

The effect of psychological capital on team performance: The moderating role of leadership behavior in advertising agencies in Amman City

Nesreen Tayseer Ayed^a, Abdallah Q. Bataineh^{b*} and Mohammed Idris^c

^aMBA student, Middle East University, Amman, Jordan

^bAssociate Professor of Marketing, Middle East University, Amman –Jordan

^cAssociate Professor of Accounting, Applied Science Private University, Amman –Jordan

CHRONICLE

Article history:

Received: September 18, 2020

Received in revised format:

November 18 2020

Accepted: December 12, 2020

Available online:

December 15, 2020

Keywords:

Psychological capital

Leadership behavior

Team performance

Advertising agencies

Jordan

ABSTRACT

This research aimed at identifying the impact of psychological capital dimensions (self-efficacy, hope, optimism and resilience) on team performance at advertising agencies operating in Amman city. Moreover, the study examines the moderating role of leadership behavior on the relationship between the psychological capital and team performance. The researchers rely on descriptive and analytical approach, where the research population consists of all employees working in thirteen advertising agencies operating in Amman city. Convenience sampling technique was applied to distribute (250) questionnaires on the research sample. To analyze the research data; the researchers used a set of statistical methods including Cronbach's alpha along with a normality test, standard deviation, exploratory factor analysis, confirmatory factor analysis, multiple regression, interactive hierarchical regression and process procedures methods using SPSS-V20 and AMOS-V23. The results indicate that there was a statistically important effect of psychological capital dimensions (self-efficacy, hope, optimism and resilience) on team performance in advertising agencies operating in Amman city. There was also a significant and role for leadership behavior as moderating variable between psychological capital dimensions and team performance.

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1. Introduction

Nowadays, the unsteady and unpredictable circumstances of the business environment enforced organizations extremely to be innovative and agile (Al-Soluiman et al., 2020). By realizing the fact that physical resources are no longer the only source of excellence, rather the human element which has become a key factor to achieve the goals and objectives of organizations of all sizes and areas of activity (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). Recently; managerial roles have witnessed an unusual attention from personnel perspective, and turn out to be a fundamental part for all managerial activities (Bataineh et al., 2015). According to Zavyalova et al. (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). The concept of 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 (Sebora, 2017). Moreover, PsyCap consider as multidimensional concept combined of positive psychological resources of self-efficacy, hope, optimism and resilience (Luthans et al., 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. The team-level outcomes like self-

* Corresponding author.

E-mail address: abataineh@meu.edu.jo (A. Q. Bataineh)

esteem; positive affect; goal setting and networking behavior consider the key mechanism through which PsyCap can yield energized work environment (Combs et al., 2012). Hence, PsyCap has several advantages including employees, leaders and organizations at large. Its proponents argue that it challenges the individuals to explore the question of “who you are” and therefore results in better self-awareness that is fundamental to the development of leadership (George et al., 2007). According to Newman et al. (2014) more attention must be paid 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. Based on that, this research came to examine 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.

2. Literature Review

2.1 Psychological Capital (PsyCap)

Today’s, managers are responsible to create a healthy environment that support and encourage knowledge sharing, and eliminate the cultural barriers between employees (Bataineh & Alfalah, 2015). 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). According to Cole et al. (2009) PsyCap is defined as the individual's characteristics that psychologists believe they contribute to the individual's productivity. Psychological capital has many advantages at all levels including employees, leaders and organizations. According to Burhanuddin et al. (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 outcomes, PsyCap also plays an important role in fighting challenges within the organization as well as in improving employee competencies (Rahimi et al., 2012). Moreover, 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 (Nafei, 2015). However, Luthans et al. (2007) defined PsyCap as “an individual’s positive psychological state of development” which 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); (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. Ishaque et al. (2017) stated that a change in the PsyCap including self-efficacy, hope, optimism and resilience will lead to better employee performance as a result. Based on that, the following hypothesis proposed by the researchers:

H₁: 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.

2.2 Team Performance

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). 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 et al., 2016). 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.

2.3 Leadership Behavior

The term leadership means different things to different people, Leadership has been a very controversial concept and have many definitions (Malik et al., 2014). According to Yukl and Mahsud (2010) leadership behavior defined as the process of effecting others to know what to do, agree on and how to do it in order to facilitate individual and group efforts toward achieving mutual goals. Malik et al., (2014) stated that Leaders are determinants for employees' behavior. Furthermore, several studies about PsyCap and leadership were discussed in the literature. Kelloway et al. (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). However, According to Shin et al. (2012) there is a positive correlation between “good leadership behavior” and employees’ performance. Owens and Hekman (2016) stated that team leader is a crucial factor in affecting team performance; the combination of leadership skills could effectively enhance team performance. Hence, the following hypothesis proposed by the researchers:

H₂: There is no statistically impact at significance level ($\alpha \leq 0.05$) for leadership behavior as moderating variable between PsyCap dimensions (self-efficacy, hope, optimism, resilience) and team performance in advertising agencies in Amman city.

3. Research Model

Based on the above discussion, the researchers developed the following model to describe the relationships between the research variables.

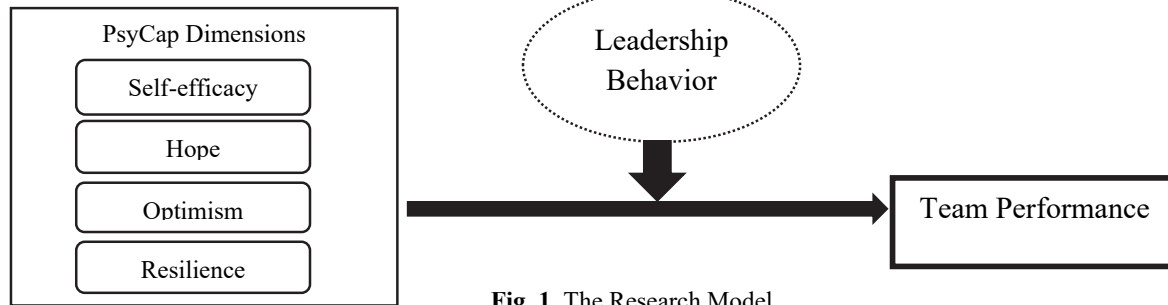


Fig. 1. The Research Model

4. Research Methodology

This research adopted descriptive and analytical approach, in order to examine the impact of PsyCap on team performance with the presence of leadership behavior as a moderating variable in advertising agencies operating in Amman City. 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 & Rubicam). 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 researchers used both (field-work 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, only (189) questionnaires considered useful for statistical analysis purposes.

4.1 Sample Characteristics

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



Fig. 2. Describing the sample's personal and demographic variables

4.2 Validity and Reliability

Based on Laher (2010) the researchers applied face validity and construct validity. The researchers 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 researchers used comprehensive methods in revising related previous work and literatures to set the cornerstone for the research model, measurements and hypotheses. Furthermore, exploratory factor analysis EFA and confirmatory factor analysis CFA have been applied as follow:

4.3 Exploratory Factor Analysis (EFA)

Exploratory factor analysis (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) as follow:

Table 1

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 | | | | |
| Optimism | 10 | 0.579 | 0.000 | 263.827 | 14.374 | 0.800 |
| | 11 | 0.609 | | | | |
| | 12 | 0.605 | | | | |
| | 13 | 0.708 | | | | |
| | 14 | 0.623 | | | | |
| Resilience | 15 | 0.687 | 0.000 | 371.057 | 10.223 | 0.846 |
| | 16 | 0.706 | | | | |
| | 17 | 0.652 | | | | |
| | 18 | 0.706 | | | | |
| Total | 19 | 0.587 | 0.000 | 1718.239 | 59.292 | 0.916 |
| | 20 | 0.743 | | | | |
| | PsyCap | | | | | |

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 2

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 |
|------------------|------|----------------|-------|--|--------------------|-------|
| Team Performance | 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
EFA analysis for the items representing the moderating variable (Leadership behavior)

| Dimension | 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.

4.4 Confirmatory factor analysis (CFA)

The researchers used the most common indicators for confirmatory factor analysis to decide the goodness of model fit, including Chi square test (χ^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.

Table 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).

Moreover, 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 6
Indicators of perfect fit of the independent variables dimensions

| Indicator | Value | Indicator | Value |
|-------------------------------|---------|-----------|-------|
| RMSEA | 0.055 | GFI | 0.907 |
| RMR | 0.039 | AGFI | 0.913 |
| χ^2 | 615.246 | TLI | 0.9 |
| DF | 394 | CFI | 0.907 |
| Minimum Variation χ^2/DF | 1.562 | NFI | 0.911 |

The results in the above table, indicates that the value of χ^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 χ^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 (2) presents regression model dimensions and its coefficients.

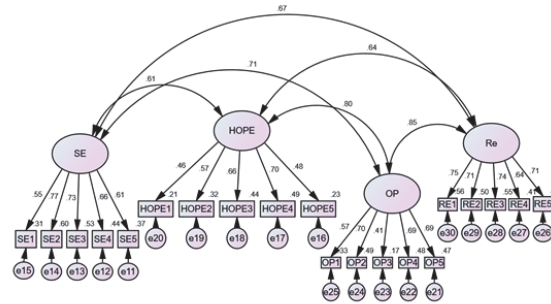


Fig. 3. Regression model for independent dimensions and its coefficients.

The AMOS V.23 software was also used to calculate the relevant indicators related to the study model, and Table 6 shows the results of the analysis:

Table 6
Indicators of complete alignment of the study tool with its dimensions

| Indicator | Value | Indicator | Value |
|-------------------------------|----------|-----------|-------|
| RMSEA | 0.061 | GFI | 0.906 |
| RMR | 0.058 | AGFI | 0.931 |
| χ^2 | 1098.187 | TLI | 0.926 |
| DF | 394 | CFI | 0.921 |
| Minimum Variation χ^2/DF | 2.787 | NFI | 0.071 |

As it is shown in Table 6, the value of χ^2 of the independent variables is (1098.87) which is significant ($\alpha \leq 0.0$), with degrees of freedom reached (394), where it was found that the value of the minimum variance (Quotient of χ^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 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 zero.

4.5 Research 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 7.

Table 7
Reliability analysis (Cronbach’s Alpha) results for all research 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 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).

5. Hypotheses Testing

In order to test the research proposed hypotheses; the researchers applied multiple regression test to examine the impact of PsyCap dimensions on team performance, and hierarchal multiple regression to test the moderating role of leadership behavior. However, variance inflation factor and normality distribution test also have been applied as follow:

Table 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 |
| PsyCap (Average) | | 0.012 | 2.101 | 0.476 |
| Leadership behavior | | 0.166 | 1.713 | 0.584 |

Table 8 shows the results of the Skewness that will be an indication that the study data is close to the normal distribution. As we can see from 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 9

Normal distribution of study variables

| Variable | Kolmogorov-Smirnov ^a | | | | |
|---------------------|---------------------------------|-----|-------|----------|----------|
| | 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 from Table 9 that the distribution of the research 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.

5.1 Testing the First Hypothesis

H₁: 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.

Table 10

Multiple regressions analysis for testing the impact of psychological capital dimensions on team performance

| Dependent Variable | Model summary | | ANOVA | | | Coefficient | | | |
|--------------------|---------------|----------------|--------|----|--------|-----------------|------------|--------|-------|
| | r | R ² | f | DF | Sig F* | β | Std. Error | t | Sig F |
| Team Performance | 0.672 | 0.452 | 153.97 | 1 | 0.000 | PsyCap 0.853 | 0.069 | 12.408 | 0.000 |

Table 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 ($\text{sig} = 0.000$) and 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.

5.1 Testing the Second Hypothesis

H₂: 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 the impact of psychological capital on team performance in existence of leadership behavior as moderating variable. The distribution is normal when the significance level (< 0.05).

Table 11

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 | | | | | | | 0.24 | 3.44 | 0 |
| | R | | 0.672 | | | 0.693 | | | 0.736 | |
| | R ² | | 0.452 | | | 0.481 | | | 0.541 | |
| | Delta R ² | | 0.452 | | | 0.481 | | | 0.09 | |
| | Delta F | | 153.968 | | | 173 | | | 36.439 | |
| | Delta sig. | | 0 | | | 0 | | | 0 | |

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 show that there was a statistically significant effect of the variable PsyCap on team performance which is presented by the ΔF 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^2 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^2 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^2 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.

6. Discussion and Conclusion

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 is less than (0.05), which means that the advertising agencies follow strategies and 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 researchers 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. However, this result is in line with Ishaque et al. (2017), whose results showed positive relationship between psychological capital and employee performance. The results of the current study are also consistent with 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. Likewise, this result is also in line with 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 line with Okolie et al. (2019) whose results showed Psychological capital influences employee performance and the psychological capital dimensions individually influence employee performance. The research results in line with Akhtar et al. (2019) whose results showed positive psychological capital has positive influence to employees' task performance at work, and it was negatively associated with turnover. The research results showed that there was 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 researchers explains this ratio of improving and increasing the impact of psychological capital in terms of its dimensions (self-efficacy, hope, optimism, resilience) on 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 line with Ishaque et al. (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. Likewise, the results were in line with Black et al. (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. Hence, advertising agencies operating in Amman are considered as 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. Furthermore, 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 on the success and continuity of business. On the other hand, 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. Finally, leadership behavior as a moderating variable led to increase in the impact of psychological capital on team performance, and therefore attention might be paid to this variable by advertising agencies.

7. Recommendations and Future Research

Based on the discussions, the researchers presented a set of recommendations for advertising agencies operating in Amman as follow: (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. For future research, the researchers might encourage other research to examine the appropriateness, 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 research. In addition to the possibility in investigating the influence of other moderating variables such as organizational justice, job satisfaction, emotional intelligence and citizenship behavior or to use the research model to make comparative research in different business contexts.

Acknowledgment

The authors are grateful to the Middle East University, Amman, Jordan, for the full financial support granted to this research project.

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