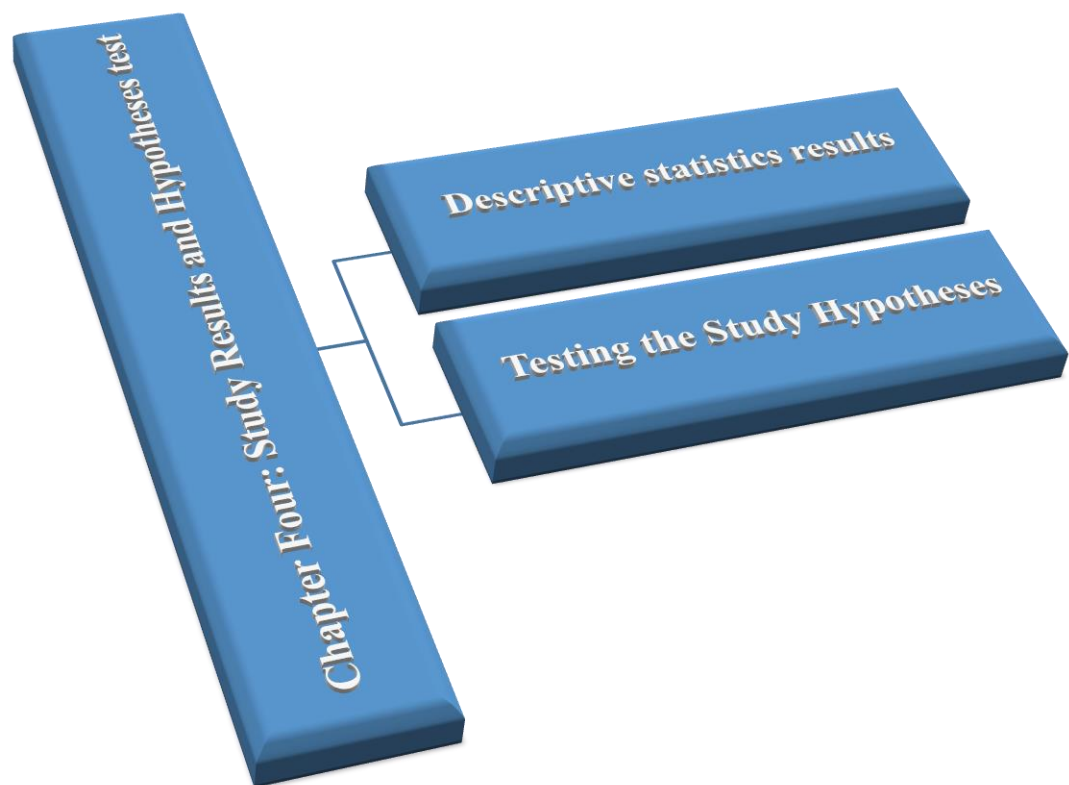
**Table (3.8) reliability analysis (Cronbach's Alpha) results for all study variables**

Variables		No. of items	Reliability
IV	Self-efficacy	5	0.777
	Hope	5	0.765
	Optimism	5	0.794
	Resilience	5	0.849
	Psychological Capital	0.924	
DV	Team Performance	5	0.868
MD	Leadership Behavior	5	0.788

Table (3.8) indicates the results of Cronbach alpha reliability analysis. The minimum value obtained was (0.765) for Hope items, while the maximum value which obtained was (0.868) for the Team Performance items, the reliability mentioned values reflect a satisfactory reliability values (taking into account that the maximum value that could be reached is 1.00) so a conclusion of a high reliability could be driven (Hair et al., 2010).

## Chapter Four

### (Study Results and Hypotheses test)





## Chapter four

### Study Results and Hypotheses test

The aim of this study is to identify the impact of Psychological Capital on Team performance in presence of the Leadership behavior as a moderator variable, the study applied in 13 advertising agencies operating in Amman city. To achieve the goal of this study questions and hypotheses have been developed.

The first part of this chapter will discuss the answers of the questions) descriptive statistics) and then to test the formulated hypotheses in the second part the study.

At what level do the advertising agencies rate the study variables?

To answer the above questions means and standard deviations were conducted and the results are represented in the below tables :

#### 4.1 Analyzing the Psychological Capital

**Table (4.1) Means for the dimensions of Psychological Capital**

No.	Dimensions	Mean	Level	Rank
1	Self-efficacy	4.07	High	1
2	Hope	3.89	High	2
3	Optimism	3.75	High	3
4	Resilience	3.55	Moderate	4
5	<b>Psychological Capital</b>			

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high)

Table 4.1 represented the values of mean for the dimensions of the independent variable Psychological Capital, we noticed that self-efficacy has the highest dimension being rated in psychological capital with the rank 1 and the mean is 4.07, while resilience is the least one with rate 4 and mean 3.55.

#### 4.1.1 Analysis the items of Self-efficacy

**Table (4.2) Means, standard deviations, t-value and sig for the items of Self-efficacy**

No.	Items	Mean	Std.Dev	Level	t-value	Rank	Sig
1	The employee is able to handle unforeseen situations based on his/her resource fullness.	4.05	0.75	High	74.61	3	0.000
2	The employee is able to successfully overcome many challenges.	4.05	0.76	High	73.22	3	0.000
3	The employee can think of many ways to reach his/her goals.	4.14	0.75	High	76.32	2	0.000
4	The employee is able to perform quite well, even when work is going tough.	3.99	0.79	High	69.23	4	0.000
5	The employee can always manage to solve difficult problems if he/she tries hard enough.	4.15	0.75	High	76.00	1	0.000
<b>Average means (Self-efficacy)</b>		<b>4.07</b>	<b>0.55</b>	<b>High</b>	<b>101.47</b>	<b>0.000</b>	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), tabulated t value = 1.96

Table 4.2 shows the values of mean, standard deviation, t-value and sig in percentage for self-efficacy items. The self-efficacy dimension was mostly addressed by Item code 5, the rank is 1 and with the highest mean with value of 4.15. While the item 4 expressed the lowest rate 4, with the lowest mean with value of 3.99.

Form average means which reach to (4.07) it is evident that there is a high level of Self-efficacy

#### 4.1.2 Analysis the items of Hope

**Table (4.3) Means, standard deviations, t-value and sig for the items of Hope**

No.	Items	Mean	Std.Dev	Level	t-value	Rank	Sig
6	The employee meets work goals.	4.11	0.70	High	80.5	1	0.000
7	The employee has the ability to overcome future business challenges.	3.78	0.69	High	75.6	4	0.000
8	The employee does his/her best to convince others of the importance of new ideas.	3.85	0.73	High	72.3	3	0.000
9	The employee believes that any problem got different ways to solve.	3.93	0.79	High	68.2	2	0.000
10	The employee can find a way to solve the problem, even when others are discouraged.	3.78	0.79	High	65.9	4	0.000
<b>Average means (Hope)</b>		<b>3.89</b>	<b>0.53</b>	<b>High</b>	<b>100</b>	<b>0.000</b>	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), tabulated t value = 1.96

Table 4.3 shows the values of mean, standard deviation, t-value and sig in percentage for hope items. The hope dimension was mostly addressed by Item code 6; the rank is 1 with the highest mean with value of 4.11. While the items 7, 10 expressed the lowest rate 4 with the lowest mean with value of 3.78.

Form average means which reach to (3.89) it is evident that there is a high level of hope.

#### 4.1.3 Analysis the items of Optimism

**Table (4.4) Means, standard deviations, t-value and sig for the items of Optimism**

No.	Items	Mean	Std.Dev	Level	t-value	Rank	Sig
11	The employee believes that hard work is the basis for success.	3.99	0.80	High	69.03	1	0.000
12	The employee can handle situations of uncertainty at work.	3.54	0.75	High	65.25	4	0.000
13	The employee believes that he/she can achieve work goals in spite of all difficulties.	3.74	0.75	Moderate	68.14	3	0.000
14	The employee believes that problems occurred at work always got a bright side.	3.54	0.88	High	55.42	4	0.000
15	The employee is energetically pursuing his/her goals.	3.94	0.80	High	67.95	2	0.000
<b>Average means (Optimism)</b>		<b>3.75</b>	<b>0.59</b>	<b>High</b>	<b>87.57</b>	<b>0.000</b>	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), tabulated t value = 1.96

Table 4.4 shows the values of mean, standard deviation, t-value and sig in percentage for optimism items. The optimism dimension was mostly addressed by Item code 11, it's rank is 1 and the highest mean 3.99. While the items 12, 14 expressed the lowest rate 4, with the lowest mean with value of 3.54.

Form average means which reach to (3.75) it is evident that there is a high level of optimism.

#### 4.1.4 Analysis the items of Resilience

**Table (4.5) Means, standard deviations, t-value and sig for the items of Resilience**

No.	Items	m	Std.	Level	t-value	Rank	Sig
16	The employee believes that hard work is the basis for success.	3.48	0.91	Moderate	52.27	3	0.000
17	The employee can handle situations of uncertainty at work.	3.47	0.87	Moderate	55.01	4	0.000
18	The employee believes that he/she can achieve work goals in spite of all difficulties.	3.76	0.84	High	61.65	1	0.000
19	The employee believes that problems occurred at work always got a bright side.	3.46	0.87	Moderate	54.55	5	0.000
20	The employee is energetically pursuing his/her goals.	3.58	0.82	Moderate	60.16	2	0.000
<b>Average means (Resilience)</b>		<b>3.55</b>	<b>0.68</b>	<b>Moderate</b>	<b>71.68</b>		<b>0.000</b>

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), tabulated t value = 1.96

Table 4.5 shows the values of mean, standard deviation, t-value and sig in percentage for resilience items. The resilience dimension was mostly addressed by Item code 18, its rank is 1 and the highest mean with value of 3.76. While the item 19 expressed the lowest rate 5, with the lowest mean with value of 3.46.

Form average means which reach to (3.55) it is evident that there is a moderate level of resilience.

## 4.2 Analyzing the Team Performance

**Table (4.6) Means, standard deviations, t-value and sig for the Team Performance**

No.	Items	m	Std.	Level	t-value	Rank	Sig
21	The team sets and meets challenging goals.	4.01	0.74	High	74.86	2	0.000
22	The team frequently go beyond what is Required from.	3.94	0.77	High	70.10	4	0.000
23	The team focuses on doing the work well more than doing the work fast.	3.85	0.82	High	64.72	5	0.000
24	The team has a strong sense of work accomplishment.	4.06	0.76	High	73.97	1	0.000
25	The team meets its (internal and/or external) customer requirements on time.	3.96	0.73	High	74.73	3	0.000
<b>Average means (Team performance)</b>		<b>3.97</b>	<b>0.62</b>	<b>High</b>	<b>88.30</b>	<b>0.000</b>	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), tabulated t value = 1.96

Table 4.6 shows the values of mean, standard deviation, t-value and sig in percentage for the dependent variable (Team performance). The dependent variable was mostly addressed by Item code 24, it's rank is 1 and the highest mean with value of 4.06. While the item 23 expressed the lowest rate 5, with the lowest mean with value of 3.85.

Form average means which reach to (3.97) it is evident that there is a high level of team performance.

### 4.3 Analyzing the Leadership Behavior

**Table (4.7) Means, standard deviations, t-value and sig for the Leadership Behavior**

No.	Items	m	Std.	Level	t-value	Rank	Sig
26	The manager sets high standards for performance by his/her own behavior.	4.05	0.78	High	71.1	1	0.000
27	The manager responds favorably to new and innovative ideas made by the team.	3.93	0.76	High	70.89	3	0.000
28	The manager develops a high standard plan of action for the team.	4.01	0.72	High	76.66	2	0.000
29	The manager takes time to discuss work group results.	3.78	0.75	High	69.23	5	0.000
30	The manager takes proactive measures to create a positive working environment for the employees.	3.93	0.76	High	71.27	4	0.000
<b>Average means (Leadership behavior)</b>		<b>3.94</b>	<b>0.56</b>	<b>High</b>	<b>97.52</b>	<b>0.000</b>	

Means description (1 – 2.33 low, 2.34 – 3.67 moderate, 3.68 – 5 high), tabulated t value = 1.96

Table 4.7 shows the values of mean, standard deviation, t-value and sig in percentage for the moderating variable (Leadership behavior). The moderating variable was mostly addressed by Item code 26, it's rank is 1 and the highest mean 4.05. While the item 29 expressed the lowest rate 5, with the lowest mean with value of 3.78.

Form average means which reach to (3.94) it is evident that there is a high level of Leadership behavior.

#### 4.4 Testing the study hypotheses:

In this section we will test the study hypotheses and we have two main hypotheses and four sub hypotheses from the first main one.

Linear regression was applied to test our hypotheses, but we must first verify the normality of the independent variables distribution. The table below includes the results:

**Table (4.8) The suitability of study data to test hypotheses analysis using VIF test**

Variables		Skewness	VIF	Tolerance
Psychological Capital	Self-efficacy	0.058	1.925	0.52
	Hope	0.152	2.669	0.375
	Optimism	0.445	2.866	0.349
	Resilience	0.331	2.527	0.396
Psychological capital		0.012	2.101	0.476
Leadership behavior	Leadership behavior	0.166	1.713	0.584

Table (4.8) has shown the results of the Skewness that will be an indication that the study data is close to the normal distribution. As we can see in the above table, all the results ranged between (0.058) for the self-efficacy dimension and (0.445) for the optimism dimension. All of the mentioned results are within the acceptable range (in most of studies is between -1 and 1).

**Table (4.9) Normal distribution of study variables**

Variable	Kolmogorov-Smirnov <sup>a</sup>				
	Statistic	DF	Sig.	Skewness	Kurtosis
Self-efficacy	0.123	189	0	0.058	-1
Hope	0.104	189	0	0.152	-0.62
optimism	0.087	189	0.001	0.445	-0.37
Resilience	0.117	189	0	0.331	-0.25
Team Performance	0.097	189	0	-0.15	-0.01
Leadership behavior	0.097	189	0	0.166	-0.71



It is noted that the distribution of the study variables and their dimensions are all normal, as the ratios of the answers were (0.05), which is an accepted and approved level in the statistics.

#### 4.4.1 The First Hypothesis Test:

**H01: There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies in Amman city.**

We used Simple Linear Regressions Analysis to test this hypothesis and its sub dimensions to verify the direct impact of Psychological Capital on Team Performance.

**Table (4.10) Simple Linear Regressions Analysis for testing the impact of Psychological Capital on Team Performance**

Dependent Variable	Model summary		ANOVA			Coefficient				
	r	r <sup>2</sup>	f	DF	Sig F*	Psychological capital	$\beta$	Std. Error	t	Sig F
Team Performance	0.672	0.452	153.97	1	0.000		0.853	0.069	12.408	0.000

Table (4.10) indicates that the value of ( $r = 0.672$ ), which means that there is a positive correlation value of (67.2%) which is considered to be high between (Psychological capital) and (Team Performance) in advertising agencies in Amman city. The coefficient of determination value ( $r^2 = 0.452$ ), which means that the variation in (Psychological capital) has explained (45.2%) of the variance in (Team Performance), as the analysis of variance shows that the value of (f) has reached (153.97) when Confidence level (sig = 0.000) this confirms the significance of regression at ( $\alpha \leq 0.05$ ) level, and at one degree of freedom.

From the coefficient table, the value of ( $\beta=0.853$ ), meaning that the increase in one unit in the (Psychological capital) variable in advertising agencies in Amman city leads to an increase by (85.3%) in (Team Performance), and the value of ( $t = 12.408$ ) at a confidence level ( $\text{sig} = 0.000$ ) This confirms the coefficient significance at ( $\alpha \leq 0.05$ ) level.

Based on the above analysis, we reject the first main null hypothesis and accept the alternative hypothesis that: There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies in Amman city.

From this first main hypothesis emerged the following sub-hypotheses:

#### **First sub-hypothesis**

**H0 1.1: There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for self-efficacy on team performance in advertising agencies in Amman city.**

**Table (4.11) Simple Linear Regressions Analysis for testing the impact of Self-efficacy on Team Performance**

Dependent Variable	Model summery		ANOVA			Coefficient				
	r	r <sup>2</sup>	f	DF	Sig F*	Self-efficacy	$\beta$	Std. Error	t	Sig F*
Team Performance	0.445	0.198	46.09	1	0.000		0.497	0.073	6.789	0.000

Table (4.11) indicates that the value of ( $r = 0.445$ ), which means that there is a positive correlation value of (44.5%) which is considered to be moderate between (Self-efficacy) and (Team Performance) in advertising agencies in Amman city. The coefficient of determination value ( $r^2 = 0.198$ ), which means that the variation in (Self-efficacy) has explained (19.8%) of the variance in (Team Performance), as the analysis of variance

shows that the value of (f) has reached (46.09) when Confidence level (sig = 0.000) this confirms the significance of regression at ( $\alpha \leq 0.05$ ) level, and at one degree of freedom.

From the coefficient table, the value of ( $\beta=0.497$ ), meaning that the increase in one unit in the (Self-efficacy) variable in advertising agencies in Amman city leads to an increase by (49.7%) in (Team Performance), and the value of ( $t = 6.789$ ) at a confidence level (sig = 0.000) This confirms the coefficient significance at ( $\alpha \leq 0.05$ ) level.

Based on the above analysis, we reject the first sub null hypothesis and accept the alternative hypothesis that: There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for self-efficacy on team performance in advertising agencies in Amman city.

### Second sub-hypothesis

**H0 1.2: There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for hope on team performance in advertising agencies in Amman city.**

**Table (4.12) Simple Linear Regressions Analysis for testing the impact of Hope on Team Performance**

Dependent Variable	Model summery		ANOVA			Coefficient				
	r	r <sup>2</sup>	f	DF	Sig F*	Hope	$\beta$	Std. Error	t	Sig F*
Team Performance	0.609	0.371	110.41	1	0.000		0.707	0.067	10.508	0.000

Table (4.12) indicates that the value of ( $r = 0.609$ ), which means that there is a positive correlation value of (60.9%) which is considered to be moderate between (Hope) and (Team Performance) in advertising agencies in Amman city. The coefficient of determination value ( $r^2 = 0.371$ ), which means that the variation in (Hope) has explained (37.1%) of the variance in (Team Performance), as the analysis of variance shows that the

value of (f) has reached (110.41) when Confidence level (sig = 0.000) this confirms the significance of regression at ( $\alpha \leq 0.05$ ) level, and at one degree of freedom.

From the coefficient table, the value of ( $\beta=0.707$ ), meaning that the increase in one unit in the (Hope) variable in advertising agencies in Amman city leads to an increase by (70.7%) in (Team Performance), and the value of ( $t = 10.508$ ) at a confidence level (sig = 0.000) This confirms the coefficient significance at ( $\alpha \leq 0.05$ ) level.

Based on the above analysis, we reject the second sub null hypothesis and accept the alternative hypothesis that: There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for hope on team performance in advertising agencies in Amman city.

### Third sub-hypothesis

**H0 1.3: There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for optimism on team performance in advertising agencies in Amman city.**

**Table (4.13) Simple Linear Regressions Analysis for testing the impact of Optimism on Team Performance**

Dependent Variable	Model summary		ANOVA			Coefficient				
	r	r <sup>2</sup>	f	DF	Sig F*	Optimism	$\beta$	Std. Error	t	Sig F*
Team Performance	0.617	0.380	114.86	1	0.000		0.647	0.060	10.717	0.000

Table (4.13) indicates that the value of ( $r = 0.617$ ), which means that there is a positive correlation value of (60.9%) which is considered to be high between (optimism) and (Team Performance) in advertising agencies in Amman city. The coefficient of determination value ( $r^2 = 0.380$ ), which means that the variation in (optimism) has explained (38.0%) of the variance in (Team Performance), as the analysis of variance

shows that the value of (f) has reached (114.86) when Confidence level (sig = 0.000) this confirms the significance of regression at ( $\alpha \leq 0.05$ ) level, and at one degree of freedom.

From the coefficient table, the value of ( $\beta=0.647$ ), meaning that the increase in one unit in the (optimism) variable in advertising agencies in Amman city leads to an increase by (64.7%) in (Team Performance), and the value of ( $t = 10.717$ ) at a confidence level (sig = 0.000) This confirms the coefficient significance at ( $\alpha \leq 0.05$ ) level.

Based on the above analysis, we reject the third sub null hypothesis and accept the alternative hypothesis that: There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for optimism on team performance in advertising agencies in Amman city.

#### Fourth sub-hypothesis

**H0 1.4: There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for resilience on team performance in advertising agencies in Amman city.**

**Table (4.14) Simple Linear Regressions Analysis for testing the impact of Resilience on Team Performance**

Dependent Variable	Model summary		ANOVA			Coefficient				
	r	r <sup>2</sup>	f	DF	Sig F*	Resilience	$\beta$	Std. Error	t	Sig F*
Team Performance	0.619	0.383	116.17	1	0.000			0.561	0.052	10.778

Table (4.14) indicates that the value of ( $r = 0.619$ ), which means that there is a positive correlation value of (60.9%) which is considered to be moderate between (resilience) and (Team Performance) in advertising agencies in Amman city. The coefficient of determination value ( $r^2 = 0.383$ ), which means that the variation in (resilience) has explained (38.3%) of the variance in (Team Performance), as the analysis of variance shows that the value of (f) has reached (116.17) when Confidence level (sig =

0.000) this confirms the significance of regression at ( $\alpha \leq 0.05$ ) level, and at one degree of freedom.

From the coefficient table, the value of ( $\beta=0.561$ ), meaning that the increase in one unit in the (resilience) variable in advertising agencies in Amman city leads to an increase by (56.1%) in (Team Performance), and the value of ( $t = 10.778$ ) at a confidence level ( $\text{sig} = 0.000$ ) This confirms the coefficient significance at ( $\alpha \leq 0.05$ ) level.

Based on the above analysis, we reject the fourth sub null hypothesis and accept the alternative hypothesis that: There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for resilience on team performance in advertising agencies in Amman city.

#### 4.4.2 The second hypothesis test:

**H02: There is no statistically impact at significance level ( $\alpha \leq 0.05$ ) for leadership behavior in improving the impact of PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies in Amman city.**

To test this hypothesis a hierarchical multiple regression analysis was used to measure psychological capital on team performance in existence of leadership behavior as moderator in advertising agencies in Amman city.

**Table (4.15) Results of hierarchical multiple regression analysis to show the impact of Psychological Capital on Team Performance in existence of Leadership Behavior**

Dependent variable	Independent variables	First Model			Second Model			Third Model		
		B	T	Sig	B	T	Sig	B	T	Sig
Team performance	PsyCap dimensions	0.52	12.3	0.000						
	Leadership Behavior				0.43	13.15	0.000			
	PsyCap dimensions with the presence of Leadership Behavior							0.24	3.44	0
	R	0.672			0.693			0.736		
	R <sup>2</sup>	0.452			0.481			0.541		
	Delta R <sup>2</sup>	0.452			0.481			0.09		
	Delta F	153.968			173			36.439		
	Delta sig.	0			0			0		

**The distribution is normal when the significance level ( $< 0.05$ )**

The results of hierarchical multiple regression analysis are based on three models, as the results of the first model based on the correlation coefficient value was ( $R = 0.672$ ) and this value indicates a positive correlation between PsyCap and team performance.

The results also showed that there was a statistically significant effect of the variable PsyCap on team performance which is presented by the  $\Delta F$  value (153.968) at significant level (0.00) was ( $< 0.050$ ). In addition to the value of the coefficient of determination which

expresses the variability observed in the dependent variable when using the independent variable to predict it, R<sup>2</sup> was found to be (0.452) which means that a value of (0.452) of changes in team performance is a result of the change in the presence of PsyCap. As well as the B result was (0.52) which means the increase in PsyCap lead to an increase in Team performance with a value of (0.52), this indicates that the PsyCap explained the variance in team performance with a percentage of 52%.

In the second model the moderating variable (leadership behavior) was entered for the regression model, where the value of the correlation coefficient increased to (R = 0.693).

As well as the value of the coefficient determination R<sup>2</sup> became (0.481), this percentage is statistically significant, as the change was in value ( $\Delta F = 173$ ) at a level of significance ( $\alpha \leq 0.05$ ). The B value changed to (0.43) at the moderating variable (leadership behavior), t value (13.15) at Significance level (0.00). And this confirms the role of the moderating variable in improving the impact of PsyCap on Team performance, as the variance percentage of explanation in team performance has increase by (0.029) (from (0.452) to (0.481)).

In the third model the independent variable (Psycap) and its dimensions was entered with the presence of the moderating variable (leadership behavior) for the regression model, where the value of the correlation coefficient increased to (R = 0.736).

As well as the value of the coefficient determination R<sup>2</sup> became (0.736), this percentage is statistically significant, as the change was in value ( $\Delta F = 36.439$ ) at a level of significance ( $\alpha \leq 0.05$ ). The B value changed to (0.24), t value (3.44) at Significance level

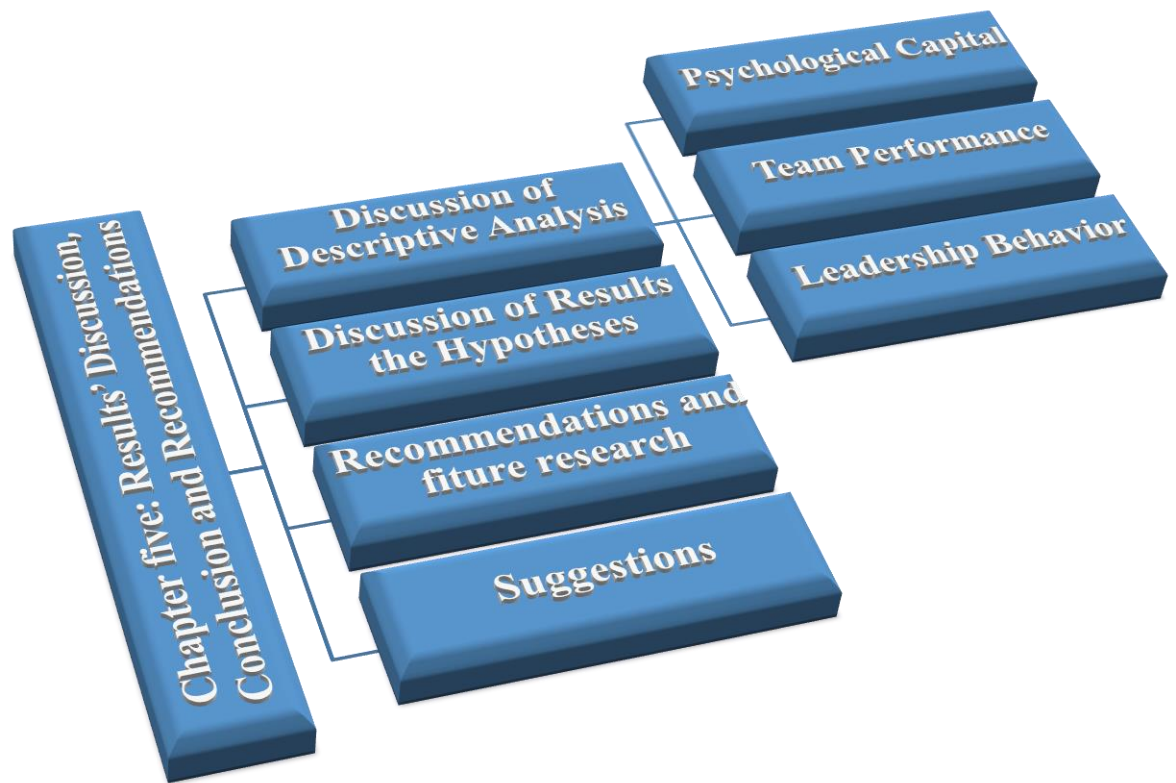


(0.00). And this confirms the role of PsyCap with the presence of the moderating variable (Leadership behavior) in improving the impact of PsyCap on Team performance, as the variance percentage of explanation in team performance has increase to (0.541).

Based on the sig value (0.000) of the moderation effect, the null hypothesis is rejected and the alternative hypothesis is accepted at that state: There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for leadership behavior in improving the impact of PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies in Amman city.

## Chapter Five

### Results' Discussion, Conclusion and Recommendations



## Chapter Five

### Results' Discussion, Conclusion and Recommendations

In this chapter, the results were discussed in the light of the statistical analysis results for the sample members' responses on the items of the study variables, with the aim of identifying the impact of Psychological Capital on Team Performance: The Moderating Role of Leadership Behavior in Advertising Agencies in Amman City.

#### 5.1 Discussion the demographic and functional study variables

- 1- **Gender:** It was found from the results of the study that (56.1%) of the study sample were male, while the percentage of females reached (43.9%), and it can be explained that there is a lot of work in advertising agencies, needs to employ males more than females, as many jobs require a muscle effort suitable for males, in addition to the long working hours in advertising agencies, as well as the knowledge of advertising agencies that female family conditions and responsibilities make commitment to work less than males, despite this the percentage of females working in Advertising agencies are a relatively high percentage that indicates a kind of independence and empowerment of women, especially in the conservative Jordanian society.
- 2- **Age category:** It was found from the results of the study that most of the sample members were within the age category (from 25 to less than 30 years), forming a percentage of (33.9%), followed by those who were in the category (from 30 to less than 35 years) and with a percentage (25.9%), followed by the age category (from 35 to less than 40) and by (17.5%), followed by the age category (from 40 to less than 45 years), and in the last rank who are in the age category (from 46 years and over), This

result explains that the younger category is the most energy-efficient to work, and that jobs in most of the distinctive advertising agencies need this age category because they are the most fulfilling of some of the required qualities in employees of advertising agencies in Amman.

- 3- Educational qualification:** It was also revealed from the study results that (61.4%) of the study sample were holders of bachelor's degrees, followed by holders of master's degree, with a rate of (19.6 %%), followed by diploma degree, with a rate of (12.7%). in the last place holders of doctorate degrees (6.3%), and this result is explained by the high educational level of the study sample from workers in advertising agencies in Amman, that most jobs require a bachelor's degree in a specific discipline as a minimum for employment or work, and the Jordanian community is inherently educated. That is, there is a large percentage of individuals, especially among the younger category, who are graduates of the bachelor's degree. In addition, the leading advertising agencies in their field of work are always looking for expertise and competencies, and this may be achieved in the educated category, so these agencies work to attract and employ them.
- 4- Job position:** The results of the study showed that the study sample was distributed within the job position where the (Seniors) got the highest percentage (49.7%), followed by (top management) by (28.0%), then (Junior) by (22.2%), this result is logical as the nature of the works is distributed according to what has been reached in this result, and the percentage of those who occupy the Senior position are the most individuals who deal with the nature of the study variables represented by (PsyCap-team performance).

- 5- Average monthly income:** The results of the study showed that (19.6%) of the study sample their average monthly income (from 500 to less than 750), with percentage of (18.5%) reached their monthly income (less than 500 dinars),also with percentage of (18.5%) reached their monthly income (750 to less than 1000 dinars). However, most of the respondents had an average monthly income (more than 1000 dinars), where they formed (43.4%) of workers in advertising agencies, this result explains that the advertising agencies are of the leading companies in most of the time, they get a lot of profits, and they distribute a percentage of the profits to the workers when they achieve the planned goal, and thus the income of the employees increases.
- 6- Years of Experience:** The results of the study showed that (63.0%) of the study sample ranged years of experience in their field of work between (less than 5 years) to (5-less than 10 years), and they are the majority in the sample, and explains the lack of experience of workers in advertising agencies in Amman, these agencies are stable in their work, and therefore not essentially needed for highly experienced staff. The primary goal in these agencies is their endeavor to recruit and maintain creative and youthful energies as a basic human resource for business success and achievement of goals.

## **5.2 Discussion the relative importance of the study variables.**

### **First - the relative importance of the dimensions of (Psychological Capital):**

The results of the study indicated that the relative importance of the independent dimensions (Psychological Capital) came high in general, where the dimension (Self-efficacy) came first with the highest arithmetic average (4.07), and high relative

importance, followed by (Hope), with mean reached to (3.89), with high relative importance, followed by (Optimism), with mean reached to (3.727), and high relative importance, followed by (Resilience), with mean reached to (3.55), and moderate relative importance.

The researcher explains this result by the awareness of advertising agencies the importance of (psychological capital) in that it represents the level of self-efficacy of workers who can make intellectual contributions through which these organizations achieve high performance levels and an increase in productivity, as well as the presence of hope, optimism and resilience that helps in facing continuous and rapid changes In the work of advertising agencies that require skills and knowledge compatible between intellectual and technical capabilities.

The result of having (self-efficacy) the highest relative importance, as one of the dimensions of psychological capital in advertising agencies, is explained by the fact that self-efficacy represents the key of knowledge, experiences and skills of employees working in those agencies, and includes creative and innovative processes that drive competitiveness and support agencies within what it does work, as self-efficacy is an indicator of possessing many capabilities that in turn contribute to the production of new creative ideas with a development dimension that can distinguish advertising agencies from other similar organizations.

The researcher attributes the presence of a high level of psychological capital in advertising agencies, to the interest of those agencies in their workers and the pursuit of developing their career work, so that these workers are able to deal with unexpected

situations efficiently, and think of many ways to achieve the planned goals, and the ability to solve problems Work related, and overcoming the future business hikes.

This result was in agreement with the result of (Ishaque, Tufail & Farooq, 2017) study, whose results indicated a high level of the relative importance of psychological capital in general, as well as with (Hen, 2017) study whose results showed a high level of investment in psychological capital in Leaders in Chinese business organizations also in line with the result of the (Priyono et al., 2018) study, whose results showed a high level of psychological capital among employees at the credit center of a banking company in Indonesia.

**Second - The relative importance of (Team performance) items:**

The results showed that the relative importance of (Team performance) in advertising agencies items, came to a high degree, where the means ranged between (4.6 - 3.85), this result is due to the awareness of advertising agencies the importance of the (Team performance) factor that is closely related to its strategy, Aiming at achieving both success and anticipation and facing challenges that can be experienced by it, and superiority over existing and new competitors aiming to provide similar services and products, and the continuous ability to face various sources of competition in a changing environment, which requires achieving the best in (team performance).

The researcher explains this result with the interest of the advertising agencies in the performance of the work team, through the team setting goals and striving to achieve them, as well as focusing on doing the work correctly, and working to meet the requirements of internal or external customers in the specified time.

This result was in agreement with the result of the study (Wahba, 2016), which indicated that there is a high level of the relative importance of team performance and interest by the Abi-Qir Company for Fertilizers, as well as the result of the study (Alvi, 2016), which showed that companies Microfinance Bank of Lahore is very interested in achieving the team's high performance and striving towards it by heading towards inspirational leadership.

### **Third - The relative importance of (Leadership behavior) items.**

The results of the study indicate that the relative importance of the (Leadership behavior) items came high in general, as the arithmetic mean of the items of this variable ranged between (4.05 - 3.78), this result attributed to the interest of managers of advertising agencies to set high standards of performance through his behavior and his dealings with employees, as well as the development of high-level work plans for the team to implement and achieve the goals set, as well as for the leader to respond to the ideas put forward by members of the team, especially entrepreneurial and innovative ideas.

The researcher explains this result that successful leadership is one of the most prominent parts of human behavior, and one of the most important pivotal aspects that go directly into administrative work, and affects the performance of work teams for the better, being the side directly responsible when directing different tasks and resources, whether material or human towards Achieving all the main and subsidiary goals to be achieved in both the short and the long term, which makes them one of the most important imperative tools that ensure the continuity and success of the advertising agencies.



### **5.3 Discussion of the result of the Study hypotheses**

The examination of the study hypotheses is the basic basis for scientific research in reaching conclusions and recommendations that would entrench the dimensions of rational scientific thought. The results of the analysis and testing of study hypotheses can be summarized as follows:

#### **Discussion of the first main hypothesis:**

Results related to the first main hypothesis showed that there is a statistically significant effect of all dimensions of psychological capital in (team performance) for advertising agencies, where the coefficient of determination (0.452), and the level of statistical significance less than (0.05), which means that the advertising agencies follow strategies enables it to enhance the dimensions of psychological capital represented in (self-efficacy, hope, optimism, resilience), and that psychological capital affects the (team's performance) statistically.

The researcher attributes this result to the fact that advertising agencies seek to pay attention to psychological capital stems from their awareness that encouraging and motivating employees towards presenting ideas and proposals and facilitating their exchange of information and experiences between them on the one hand and management on the other hand, leads to many positive results, the most important of which is achieving a high level From (team performance) and this leads to positive results, foremost of which are: achieving goals and increasing competitiveness in the business environment.

This result is in line with the result of (Ishaque, Tufail & Farooq 2017) study, whose results showed positive relationship between psychological capital and employee performance. The results of the current study also agreed with the results of the study (Priyono et al., 2018), whose results showed a positive effect of psychological capital on the performance of workers in the credit center of a banking company in, Indonesia

This result also in agreement with the result of a study (Hassanzadegan et al., 2019) whose results showed Psychological capital had significant impact on job performance and on psychological empowerment, and psychological empowerment had significant impact on job performance. It also in agreement with a study (Okolie et al., 2019) whose results showed Psychological capital influences employee performance and the psychological capital dimensions individually influence employee performance.

It is also in line with the study result (Akhtar et al., 2019) whose results showed positive psychological capital has positive influence to employees 'task performance at work, and negatively relevant to turnover.

The results of the sub-assumptions of the first main hypothesis were as follows:

- 1- There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for self-efficacy on team performance in advertising agencies in Amman city, as the determination value of the model was ( $R^2 = 0.198$ ), and it explains (19.8%) of the variance in the dependent variable (team performance).
- 2- There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for hope on team performance in advertising agencies in Amman city, as the determination value of

the model was ( $R^2 = 0.371$ ), and it explains (37.1%) of the variance in the dependent variable (team performance).

- 3- There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for optimism on team performance in advertising agencies in Amman city, where the determination value of the model was ( $R^2 = 0.380$ ), and it explains (38.0%) of the variance in the dependent variable (team performance).
- 4- There is a statistically impact at significance level ( $\alpha \leq 0.05$ ) for resilience on team performance in advertising agencies in Amman city, determination value of the model was ( $R^2 = 0.383$ ), and it explains (38.3%) of the variance in the dependent variable (team performance).

#### **Discussion of the second main hypothesis:**

The results of the study showed that there is statistically impact at significance level ( $\alpha \leq 0.05$ ) for leadership behavior in improving the impact of PsyCap dimensions (self-efficacy, hope, optimism, resilience) on team performance in advertising agencies in Amman, where the moderating variable (leadership behavior) change the determination value of the model from ( $R^2 = 0.452$ ) in the first model, to ( $R^2 = 0.481$ ) in the second model, and ( $R^2 = 0.541$ ) in the third model.

This indicates that (Leadership behavior) as a moderating variable has a positive impact on the direct impact between psychological capital and (team performance), as this moderating variable raised the impact values clearly, and this effect was statistically significant.

The researcher explains this ratio of improving and increasing the impact of psychological capital in terms of its dimensions (self-efficacy, hope, optimism, resilience) in (team performance) by having (Leadership behavior) in advertising agencies in Amman city, to what it achieves (leadership behavior) from Increasing employee efficiency and business effectiveness, enabling advocacy agencies to reach the desired strategic success, and achieving goals, in addition to improving the ability of advertising agencies to avoid threats that they may encounter in the work environment, thereby achieving higher efficiency, and the ability to continue and compete.

This result is in agreement with the result of the study (Ishaque, Tufail & Farooq, 2017) whose results showed a positive relationship between psychological capital and employee performance, and also confirmed that the moderation role of leaders 'behavior links psychological capital and employee performance

This result also in line with with the result of a study (Black, Kim, Rhee, Wang & Sakchutchawan., 2018) whose results indicated the presence of Positive impact of emotional intelligence and self-efficacy on team cohesion, high self-efficacy is an important mediator of the relationship between emotional intelligence and team cohesion and high emotional intelligence led to the development of self-efficacy, resulting in increased team cohesion.

## **5.4 Conclusion**

1. Advertising agencies opersting in Amman are considered one of the pioneering companies that rely on the use of modern management strategies, including

attention to psychological capital in their quest for development and keeping pace with modern developments in the business environment.

2. Advertising agencies are concerned with psychological capital in its various dimensions, and focus their attention on (self-efficacy), believing in the importance of human resource efficiency in the success and continuity of business.
3. The relative importance of the dimensions of psychological capital in advertising agencies operating in Amman was high, and this means that these agencies realize the importance of psychological capital in that it represents a high level of each of (self-efficacy, hope, optimism, resilience) that enables advertising agencies from achieving their goals.
4. The relative importance of the work team's performance in advertising agencies operating in Amman came at a high level, and this indicates the interest of those agencies in achieving a high level of (team performance) and everything that achieves this high level, through many practices, the most important of which are: Set goals and strive to achieve them, focus on doing the right business, and work to meet internal or external customer requirements on time.
5. The relative importance of the leadership variable is generally high, and this explains that the advertising agencies operating in Amman city are considered one of the pioneering business organizations that are concerned with positive leadership behavior, and realize its importance in raising the level of performance at various levels.
6. There is a statistically significant effect of psychological capital on (team performance) with advertising agencies operating in Amman, and this is what

requires these agencies to continue to pay attention to the dimensions of psychological capital in order to maintain a high level of efficiency and effectiveness in performance, and to ensure its continuity and survival in a competitive environment.

7. The variable (leadership behavior) as a moderating variable led to an increase in the value of the impact between psychological capital and the level of team performance, this indicates that leadership behavior has a positive impact on the direct impact between psychological capital and the level of team performance, and therefore attention must be paid to the issue of leadership behavior by advertising agencies.

## 5.5 Recommendations and future research

Based on the results reached, the researcher presented a set of recommendations and future research, which are the following:

1. The need to continue to enhance the dimensions of Psychological capital, through the advertising agencies and understand the importance of the dimensions of Psychological capital to increase efficiency and effectiveness in performance.
2. Advertising agencies operating in Amman should continue to attract distinguished employees in order to preserve their reputation, and work to encourage teamwork among the employees (work teams), due to its importance in achieving the goals.
3. The need to adopt a clear vision in advertising agencies to enhance clients' affiliation with by giving them special privileges to maintain permanent contact with them, in addition to the need to adopt patterns of leadership behavior which may help them achieve goals and succeed in providing their services.
4. The necessity of working to take proactive measures by leaders in advertising agencies to create a positive work environment, and work to raise the level of performance.

However, the researcher might encourage other researchers to consider in future examining the appropriateness, the applicability and relevance of Psychological capital in advertising agencies in Amman city in Jordan on larger samples, this will help in reinforcing the results obtained in this study. In addition to the possibility in investigating the influence of other moderating variables.

Other researchers might also test the generalizability of the results of this study and evaluate whether similar effects can be repeated between psychological capital, team performance, and leadership behavior in other industries. Researchers might also investigate the influence of various moderating variables such as organizational justice, job satisfaction, emotional intelligence and citizenship behavior or use the study model in a comparative study in different business context.



## References

- Abbasi, S. G. (2018). Leadership styles: Moderating impact on job stress and health. *Journal of Human Resources Management Research*, 2018, 1-11.
- Abosaif, M. S. A. (2018). The role of quality of work life in the relationship between psychological capital and the level of organizational commitment of faculty members at the College of Education at Taif University in the Kingdom of Saudi Arabia. *International Journal of research in Educational Sciences. (IJRES)* ,(4)1 , 182-109.
- Akhtar, F., Khan, H., & Rasheed, M. (2019). The Power of Positive Psychological Capital: An Exploratory Study. *Arabian J Bus Manag Review*, 9(387), 2.
- Al-Anazi, S., and Ibrahim KH (2016). Positive psychological capital, *Journal of Economic and Administrative Sciences*, 18 (65).
- Al-Anzi, S., and Ibrahim KH (2016). Positive psychological capital, *Journal of Economic and Administrative Sciences*, 18 (65).
- Al-Zyoud, M. F., & Mert, İ. S. (2019). Does employees' psychological capital buffer the negative effects of incivility?. *EuroMed Journal of Business*.
- Alkire, T. D., & Avey, J. B. (2013). *Psychological capital and the intent to pursue employment with developed and emerging market multinational corporations*, *Human Resource Development International*, 16:1, 40-55, DOI: 10.1080/13678868.2012.738477
- Alvi, A. K., Arshad, R., & Syed, S. (2016). Relationship of Charismatic Leadership, Leadership Effectiveness and Team Performance in Employees of a Microfinance Bank of Lahore. *Leadership Effectiveness and Team Performance in Employees of a Microfinance Bank of Lahore (August 19, 2016)*.

- Ardichvili, A. (2011). Invited Reaction: Meta-Analysis of the Impact of Psychological Capital on Employee Attitudes, Behaviors, and Performance, *Human Resource Development Quarterly*, 22, 153-156.
- Asia, T (2018). *The Impact of Psychological Capital on the Job Performance of Workers: A Case Study of the Algerian Electricity and Gas Distribution Company "Directorate of Distribution of Ouargla"*, (Published Master thesis), Kassadi Murbah University - Ouargla, Faculty of Economic and Commercial Sciences and general management - Department of Management Sciences, Algeria.
- Avey, J. B., Luthans, F., Smith, R. M., & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of occupational health psychology*, 15(1), 17.
- Avey, J. B., Nimnicht, J. L., & Pigeon, N. G. (2010). Two field studies examining the association between positive psychological capital and employee performance. *Leadership & Organization Development Journal*.
- Avey, J. B., Wernsing, T. S., & Luthans, F. (2008). Can positive employees help positive organizational change? Impact of psychological capital and emotions on relevant attitudes and behaviors. *The journal of applied behavioral science*, 44(1), 48-70.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly*, 16(3), 315-338.
- Avolio, B. J., & Walumbwa, F. O. (2006). Authentic leadership: Moving HR leaders to a higher level. *Research in personnel and human resources management*, 25, 273-304.
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual review of psychology*, 60, 421-449.

- Becker, Gary S. (Gary Stanley), 1930-2014. (1964). *Human capital; a theoretical and empirical analysis, with special reference to education*. New York :National Bureau of Economic Research; distributed by Columbia University Press.
- Bandura, A. (2013). *The role of self-efficacy in goal-based motivation*. In E. A. Locke & G. P. Latham (Eds.), *New developments in goal setting and task performance* (p. 147–157). Routledge/Taylor & Francis Group.
- Bandura, A., Freeman, W. H., & Lightsey, R. (1999). Self-efficacy: The exercise of control.
- Black, J., Kim, K., Rhee, S., Wang, K., & Sakchutchawan, S. (2018). Self-efficacy and emotional intelligence: Influencing team cohesion to enhance team performance. *Team Performance Management: An International Journal*, 25, 100-119.
- Bockorny, K. M. (2015). *Psychological capital, courage, and entrepreneurial success* (Doctoral dissertation, Bellevue University).
- Bryman, A. (1992) Charisma and Leadership in Organizations. London: Sage. 198 pages. *Organization Studies*, 14(3), 459–464.
- Burhanuddin, N. A. N., Ahmad, N. A., Said, R. R., & Asimiran, S. (2019). A Systematic Review of the Psychological Capital (PsyCap) Research Development: Implementation and Gaps.
- Cai, F., Wang, D., & Du, Y. (2002). Regional disparity and economic growth in China: The impact of labor market distortions. *China Economic Review*, 13(2–3), 197 – 212.
- Carver, C. S., Smith, R. G., Antoni, M. H., Petronis, V. M., Weiss, S., & Derhagopian, R. P. (2005). Optimistic personality and psychosocial well-being during treatment predict psychosocial well-being among long-term survivors of breast cancer. *Health Psychology*, 24(5), 508.
- Cavus, M. F., & Gokcen, A. (2015). Psychological capital: Definition, components and effects. *Journal of Education, Society and Behavioural Science*, 5(3), 244-255.

- Cervone, D. (2000). Thinking about self-efficacy. *Behavior modification*, 24(1), 30-56.
- Chan, A. (2010). Reflecting on experience for leadership development.
- Chen, D. J., & Lim, V. K. (2012). Strength in adversity: The influence of psychological capital on job search. *Journal of Organizational Behavior*, 33(6), 811-839.
- Chen, Q., Kong, Y., Niu, J., Gao, W., Li, J., & Li, M. (2019). How Leaders' Psychological Capital Influence Their Followers' Psychological Capital: Social Exchange or Emotional Contagion. *Frontiers in psychology*, 10.
- Chen, Q., Wen, Z., Kong, Y., Niu, J., & Hau, K. T. (2017). Influence of leaders' psychological capital on their followers: Multilevel mediation effect of organizational identification. *Frontiers in psychology*, 8, 1776.
- Churchil, GA & Brown TJ. (2014). *Basic Marketing Research* (8th Ed.). Cengage Learning.
- Cole, K., Daly, A., & Mak, A. (2009). Good for the soul: The relationship between work, wellbeing and psychological capital. *The Journal of Socio-Economics*, 38(3), 464-474.
- Combs, G. M., Milosevic, I., Jeung, W., & Griffith, J. (2012). Ethnic identity and job attribute preferences: The role of collectivism and psychological capital. *Journal of Leadership and Organization Studies*, 19, 5-16.
- Conley, J. J. (1984). The hierarchy of consistency: A review and model of longitudinal findings on adult individual differences in intelligence, personality and self-opinion. *Personality and Individual Differences*, 5(1), 11-25.
- Corner, K. J. (2015). Exploring the reliability and validity of research instruments to examine secondary school principals' authentic leadership behavior and psychological capital.

- Dasborough, M. T., & Ashkanasy, N. M. (2002). Emotion and attribution of intentionality in leader–member relationships. *The Leadership Quarterly*, 13(5), 615-634.
- DeChurch, L. A., Hiller, N. J., Murase, T., Doty, D., & Salas, E. (2010). Leadership across levels: Levels of leaders and their levels of impact. *The Leadership Quarterly*, 21(6), 1069-1085.
- Demerouti, E., van Eeuwijk, E., Snelder, M., & Wild, U. (2011). Assessing the effects of a “personal effectiveness” training on psychological capital, assertiveness and self-awareness using self-other agreement. *Career Development International*.
- Devine, D. J., & Philips, J. L. (2001). Do smarter teams do better: A meta-analysis of cognitive ability and team performance. *Small group research*, 32(5), 507-532.
- Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European journal of Business and Management*, 5(4), 137-147.
- Epitropaki, O. (2013). Employment uncertainty and the role of authentic leadership and positive psychological capital. Orlando, Florida, US: *Academy of Management Conference 2013*.
- Faraj, S. & Sproull, L. (2000). Coordinating expertise in software development teams. *Management Science*, 46 (12), 1554-1568.
- Fitts, P. M., & Posner, M. I. (1967). Human performance.
- George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). Discovering your authentic leadership. *Harvard business review*, 85(2), 129.
- Ghafoor, A., Qureshi, T. M., Khan, M. A., & Hijazi, S. T. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African journal of business management*, 5(17), 7391.
- Gonçalves, L., & Brandão, F. (2017). The relation between leader’s humility and team creativity. *International Journal of Organizational Analysis*.

- Gooty, J., Gavin, M., Johnson, P. D., Frazier, M. L., & Snow, D. B. (2009). In the eyes of the beholder: Transformational leadership, positive psychological capital, and performance. *Journal of Leadership & Organizational Studies*, 15(4), 353-367.
- Gully, S. M., Incalcaterra, K. A., Joshi, A., & Beaubien, J. M. (2002). A meta-analysis of team-efficacy, potency, and performance: Interdependence and level of analysis as moderators of observed relationships. *Journal of Applied Psychology*, 87, 819-832.
- Gupta, V., & Singh, S. (2014). Psychological capital as a mediator of the relationship between leadership and creative performance behaviors: Empirical evidence from the Indian R&D sector. *The International Journal of Human Resource Management*, 25(10), 1373-1394.
- Guzzo, R. A., & Shea, G. P. (1992). Group performance and intergroup relations in organizations.
- Hackman, J. R. (1987). *The Design of Work in the 1980s* (No. TR-15). YALE UNIV NEW HAVEN CONN SCHOOL OF ORGANIZATION AND MANAGEMENT.
- Hackman, J. R. (1992). Group influences on individuals in organizations. Consulting Psychologists Press.
- Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2010). *Multivariate Data Analysis*. 7th ed., Prentice Hall, Upper Saddle River, N.J.
- Hassanzadegan, S., Bagheri, M., & Shojaei, P. (2019). The Relationship between Psychological Capital and Job Performance: The Mediating Role of Psychological Empowerment. *International Journal of Behavioral Science*, 13(3), 104-110.
- Hmieleski. (2005). The relationship between Entrepreneurship Psychological capital and new venture performance. *Frontiers of Entrepreneurship Research* Volume 28 | Issue 4.

- House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). *Culture, leadership, and organizations: The GLOBE study of 62 societies*. Sage publications.
- Ishaque, D. A., Tufail, M., & Farooq, N. (2017). Psychological Capital and Employee Performance: Moderating Role of Leader's Behavior.
- Katz-Navon, T. Y., & Erez, M. (2005). When collective-and self-efficacy affect team performance: The role of task interdependence. *Small group research*, 36(4), 437-465.
- Kelloway, E. K., Turner, N., Barling, J., & Loughlin, C. (2012). Transformational leadership and employee psychological well-being: The mediating role of employee trust in leadership. *Work & Stress*, 26(1), 39-55.
- Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 41, 58-74
- Klimoski, R. J., Ilgen, D. R., & Borman, W. C. (2003). Handbook of Psychology, vol 12- Industrial and Organizational Psychology.
- Larsson, J., & Vinberg, S. (2010). Leadership behaviour in successful organisations: Universal or situation-dependent?. *Total quality management*, 21(3), 317-334.
- Lee, M. H., & Ko, K. M. (2019). The Influence of Supervisors' Leadership Skills and Team Cohesion on Team Performance in Environmental Service Industry. *Ekoloji*, 28(107), 1013-1017.
- Lisak, A., Erez, M., Sui, Y., & Lee, C. (2016). The positive role of global leaders in enhancing multicultural team innovation. *Journal of International Business Studies*, 47(6), 655-673.
- Liu, L., Chang, Y., Fu, J., Wang, J., & Wang, L. (2012). The mediating role of psychological capital on the association between occupational stress and

depressive symptoms among Chinese physicians: A cross-sectional study. *BMC Public Health*, 12, 219–227.

Luthans, F. (2002). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Perspectives*, 16(1), 57-72.

Luthans, F. (2002a). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23, 695–706.

Luthans, F., & Jensen, S. M. (2002). Hope: A new positive strength for human resource development. *Human resource development review*, 1(3), 304-322.

Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage.

Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., & Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(3), 387-393.

Luthans, F., Avolio, B. J. & Avey, J. B., (2007a). *Psychological Capital*. Oxford: Oxford University Press.

Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60(3), 541-572.

Luthans, F., Avolio, B. J., Walumbwa, F. O., & Li, W. (2005). The psychological capital of Chinese workers: Exploring the relationship with performance. *Management and Organization Review*, 1(2), 249-271..

Luthans, F., Luthans, K.W. & Luthans, B.C. (2004), Positive psychological capital: beyond human and social capital, pp. 45-50.



- Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate—employee performance relationship. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(2), 219-238.
- Luthans, F., Vogelgesang, G. R., & Lester, P. B. (2006). Developing the psychological capital of resiliency. *Human Resource Development Review*, 5(1), 25-44.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital*. Oxford, UK: Oxford University Press.
- Luthans, F., (2002a), "The Need for and Meaning of Positive Organizational Behavior," *Journal of Organizational Behavior*, 23, 695–706.
- Luthans, Fred, Bruce J. Avolio, James B. Avey, and Steven M. Norman. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction." *Personnel psychology*, 60(3) 541-572.
- Madden, L. T. (2013). Juggling demands: the impact of middle manager roles and psychological capital.
- Mahdi, O. R., Mohd, E. S. B. G., & Almsafir, M. K. (2014). Empirical study on the impact of leadership behavior on organizational commitment in plantation companies in Malaysia. *Procedia-Social and Behavioral Sciences*, 109(0), 1076-1087.
- Malik, N., & Dhar, R. L. (2017). Authentic leadership and its impact on extra role behaviour of nurses. *Personnel Review*.
- Malik, S. H. (2013). Relationship between leader behaviors and employees' job satisfaction: A path-goal approach. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 7(1), 209-222.

- Malik, S. H., Aziz, S., & Hassan, H. (2014). Leadership behavior and acceptance of leaders by subordinates: Application of path goal theory in telecom sector. *International Journal of Trade, Economics and Finance*, 5(2), 170.
- Malone, L. D. (2010). *Individual differences and stress reactions as predictors of performance in pilot trainees* (Doctoral dissertation, Kansas State University).
- Martin, A., & Bal, V. (2006). The state of teams. Greensboro, NC: *Center for Creative Leadership*.
- Masten, A. S. (2001). Ordinary magic: Resilience processes in development. *American psychologist*, 56(3), 227.
- Masten, A. S., & Reed, M. G. J. (2002). Resilience in development. *Handbook of positive psychology*, 74, 88.
- Mathe, K. (2011), An Individual, Unit, and Organizational Level Examination of Perceived External Prestige, Psychological Capital, and Psychological Empowerment in Quick Service Restaurants, **Doctoral Thesis**, Oklahoma State University Stillwater, Oklahoma.
- Mathieu, J. E., Hollenbeck, J. R., van Knippenberg, D., & Ilgen, D. R. (2017). A century of work teams in the Journal of Applied Psychology. *Journal of applied psychology*, 102(3), 452.
- Mathieu, J. E., Tannenbaum, S. I., Donsbach, J. S., & Alliger, G. M. (2014). A review integration of team composition models: Moving toward a dynamic and temporal framework. *Journal of Management*, 40(1), 130-160.
- Mathieu, J., Maynard, M. T., Rapp, T., & Gilson, L. (2008). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. *Journal of management*, 34(3), 410-476.

- Meneghel, I., Salanova, M., & Martínez, I. M. (2016). Feeling good makes us stronger: How team resilience mediates the effect of positive emotions on team performance. *Journal of Happiness Studies*, 17(1), 239-255.
- Mesmer-Magnus, J. R., & DeChurch, L. A. (2009). Information sharing and team performance: A meta-analysis. *Journal of applied psychology*, 94(2), 535.
- Millard, M. L. (2011). Psychological net worth: finding the balance between psychological capital and psychological debt.
- Mills, M., Fleck, C. & Kozikowski, A. (2013), Positive psychology at work: A conceptual review, state-of-practice assessment, and a look ahead. *The Journal of Positive Psychology*, 8(2), 153-164.
- Mortazavi, M., Aghae, E., Jamali, S., & Abedi, A. (2012). Meta-analysis of comparing the effectiveness of pharmacological treatment and psychological interventions on the rate of depression symptoms. *Journal of culture of counseling and psychotherapy*, 10, 1-32.
- Mubarak, E. (2014). Leadership behaviors and its effects on employees' happiness. *International Journal of Scientific & Engineering Research*, 5(10), 622.
- Nafei, W. (2015). The effects of psychological capital on employee attitudes and employee performance: A study on teaching Hospitals in Egypt. *International Journal of Business and Management*, 10(3), 249-270.
- Newman, A., Ucbasaran, D., Zhu, F. E. I., & Hirst, G. (2014). Psychological capital: A review and synthesis. *Journal of Organizational Behavior*, 35(1), 120-138.
- Nguyen, H. N., & Mohamed, S. (2011). Leadership behaviors, organizational culture and knowledge management practices. *Journal of Management Development*.
- Norman, S. M., Avey, J. B., Nimnicht, J. L., & Graber Pigeon, N. (2010). The interactive effects of psychological capital and organizational identity on employee

organizational citizenship and deviance behaviors. *Journal of Leadership & Organizational Studies*, 17(4), 380-391.

Northouse, P. G. (1999). *Leadership: Theory and practice* (p. xxiii). E-Content Generic Vendor.

Northouse, P. G. (2012). *Leadership theory and practice*. (6 ed., Vol. 978-1-4522-0340-9). California: Sage. Ontario, Canada: Thompson, pp.5-6.

Oc, B., & Bashshur, M. R. (2013). Followership, leadership and social influence. *The Leadership Quarterly*, 24(6), 919-934.

Okolie, U. C., & Emoghene, A. K. (2019). Psychological Capital and Employee Performance in Federal Neuro-Psychiatric Hospital, Benn City, Edo State, Nigeria. *World Scientific News*, 117, 122-136.

Owens, B. P., & Hekman, D. R. (2016). How does leader humility influence team performance? Exploring the mechanisms of contagion and collective promotion focus. *Academy of Management Journal*, 59(3), 1088-1111.

Peterson, C. (2000). The future of optimism. *American psychologist*, 55(1), 44.

Plowman, N., & McDonough, M. (2010). Seven factors of effective team performance.

Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of management*, 22(2), 259-298.

Poon, R. (2013). *The impact of securely attached and integrated leadership on follower mental health and psychological capital*. Regent University.

Price, C. R. (1998). Teams at the Top: Unleashing the Potential of Both Teams and Individual Leaders. *Consulting to Management*, 10(1), 72.

Priyono, B., Sutomo, Y., Rijanti, T., Farokhi, A., & Kuncoro, A. (2018). The Influence of Psychological Capital and Organizational Change to Employee Performance

with Organizational Commitment as Moderating Variable. *International Journal of Human Resource Studies*

- Rahimi, F., Arizi, H., Noori, A., & Namdari, K. (2012). The relationship between psychological capital in the workplace and employees' passion for their work in the organization. *Quarterly journal of occupational and organizational counseling*, 4(12), 9-30.
- Rapisarda, B. A. (2002). The impact of emotional intelligence on work team cohesiveness and performance. *International Journal of Organizational Analysis* (1993-2002), 10(4).
- Rebelo, T., Dimas, I. D., Lourenço, P. R., & Palácio, Â. (2018). Generating team PsyCap through transformational leadership. *Team Performance Management: An International Journal*.
- Rousseau, V. and Aubé, C. (2010), Team self-managing behaviors and team effectiveness: the moderating effect of task routineness, *Group & Organization Management*, 35(6), 751-78.
- Rousseau, V., Aubé, C., & Tremblay, S. (2013). Team coaching and innovation in work teams. *Leadership & Organization Development Journal*.
- Rus, C. L., & Băban, A. (2019). Linking Positive Psychological Capital to Team Effectiveness through Team Learning Behaviors. *Psihologia Resurselor Umane*, 17(2), 101-130.
- Saks, A. M. & Gruman, J. A. (2011). Organizational socialization and positive organizational behaviour: Implications for theory, research, and practice. *Canadian Journal of Administrative Sciences*, 28, 14-26.
- Salas, E., Cooke, N. J., & Rosen, M. A. (2008). On teams, teamwork, and team performance: Discoveries and developments. *Human factors*, 50(3), 540-547.

- Sapyaprapa, S., Tuicomepee, A., & Watakakosol, R. (2013). Validation of psychological capital questionnaire in Thai employees. In *Proceedings of the Asian Conference on Psychology and the Behavioral Sciences, Japan* (pp. 394-400).
- Schmidt, B. (2011). Transformationale und transaktionale Führung als erfolgreicher Führungsstil für Leistung und Gesundheit. Diss. *TU Dortmund*.
- Schneider, M., Herr, R., & Schmidt, B. (2014). Auswirkung eines „Gesunden Führungsstils“ auf die Mitarbeitergesundheit. *Das Gesundheitswesen*, 76(08/09), A163.
- Schultz, T. W. (1981). *Investing in people*. Berkeley: University of California Press.
- Sebora, T.C. (2017), “*Psychological Capital and the Entrepreneurial Intention of College Students*”, ResearchGate, The University of Nebraska at Lincoln.
- Senior, B. (1997). Team roles and team performance: is there ‘really’ a link? *Journal of occupational and organizational psychology*, 70(3), 241-258.
- Sheikh, H., Soomro, A. H., Magsi, A., & Siddiqi, H (2016). *Research Issues in Social Sciences*.
- Shin, S. J., Kim, T. Y., Lee, J. Y., & Bian, L. (2012). Cognitive team diversity and individual team member creativity: A cross-level interaction. *Academy of Management Journal*, 55(1), 197-212.
- Snyder, C. R., & Forsyth, D. R. (1991). Social and clinical psychology united. *Handbook of social and clinical psychology: The health perspective. Pergamon general psychology series*, 162, 757-773.
- Snyder, C. R., & Lopez, S. J. (Eds.). (2009). *Oxford handbook of positive psychology*. Oxford library of psychology.
- Snyder, C. R., Ilardi, S. S., Cheavens, J., Michael, S. T., Yamhure, L., & Simpson, S. (2000). The role of hope in cognitive-behavior therapies. *Cognitive therapy and Research*, 24(6), 747-762.

- Snyder, C., Harris, C., Anderson, J., Holleran, S., Irving, L., Sigmon, S., Yoshinobu, L., June, L., Harney, P. (1991), The will and the ways: Development and validation of an individual-differences measure of hope. *Journal of Personality and Social Psychology*, 60(4), 570-585.
- Swezey, R. W., & Salas, E. (1992). Guidelines for use in team-training development. In R. W. Swezey & E. Salas (Eds.), *Teams: Their training and performance* (p. 219–245). Ablex Publishing.
- Vieira, V. A., Perin, M. G., & Sampaio, C. H. (2018). The moderating effect of managers' leadership behavior on salespeople's self-efficacy. *Journal of Retailing and Consumer Services*, 40, 150-162.
- Wahba, M. Transformational Leadership Impact on Team Performance and Conflict Applied Case Study on “Abi-Qir Company for Fertilizers”.
- Wallace, M., & Weese, W. J. (1995). Leadership, organizational culture, and job satisfaction in Canadian YMCA organizations. *Journal of Sport Management*, 9(2), 182-193.
- Walumbwa, F. O., Peterson, S. J., Avolio, B. J., & Hartnell, C. A. (2010). An investigation of the relationships among leader and follower psychological capital, service climate, and job performance. *Personnel psychology*, 63(4), 937-963.
- Wang, Y., Liu, L., Wang, J., & Wang, L. (2012). Work–family conflict and burnout among Chinese doctors: The mediating role of psychological capital. *Journal of Occupational Health*, 54, 232–240.
- Waters, L., Strauss, G., Somech, A., Haslam, N., & Dussert, D. (2020). Does team psychological capital predict team outcomes at work? *International Journal of Wellbeing*, 10(1).

- Weberg, D. (2010). Transformational leadership and staff retention: an evidence review with implications for healthcare systems. *Nursing administration quarterly*, 34(3), 246-258.
- West, M. A. (2012). Effective teamwork: *Practical lessons from organizational research*. John Wiley & Sons.
- Wright, T. A. (2003). Positive organizational behavior: An idea whose time has truly come. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24(4), 437-442.
- Wu, M., & Chen, Y. H. (2014). A Factor Analysis on Teamwork Performance: An Empirical Study of Inter- Instituted Collaboration. *Eurasian Journal of Educational Research*, 55, 37-54.
- Yukl, G. A. (2002). *Leadership in organizations*. Upper Saddle River, NJ: Prentice Hall.
- Yukl, G., & Mahsud, R. (2010). Why flexible and adaptive leadership is essential. *Consulting Psychology Journal: practice and research*, 62(2), 81.
- Yukl, G., Kennedy, J., Srinivas, E. S., Cheosakul, A., Peng, T. K., & Tata, J. (2001, August). Cross-Cultural Comparison of Influence Behavior: A Preliminary Report. *In Academy of Management Proceedings* (2001)1,1-6.



## Appendices

### Appendix (1)

Advertising agency	Website	Phone number
Correct Marketing & Advertising	<a href="https://www.correctjordan.com/">https://www.correctjordan.com/</a>	962785799799
FOCUS Marketing & Advertising	<a href="https://focusadv.com/">https://focusadv.com/</a>	96265511749
The Hub	<a href="http://thehubmea.com/">http://thehubmea.com/</a>	96265102040
Blunet	<a href="https://theblunet.com/">https://theblunet.com/</a>	96265547100
Wunderman	<a href="https://www.wundermanthompson.com/">https://www.wundermanthompson.com/</a>	9626553 0421
Connect	<a href="http://connectjo.com/">http://connectjo.com/</a>	962799690062
Media Makers	<a href="http://mediamakersgroup.com/new/">http://mediamakersgroup.com/new/</a>	96265732430
The One Ads	<a href="http://www.theoneads.com/">http://www.theoneads.com/</a>	962797552201
BaredWared	<a href="http://baredward.com/">http://baredward.com/</a>	962788141178
Insight group	<a href="http://insightgroup.me/">http://insightgroup.me/</a>	96264631310
Imagine GRP	<a href="https://www.imaginegrp.com/">https://www.imaginegrp.com/</a>	96265939341
Leo Burnett	<a href="http://leoburnettmea.com/">http://leoburnettmea.com/</a>	96264644142
Young & Rubicum	<a href="https://www.jordanyp.com/company/357142/Team_Young_Rubica_mYR">https://www.jordanyp.com/company/357142/Team_Young_Rubica_mYR</a>	96265532285

## Appendix (2)

### List of arbitrators

<b>Name</b>	<b>Academic rank</b>	<b>work place</b>
Hasan Al-Zou'be	Associate Professor	Amman Arabia University
Azzam Abuo Maghli	Professor	Applied science University
Tamador Shantawi	Professor	Petra University
ahmad ali Saleh	Professor	Middle East University
Abdel-Aziz Al-Sharabati	Associate Professor	Middle East University
Amjad Al-Tweiqat	Associate Professor	Middle East University

### Appendix (3)



**Dears Managers, supervisors and team members,**

Advertising agencies is a very sensitive sector to the rapid changes in business world, facing many difficulties and unexpected events which affect team's performance and their capability to compete and survival in the market.

From this perspective the researcher is conducting a study **The Impact of Psychological Capital on Team Performance: The Moderating Role of Leadership Behavior in Advertising Agencies in Amman City.** in order to complete the master's degree in Business Administration (MBA) from the Middle East University, Faculty of Business- Business Administration Department, Amman-Jordan.

Since you are participants in achieving the best team performance, you are more able to give your opinion in this field. Therefore, the researcher requests you to read the attached questionnaire carefully and answer each paragraph by marking an (√) in the box that corresponds to your opinion in each paragraph.

The researcher is confident that you will be a good help for the service of scientific research and to contribute in your company development. The information contained in the questionnaire is only for the purpose of scientific research and will be treated with complete confidentiality.

With sincere thanks and appreciation.

Researcher: Nesreen Tayseer Ayed

Supervisor: Dr. Abdullah Bataineh

June, 2020



أعزائي المديرين والمشرفين وأعضاء الفريق،

تعتبر وكالات الإعلان قطاعاً شديد الحساسية للتغيرات السريعة في عالم الأعمال، حيث تواجه العديد من الصعوبات والأحداث غير المتوقعة التي تؤثر على أداء الفريق وقدرته على المنافسة والبقاء في السوق.

من هذا المنظور، تقوم الباحثة بإجراء دراسة حول تأثير رأس المال النفسي على أداء الفريق: الدور المعدل للسلوك القيادي في وكالات الإعلان في مدينة عمان. من أجل إتمام درجة الماجستير في إدارة الأعمال (MBA) من جامعة الشرق الأوسط، كلية إدارة الأعمال - قسم إدارة الأعمال، عمان - الأردن.

نظرًا لأنك مشارك في تحقيق أفضل أداء للفريق، فأنت أكثر قدرة على إبداء رأيك في هذا المجال. لذلك يطلب منك الباحث قراءة الاستبيان المرفق بعناية والإجابة على كل فقرة بوضع علامة (✓) في المربع الذي يتوافق مع رأيك في كل فقرة.

الباحثة على ثقة بأنك ستكون عوناً جيداً لخدمة البحث العلمي وللمساهمة في تطوير شركتك. المعلومات الواردة في الاستبانة هي فقط لغرض البحث العلمي وسيتم التعامل معها بسرية تامة.

إشراف: د. عبد الله بطاينة

الباحثة: نسرين تيسير عايد

حزيران، 2020

## Appendix (4)

**MEU** جامعة الشرق الأوسط  
MIDDLE EAST UNIVERSITY  
Amman - Jordan

**مكتب رئيس الجامعة**  
President's Office

الرقم، در/خ/5/1368  
التاريخ، 19/05/2020

**لمن يهمه الامر**

لغايات توفير وربط أسس التعاون مع خدمة المجتمع المحلي؛ نرجو التكرم بالموافقة على تقديم التسهيلات الممكنة لطالبة الماجستير نسرين تيسير محمد عايد، ورقمها الجامعي (401820028)، المسجلة في تخصص إدارة الأعمال / كلية الأعمال في جامعة الشرق الأوسط، والتي تتولى القيام بإعداد دراسة بحثية أكاديمية في رسالتها، علماً أن المعلومات سيتم استخدامها لأغراض البحث العلمي وبصورة سرية.

**وتفضلوا بقبول فائق الاحترام والتقدير...**

رئيس الجامعة  
18.5.2020  
أ.د. محمد محمود الحيليتا



STARS  
www.meu.edu.jo

+9626) 4790222 Fax: (+9626) 4129613 P.O.Box. 383 Amman 11831 Jordan e-mail: dir-presdepart@meu.edu.jo

### التعريفات الإجرائية لمتغيرات الدراسة

**Independent Variable (Psychological Capital):** is a term used for positive organizational behavior and can be defined as an individual's positive psychological state of development which is characterized by self-efficacy (having confidence), hope (redirecting paths to goals), optimism (making positive attributions) and resilience (attaining success)

#### المتغير المستقل (رأس المال النفسي):

هو مصطلح يستخدم للسلوك التنظيمي الإيجابي ويمكن تعريفه على أنه الحالة النفسية الإيجابية للفرد من التطور والتي تتميز بالكفاءة الذاتية (الثقة) والأمل (إعادة توجيه المسارات إلى الأهداف) والتفاؤل (صنع الصفات الإيجابية) والمرونة (تحقيق النجاح).

**Dependent Variable (Team performance):** “Refers to the extent to which team outcomes respect the standards set by the organization, in terms of quantity, quality, delivery time and costs.

#### المتغير التابع (أداء الفريق)

يشير إلى مدى احترام نتائج الفريق للمعايير التي وضعتها المنظمة، من حيث الكمية والنوعية ووقت التسليم والتكاليف.

**Moderating variable (Leadership behavior):** leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

#### المتغير المعدل (السلوك القيادي)

القيادة هي عملية يؤثر فيها الفرد على مجموعة من الأفراد لتحقيق هدف مشترك.

## The questionnaire in its final form



### Demographic data

Please tick the appropriate response box:

#### Gender:

- Female    Male

#### Age (years):

- 25- less 30    30- less 35    35-Less 40    40-Less 45    46 and above

#### Education Level:

- Diploma    Bachelor    Master    Doctorate

#### Position:

- Junior    Senior    Top management

#### Monthly Income (JD):

- less than 500    500- less 750    750-Less 1000    More than 1000

#### Years of Experience in ad agencies:

- Less than 5    5- less than 10    10- less than 15    15 and above

Paragraphs		5	4	3	2	1
		أُتفق بشدة	أُتفق	أُتفق الى حد ما	لا أُتفق	لا أُتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
1	The employee is able to handle unforeseen situations based on his/her resource fullness. الموظف قادر على التعامل مع المواقف غير المتوقعة بناءً على اتساع موارده.					
2	The employee is able to successfully overcome many challenges. الموظف قادر على التغلب على العديد من التحديات بنجاح.					
3	The employee can think of many ways to reach his/her goals. الموظف يستطيع التفكير بالعديد من الطرق للوصول إلى أهدافه/أهدافها المرسومة.					
4	The employee is able to perform quite well, even when work is going tough. الموظف قادر على الأداء الجيد ، حتى عندما يكون العمل صعبًا.					
5	The employee can always manage to solve difficult problems if he/she tries hard enough. يمكن للموظف أن يتمكن دائمًا من حل المشكلات الصعبة إذا حاول/حاولت بجهد كافٍ.					
6	The employee meets work goals. الموظف يحقق أهداف العمل.					
7	The employee has the ability to overcome future business challenges. يمتلك الموظف القدرة على التغلب على تحديات الأعمال المستقبلية.					
8	The employee does his/her best to convince others of the importance of new ideas. يبذل الموظف قصارى جهده لإقناع الآخرين بأهمية الأفكار الجديدة.					
9	The employee believes that any problem got different ways to solve. يعتقد الموظف أن أي مشكلة لها طرق مختلفة لحلها.					



Paragraphs		5	4	3	2	1
		أُتفق بشدة	أُتفق	أُتفق الى حد ما	لا أُتفق	لا أُتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
10	The employee can find a way to solve the problem, even when others are discouraged. يمكن للموظف أن يجد طريقة لحل المشكلة ، حتى عندما يكون الآخرون محبطين.					
11	The employee believes that hard work is the basis for success. يعتقد الموظف أن العمل الجاد هو أساس النجاح.					
12	The employee can handle situations of uncertainty at work. يمكن للموظف التعامل مع حالات اللاتأكد في العمل.					
13	The employee believes that he/she can achieve work goals in spite of all difficulties. يعتقد الموظف أنه يستطيع تحقيق أهداف العمل على الرغم من كل الصعوبات.					
14	The employee believes that problems occurred at work always got a bright side. يعتقد الموظف أن المشاكل التي حدثت في العمل دائماً ما تكون لها جانب مشرق.					
15	The employee is energetically pursuing his/her goals. يسعى الموظف لتحقيق أهدافه بنشاط.					
16	The employee doesn't have a trouble to recover from work failures. الموظف لا يواجه مشكلة في التعافي من حالات الفشل في العمل.					
17	The employee can handle all of colleagues' different behaviors at work. يستطيع الموظف أن يتعامل مع جميع السلوكيات المختلفة للزملاء في العمل.					
18	The employee can go beyond difficult times at work. يمكن للموظف تجاوز الأوقات الصعبة في العمل.					
19	The employee remains focused and thinks clearly when under pressure. الموظف يحافظ على تركيزه ويفكر بوضوح عندما يكون تحت الضغط.					

Paragraphs		5	4	3	2	1
		أُتفق بشدة	أُتفق	أُتفق الى حد ما	لا أُتفق	لا أُتفق بشدة
		Strongly Agree	Agree	Agreed to some extent	Disagree	Strongly Disagree
20	The employee has the ability to overcome negative situations and deal with them positively. الموظف لديه القدرة في التغلب على المواقف السلبية والتعامل معها بشكل إيجابي.					
21	The team sets and meets challenging goals. يقوم الفريق بتحديد و تحقيق الأهداف الصعبة.					
22	The team frequently go beyond what is Required from. غالبًا ما يتجاوز الفريق ما هو مطلوب منه.					
23	The team focuses on doing the work well more than doing the work fast. يركز الفريق على القيام بالعمل بشكل جيد أكثر من القيام بالعمل بسرعة.					
24	The team has a strong sense of work accomplishment. يتمتع الفريق بإحساس قوي بإنجاز العمل.					
25	The team meets its (internal and/or external) customer requirements on time. يلبي الفريق متطلبات العملاء (الداخلية و / أو الخارجية) في الوقت المحدد.					
26	The manager sets high standards for performance by his/her own behavior. يضع المدير معايير عالية للأداء من خلال سلوكه.					
27	The manager responds favorably to new and innovative ideas made by the team. يستجيب المدير بشكل إيجابي للأفكار الجديدة و المبتكرة التي يقدمها الفريق.					
28	The manager develops a high standard plan of action for the team. يقوم المدير بوضع خطة عمل عالية المستوى للفريق.					
29	The manager takes time to discuss work group results. يستغرق المدير وقتًا لمناقشة نتائج مجموعة العمل.					
30	The manager takes proactive measures to create a positive working environment for the employees. يتخذ المدير تدابير استباقية لخلق بيئة عمل إيجابية للموظفين.					