

The impact of psychological capital on the innovative performance of teachers at the Faculty of Economic, Commercial and Management Sciences at Adrar University Times

أثر رأس المال النفسي على الأداء الابتكاري للأساتذة المدرسين بكلية العلوم الاقتصادية والتجارية وعلوم التسيير
بجامعة أدرار

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Abstract:

This study aimed to know the impact of psychological capital in its dimensions (self-efficacy, optimism, hope, flexibility) on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at Adrar University, where the study relied on the descriptive analytical approach by distributing 75 questionnaires and retrieving 60 of them valid for the study, which were analyzed using the Smart PLS program and the SPSS V26 program, the study concluded that there is a statistically significant effect of the dimensions of self-efficacy and flexibility on the innovative performance of university teachers at the level of significance of 0.05. Finally, the study recommended the need to pay attention to psychological capital, as it is a strategic resource through which the university achieves outstanding performance.

Keywords: psychological capital, innovative performance, self-efficacy, hope, Adrar University

JEL Classification Codes: O34/O35/M13/Z13.

ملخص:

هدفت هذه الدراسة إلى معرفة أثر رأس المال النفسي بأبعاده (الكفاءة الذاتية، التفاؤل، الأمل، المرونة) على الأداء الابتكاري للأساتذة المدرسين بكلية العلوم الاقتصادية والتجارية وعلوم التسيير بجامعة أدرار، حيث اعتمدت الدراسة على المنهج الوصفي التحليلي من خلال توزيع 75 استبانة واسترجاع 60 منها صالحة للدراسة والتي تم تحليلها باستخدام برنامج *Smart PLS* وبرنامج *SPSS V26*، وخلصت الدراسة إلى وجود أثر ذو دلالة إحصائية لبعدي الكفاءة الذاتية والمرونة على الأداء الابتكاري للأساتذة المدرسين بالجامعة عند مستوى معنوية 0.05؛ وفي الأخير أوصت الدراسة بضرورة الاهتمام برأس المال النفسي باعتباره موردا إستراتيجيا تحقق من خلاله الجامعة أداء متميز، كما أوصت بضرورة الاهتمام بمهارات ومعارف الاساتذة والعمل على استثمارها من أجل تعزيز الأداء الابتكاري.

كلمات مفتاحية: رأس المال النفسي، الأداء الابتكاري، الكفاءة الذاتية، الأمل، جامعة أدرار.

تصنيف JEL: O34/O35/M13/Z13

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Introduction

Organizations usually seek to attract and polarize individuals with innovative behavior in order to achieve outstanding performance, as we find that they no longer rely on providing workers only, but rather it goes beyond to search for creative and distinguished individuals in performing tasks, in order for the organization to achieve high levels of performance, it had to shift from traditional management concepts to contemporary concepts such as psychological capital, it must also take care of the workers and encourage them to take responsibility and give them confidence in order to unleash their creative energies.

As we find that individuals who encounter great tensions and pressures at work have a lower level of giving compared to those who do not suffer from that, and accordingly, the psychological state of the individual has an impact on the efficiency and effectiveness of his performance.

Through the previous proposition, the study problem can be formulated in the following main question:

What is the impact of psychological capital on the innovative performance of professors at the Faculty of Economics, Commercial and Management Sciences at Adrar University?

- Sub-questions:

In order to answer the problem and to gain familiarity with the various aspects of the topic, a set of questions were asked, namely:

- What are the basic concepts of psychological capital and innovative performance?
- What are the main dimensions of psychological capital and innovative performance?
- What is the availability of the dimensions of psychological capital in the university?
- Is there a relationship between the dimensions of psychological capital (self-efficacy, optimism, flexibility, and hope) and innovative performance?
- What is the level of impact of each dimension of psychological capital on innovative performance?

- Study hypotheses:

To address the various aspects of this study and to answer the problem posed, we formulated the following hypotheses:

- There is a statistically significant effect of the dimension of self-efficacy on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at Adrar University.
- There is a statistically significant effect of the dimension of optimism on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at Adrar University.
- There is a statistically significant effect of the dimension of hope on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at Adrar University.
- There is a statistically significant effect of the flexibility dimension on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at Adrar University.

The importance of studying:

The importance of this study comes as it deals with a recent topic related to the human resource, as it is one of the most important resources in the organization through which the organization can achieve innovative performance. The importance of the study can be summarized in the following points:

- The importance of this study lies in the importance of the variables it studies, which are represented in psychological capital and innovative performance and the importance of the relationship between them, in addition to considering psychological capital as a means to improve performance.
- Increasing the theoretical enrichment of the topics of psychological capital and innovative performance by clarifying the extent to which the dimensions of psychological capital affect innovative performance.
- The study gains importance in that it gives some concepts and indicators for measuring the independent variable (psychological capital) and the dependent variable (innovative performance).
- Highlighting the importance of psychological capital and opening the way for further studies on the variables affecting performance.

Objectives of the study:

The main objective of this study is to identify the impact of each dimension of psychological capital on innovative performance, in addition to a set of objectives that can be summarized in the following points:

- Knowing the extent of the study sample's awareness of the concept of psychological capital and its impact on their work.
- Highlighting the importance of psychological capital and its use as a tool to improve innovative performance
- Knowing the most important indicators that help measure psychological capital and innovative performance
- Determining a set of recommendations that contribute to raising the level of university professors' interest in psychological capital to improve performance.

Process followed:

Due to the nature of this study, which attempts to reveal the impact of psychological capital on innovative performance, and to take note of the various aspects of the subject and to identify its variables, the descriptive analytical approach was used, as the method that helps in processing and analyzing the data of the phenomenon studied, by relying on the questionnaire as a tool for collecting data on the sample members, which They were analyzed using SMART PLS software and SPSS V26 software.

Previous studies:

1- Study by Suhaib Abdul Latif Al-Amawi (2018) Entitled "The impact of knowledge generation processes on the behavior of innovative performance, the mediating role of psychological capital in Jordanian commercial banks" This study aimed to know the direct and indirect impact of knowledge generation on innovative performance behavior in light of the mediating role of psychological capital in Jordanian commercial banks. The study used the causal descriptive approach to examine this effect, through a set of data collected through 213 analyzable and measurable questionnaires, which were analyzed using the spss program. The study concluded that there is a direct effect of knowledge generation on the behavior of innovative performance and an indirect effect through psychological capital. The study also showed a strong relationship between psychological capital, knowledge generation and innovative performance behavior. Finally, the study recommended that banks should pay more attention to psychological capital and knowledge generation, which affects the innovative performance behavior.

2- Study of Ihsan Dahesh Jalab, Youssef Musa Sabti Al Ta'in 2015 Entitled: "The Effect of Positive Psychological Capital on Creative Performance: An Analytical Study of the Views of a Sample of Teaching Staff at the Universities of Al-Qadisiyah and Al-Muthanna" This study aimed to examine the correlation and impact between positive psychological capital with its dimensions (flexibility, self-efficacy, hope, and optimism) and creative performance with its dimensions (promotion, generation, and application of the idea), where the researchers relied on the descriptive analytical approach using a questionnaire that was distributed to 423 teaching staff from the two universities, which were analyzed using SPSS, the study concluded that there is a positive correlation between the dimensions of positive psychological capital, dimensions of creative performance, and the relationship of impact in different proportions. Finally, the study recommended the need to search for better ways to attract individuals with high qualifications and skills and try to retain them and work on developing the performance of universities to become pioneering.

3- Gupta.V, Singh.S (2015) Study titled "Leadership and Creative Performance Behaviors in R & D Laboratories: examining the mediating role of justice Perceptions". This study sought to investigate the relationship between leadership behaviors and innovative performance in light of the mediating role of perceptions of justice in research and development laboratories. This study relied on a questionnaire by conducting a survey of 482 scientists working in 11 research and development laboratories in India. The study concluded that there is a partial mediating role for perceptions of justice in the relationship between leadership and innovative performance behaviors. Finally, the study suggested an applied model of innovation that studies the relationship between leadership and creative performance behaviors in light of the mediating role of perceptions of justice for employees.

4- Gupta.V, Singh.S 2014 study "Psychological Capital as a Mediator of the Relationship between Leadership and Creative Performance Behaviors: Empirical Evidence from the India R&D Sector". The aim of this study was to find the relationship between leadership and innovative performance behavior as well as psychological capital as a mediator of this relationship in research and development laboratories in India. Where the

data for this study was collected through a survey through a questionnaire that included 496 valid answers for study in 11 research and development laboratories, modeling with structural equations SEM was used to test the hypotheses of the study. The results of the study showed that psychological capital completely mediates the relationship between leadership and creative performance behavior. The results also showed that employees who have high psychological capital participate in greater innovative behaviors and thus improve the chances of producing innovative results.

5- Berraies.S, Chaher.M 2014 study: "Knowledge Creation Process and Firms' Innovation Performance: Mediating Effect of Organizational Learning" This study aimed to identify the relationship between the process of knowledge generation and the innovative performance of companies, and organizational learning was used as a mediator in order to prove this relationship, where the data was collected by means of survey questionnaires for 214 companies affiliated with the information and communication technology sector in Tunisia, which were analyzed using the AMOS program, The results concluded that there is a partial effect of organizational learning in the relationship between knowledge formation and innovative performance, and the results of the study showed an indirect effect of knowledge formation on innovative performance.

Terminology of study:

Psychological capital: a set of personal abilities and skills of an individual that contribute to achieving his success and developing his performance at work. Psychological capital can be measured through:

Self-efficacy: the individual's confidence in himself and in his ability to accomplish and succeed in various tasks.

Optimism: a positive view of things and the expectation that the best will happen Hope: It is the secret of the individual and his determination to achieve success and create new paths if necessary.

Flexibility: the ability to adapt and respond to various changes in order to achieve goals.

Innovative performance: the various activities practiced by individuals to produce and implement new ideas that benefit the organization. Innovative performance can be measured through:

Defining the problem: It is the ability to sense or feel that there is a problem or lack of performance and try to surround it in order to solve it.

Idea generation: It is the process of collecting and exploiting the various information possessed by individuals and employing it in order to create a new idea or address an existing problem.

Idea Promotion: It is the effort to convince others of an idea

Implementation of the idea: the process of materializing the idea on the ground in order to show the change

1- Psychological capital

1-1. Psychological Capital Concept: It is defined as "the positive psychological state of the individual that extends beyond intellectual capital with the aim of obtaining and maintaining a competitive advantage." (Cetin, 2011, p. 37)

It is also defined as "the positive psychological state of the individual and capable of development." (Etebarian, Tavakoli, & Abzari, 2012, pp. 5057-5058)

It is also defined as "the individual's positive inclinations towards the goal, realizing and confronting the obstacles that limit reaching the goal by adopting the four components of self-efficacy, optimism, hope and flexibility." (Caza & Bagozzi et al, 2010, p. 54)

From the above, psychological capital can be defined as the positive resources owned by the organization, which are represented in the psychological feelings or the positive characteristics of the working individuals, which are characterized by optimism about the future in order to achieve success, self-confidence, the ability to take risks and knowing how to deal with crises accompanying change, as well as the capabilities of the individual and positive expectations towards achieving the goal.

1-2. Dimensions of psychological capital: The dimensions of psychological capital have a positive impact on the development of the performance of the organization, as the presence of ambitious individuals in the organization with high self-confidence and the ability to complete the work entrusted to them will positively affect the performance of the organization.

The dimensions of psychological capital include the dimensions identified by (Luthan, 2004) which are self-efficacy, hope, flexibility, and optimism, which are measurable dimensions that are linked in a direct relationship with performance according to various studies that dealt with these dimensions.

1.2.1 Self-efficacy: "It is an individual's confidence in himself and his ability to mobilize the motivation, cognitive resources, or courses of action necessary to successfully carry out a specific task in a given context" (Yim, Seo, Cho, & Kim, 2017, p. 7)), and self-efficacy is linked to the experience gained. The individual through experience and his observations of the behavior of others and interaction with them, that is, the individual's ability to assume the tasks assigned to him and accomplish them in order to achieve success.

1-2-2. Hope: "A positive motivational state based on an interactively derived sense of successful agency (goal-oriented agency) and pathways (planning to achieve goals)" (Luthans, Youssef, & Avolio, 2007, p. 66)

which is an individual's desire to obtain something with Achievement expectation, it is a motivational state based on the individual's strength and ability to motivate himself and derive paths to achieve the desired goals.

1-2-3. Optimism: "It is the positive determination of current and future success" (Chris & Alex, 2021, p. 2) which is an individual's expectations of positive events in the future, believing that positive events are more likely to occur compared to negative events.

1-2-4. Flexibility: "characterized by the ability to bounce back from negative experiences and to adapt flexible to the ever-changing demands of life" (Fredrickson, Tougade, Waugh, & Larkin, 2003, p. 367) It is a dynamic process that enables an individual to adapt to various situations, problems, and disturbances he faces And back to its normal state after suffering a setback and failure.

2- Innovative performance

2.1 The concept of innovative performance:

Before addressing the concepts related to innovative performance, we will provide a brief definition of innovation in general, as it is defined as the ability to think outside the

traditional context and perform in a new way, or it is the application of pre-existing knowledge in a different way, which involves Innovation on the exploitation of new ideas (Neely & Hii, 1998, p. 8)

Innovative performance is defined as the tendency and willingness of individuals to identify and exploit opportunities to produce new products, to propose solutions to current and future problems, and the ability to innovate (Qawqazah, 2019, p. 53)

It is also defined as a method or method of work that differs from tradition, which results in better (distinguished) performance and unfamiliar outcomes for the individual or organization (Alaa & Muthanna, 2020, pp. 244-245).

It is also defined as searching for modern means, finding and unifying ideas, and then promoting and applying them using advanced technologies, and working to exploit opportunities (Amari, 2021, pp. 428-429)

It is also defined as “the behavior adopted by an individual to introduce and apply new ideas, products, processes and procedures to his role, unit or organization at work” (De Jong & Den Hartog, 2007, pp. 41-42)

From the above, innovative performance can be defined as a set of efforts, skills and personal abilities of the individual that enable him to deal with problems and accomplish tasks in distinct ways to reach new results that achieve better performance for the individual and the organization as a whole.

2.2. Dimensions of innovative performance

There are several indicators to measure innovative performance, according to the directions of each researcher

2-2-1. Defining the problem: Feeling the problem is the first step towards the research process, as the sense of the problem leads us to try to capture it, formulate it, and determine its dimensions. (Al-Ammari, 2018, p. 23).

2-2-2. Idea generation: In this stage, the individual focuses his efforts on the process of searching for information and developing various concepts related to the product or service and trying to link them and find a relationship between them. The concept of idea generation is based on collecting and organizing information in order to be able to solve a problem and thus improve performance. (Jong, 2007, pp. 25-26)

2-2-3. Idea promotion: in which the various factors that affect the transfer of ideas are taken into account, as ideas when we are marginal fail unless they are applied because in most cases there is resistance to change considering that innovation is accompanied by the creation of new tasks and the use of new methods far from the norm (Moolenaar, Daly, & Slegers, 2010, pp. 626-628) promotion is also related to the optimal use of innovative ideas in order to communicate convictions and ideas in a convincing scientific manner that enables the highest levels of innovative performance (Zhang & Bartol, 2010, pp. 107-108).

2-2-4. Idea application: This stage requires individuals to make great efforts in order to transform innovative ideas and embody them on the ground, such as modifying tests and processes or improving and developing a new product. (Gallab & Al Ta'in, 2015, pp. 17-18).

3. Field study

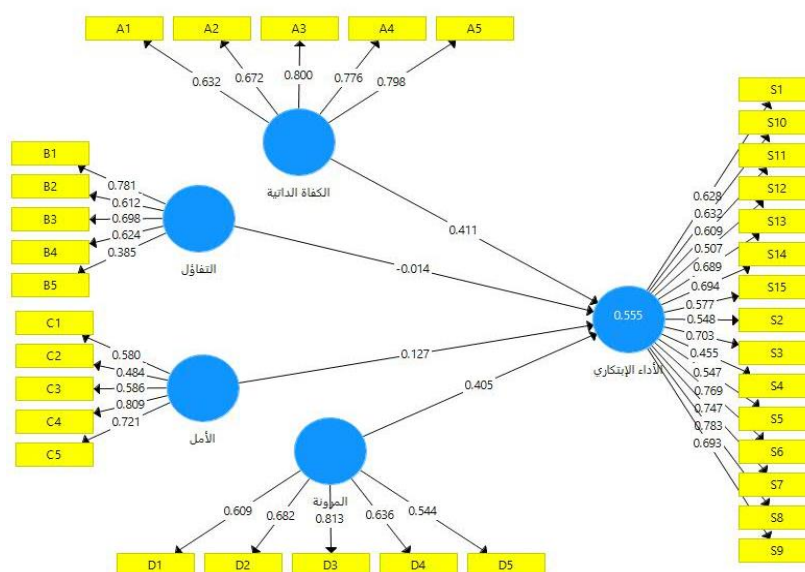
In order to identify the impact of psychological capital on innovative performance, and in order to test the validity of the study's hypotheses, we dropped the theoretical part of the study on the professors of the Faculty of Science, Economics, Commercial and Management Sciences at Adrar University, by analyzing the data of the questionnaires distributed according to the SPSS V26 program and the Smart PLS program.

3.1 Study population and simple:

The study population consists of all the teaching professors in the Faculty of Economics, Commercial and Management Sciences at the University of Adrar, where 75 questionnaires were distributed and 60 analyzable questionnaires were retrieved.

3.2 Study model: The study model was drawn based on the Smart PLS program, in order to study the latent variables represented in: self-efficacy, hope, optimism, flexibility and the dependent variable psychological capital. This model consists of two main components: the structural model and the standard model, and the following figure illustrates this :

Figure No. 01: Study Model



Source: Prepared by the two researchers based on the outputs of the Smart PLS program

3-3. Measuring the validity

3-3-1. Validity and reliability of the study tool

The validity and reliability of the questionnaire was confirmed using Cronbach's alpha coefficient, which reached in the first axis 0.808 and in the second axis 0.896, which is a good coefficient, that is, it is greater than the ratio 0.6 and this explains the stability of the study tool, and the following table shows that:

Table No. (01): Stability Coefficient (Cronimbach's alpha)

Study axes	N	Cronimbach's alpha
Psychological capital	20	0.808
Innovative performance	15	0.896

Prepared by
researchers
the outputs
V26

Source:
the two
based on
of SPSS

We note from the above table that all Cronbach's alpha coefficients for the axes related to the study were greater than 0.8, It is spiritual ,functional and acceptable from a statistical point of view. On the validity and reliability of the resolution.

3-3-2. Convergent validity: It measures the extent to which each statement is related to the variable to which it belongs and the extent to which it is related. The table shows this.

Table No. (02): Convergent validity

Model variables	Measurement phrases	loading	Composite Reliability	AVE
Self-efficacy	A1	0.632	0.856	0.545
	A2	0.672		
	A3	0.800		
	A4	0.776		
	A5	0.798		
Optimism	B1	0.781	0.835	0.630
	B2	0.612		
	B3	0.698		
	B4	0.624		
	B5	0.385		
Hope	C1	0.580	0.784	0.552
	C2	0.484		
	C3	0.586		
	C4	0.809		
	C5	0.721		
Flexibility	D1	0.609	0.785	0.555
	D2	0.682		
	D3	0.813		
	D4	0.636		
	D5	0.544		
innovative performance	S1	0.628	0.909	0.503
	S2	0.548		
	S3	0.703		
	S4	0.455		
	S5	0.547		
	S6	0.769		
	S7	0.747		
	S8	0.783		
	S9	0.693		
	S10	0.632		
	S11	0.609		
	S12	0.507		
	S13	0.689		
	S14	0.694		
	S15	0.577		

Source: Prepared by the two researchers based on the outputs of the Smart PLS program.

We note from the above table that the loading coefficients for the self-efficacy variable were all good, as the extracted average variance was greater than 0.5, and therefore they were all accepted, while the loading factors for the optimism variable were acceptable, except for items (B2) and (B5), which were permanently deleted from the model in order to raise the extracted average variance, which became equal to 0.630, as for the loading coefficients for

each of the variable hope and resilience, most of them exceeded 0.7 except for items (C1) and (C2) in the hope variable and items (D1) and (D5) in the flexibility variable, which were permanently deleted from the model in order to raise the extracted average variance.

As for the dependent variable represented in innovative performance, its indicators were acceptable, except for items (S2), (S4), (S5), (S12), (S15), which were deleted from the model in order to raise the extracted average variance, while the items with The saturation ranged between 0.4 and 0.7, from which it can be said that the model has acceptable reliability, and therefore the variables data are suitable for subsequent statistical analyzes.

3-3-3. Differential validity: It measures the extent to which one variable is actually distinct from another variable, which is indicated by the following table

Table No. (03): Fronell-larcker

	Hope	innovative performance	Optimism	Self-efficacy	Flexibility
Hope	0.743				
innovative performance	0.418	0.709			
Optimism	0.096	0.212	0.794		
Self-efficacy	0.354	0.616	0.138	0.739	
Flexibility	0.378	0.593	0.323	0.42	0.745

Source: Prepared by the two researchers based on the outputs of the Smart PLS program

It is noted from the above table that all the differential validity coefficients were significant and statistically acceptable, as we notice an increase in the diagonal values of the correlations between the latent variables with each other (the value of the intersection of the variable with itself is greater than the value of its intersection with others), which represents the square root of the average value of the extracted variance. For each variable, this indicates that the model variables are characterized by differential validity.

Evaluation of the structural model

3-3-1. The coefficient of determination: R^2 It represents the ability of the independent variables together to explain the dependent variable, and this is shown in the following table:

Table No. (04): Coefficient of Determination: R^2

Variable	R Square	Result
innovative performance	0,530	High

Source: Prepared by the two researchers based on the outputs of the Smart PLS program

It is clear from the table that the four independent latent variables represented in self-efficacy, optimism, hope, and flexibility participate together in the interpretation of innovative performance with a value of 0.530, which is a high value.

3-3-2. Impact strength F^2 : It measures the size of the effect of each independent variable on the interpretation of the dependent variable, and the following table illustrates this:

Table No. (05): Effect Size F^2

Independent Variables - < dependent	Impact strength	Result
Hope--< Innovative performance	0,031	weak
Optimism--< Innovative performance	0,001	no effect
Self-efficacy--< Innovative performance	0,284	Average
Flexibility--< Innovative performance	0,193	Average

Source: Prepared by the two researchers based on the outputs of the Smart PLS program

We note from the above table that all the values of F^2 came with weak or medium values, where the strength of the effect of the dimension of hope on the innovative performance was 0.031, and this explains that the strength of the effect is weak, as well as for the two dimensions of efficiency and flexibility, their value amounted to 0.284-0.193, respectively, so their effect was average. On the dependent variable (innovative performance), as for the value 0.001 for the dimension of optimism, it had no effect on innovative performance.

3-3-3. The predictive ability of the model Q^2 : It represents the extent to which the model is able to predict the dependent variables through the independent variables, as it is required that the values of Q^2 be greater than zero, and this is what is shown in the following table.

Table No. (06): The predictive power of the model Q^2

independent variables	Q^2 (1-SSE/SSO)
innovative performance	0.228
Hope	0.404
Optimism	0.382
Self-efficacy	0.412
Flexibility	0.437

Source: Prepared by the two researchers based on the outputs of the Smart PLS program

Through the table, we note that the value of Q^2 of 0.228 is significant and statistically acceptable because it is greater than zero, and this indicates the ability of the four latent variables to explain the dependent variable innovative performance.

1-6 Hypothesis testing and discussion

Table No. (07): Hypothesis Test Results

Hypo		original sample	sample mean	standard deviation	T- test	P VALUER
H1	Hope - Innovative performance	0.133	0.167	0.104	0.287	0.199
H2	Optimism -Innovative performance	0.026	0.068	0.108	0.238	0.812
H3	Self-efficacy –Innovative performance	0.414	0.402	0.129	3.214	0.001
H4	Flexibility – Innovative performance	0.360	0.356	0.119	3.024	0.003

Source: Prepared by the two researchers based on the outputs of the Smart PLS program

Through the above table, we note that there is no statistically significant relationship at the level of significance of 0.05 between the dimension of hope and innovative performance, as we find that the path coefficient between the two variables was (0.133), and we also find that the value of ($T = 0.287$), as for the probabilistic value, it was ($p\text{-values} = 0.199$), which is greater than the significance level of 0.05, this indicates the rejection of the hypothesis which states that "there is a statistically significant effect of the dimension of hope on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at the University of Adrar at the level of morale of 0.05".

It is also noted that there is no statistically significant relationship at the level of significance of 0.05 between the dimension of optimism and innovative performance, where the path coefficient between the two variables was (0.026), and we also find that the T-value = 0.238), as for the probabilistic value, it was (p-values = 0.812), which is greater than the significance level of 0.05 this indicates the rejection of the hypothesis which states that "there is a statistically significant effect of the dimension of optimism on the innovative performance of the teachers at the Faculty of Economics, Commercial and Management Sciences at the University of Adrar at a level of significance of 0.05".

It is noted that there is a statistically significant relationship at the level of significance 0.05, between the dimension of self-efficacy and innovative performance, where we find that the path coefficient between the two variables was (0.414), and we find that the T-value = 3.214), and the probabilistic value amounted to (p-values = 0.001).) which is less than the significance level 0.05, this proves the validity of the hypothesis which states that "there is a statistically significant effect of the self-efficacy dimension on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at the University of Adrar at a level of significance of 0.05."

We also note that there is a statistically significant relationship at the level of significance 0.05, between the dimension of flexibility and innovative performance, where we find that the path coefficient between the two variables was (0.360), and we find that the T-value = 3.024), while the probabilistic value amounted to (p-values = 0.003).) which is less than the significance level 0.05, his proves the validity of the hypothesis which states that "there is a statistically significant effect of the flexibility dimension on the innovative performance of teachers at the Faculty of Economics, Commercial and Management Sciences at the University of Adrar at a level of significance of 0.05".

Conclusion:

Through this study, the researchers tried to identify the impact of psychological capital on the innovative performance of teachers in the Faculty of Economics, Commercial and Management Sciences at the University of Adrar, and in light of the analysis of the questionnaire data that was distributed, a set of results were reached, which we will discuss as follows:

Interpretation of the results: After addressing the theoretical and practical side, and carrying out several statistical tests, we reached a set of results, the most important of which are:

- Psychological capital is a contemporary strategic tool used by organizations to improve their performance and achieve their goals.
- Organizations adopt innovative behaviors in their field of work that enable them to achieve a competitive advantage.
- There is a relationship between the dimension of self-efficacy and innovative performance, and this explains the teachers' ability to take responsibility for the tasks assigned to them and accomplish them in order to achieve success.
- There is no relationship between the dimension of hope and the innovative performance of the teachers at Adrar University, and this is due to their inability to motivate themselves by themselves in order to achieve their goals.
- The lack of influence of the dimension of optimism on innovative performance as a result of the teachers' pessimism and their negative view of events, and their belief that things are going wrong.
- There is an effect between the dimension of flexibility and innovative performance, and this explains the teachers' ability to adapt to the various problems and difficulties they face and easily regress from them.

Recommandations:

- Encouraging teachers to adopt innovative behaviors and exploit them in the field of work in order to improve the performance of the university.
- Work to invest in the relationship between psychological capital and innovative performance and to benefit from its data to develop the university's performance.
- The need to pay attention to the knowledge and skills possessed by the teachers, in order to enhance the innovative performance of the university.
- The necessity of paying attention to psychological capital and considering it a vital strategic resource through which the university can achieve excellence and reach leadership.
- Working on developing the innovative thinking skills of university teachers.

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