

The Effect of Positive Psychological Capital Dimensions on Organizational Creativity

أثر أبعاد رأس المال النفسي على الإبداع التنظيمي

Hocine OUARI ¹ , Ali LEFKIR ²

1 University of Bordj Bou Arreridj - Life skills laboratory University of M'sila (Algeria), hocine.ouari@univ-bba.dz

2 University of Bordj Bou Arreridj - Life skills laboratory University of M'sila (Algeria) , ali.lefkir@univ-bba.dz

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ABSTRACT:

The current study essays to identify the observed changes that the dimensions of positive psychological capital bring about through its effect on organizational creativity. To achieve the goals of this study, the researchers rely on the descriptive approach, and a random sample consisting of (79) workers is chosen, with points of sale for the brand Defacto in Algeria located in Algiers, Blida, Ain Defla, Mostaganem and Oran. The questionnaire is used as a tool to collect data, and after checking its psychometric properties, it is applied to the basic study sample. We analyze the data using the necessary statistic methods, and by relying on the Statistical Package Program for Social Sciences, we conclude that the dimensions of positive psychological capital combined affect organizational creativity. Indeed, there are four dimensions to positive psychological capital, at the top of the list was flexibility, followed by hope, self-efficacy and lastly optimism. However, the results showed that this latter is not statistically significant, since the calculated significance levels were greater than level (05.), which indicates that there is no statistical significance to the effect of optimism on organizational creativity from the perspective of workers.

Keywords: Positive Psychology, Positive Psychological Capital, Dimensions of Positive Psychological Capital, Organizational Creativity.

الملخص:

هدفت الدراسة الحالية إلى محاولة التعرف على التغييرات الملحوظة التي تحدثها أبعاد رأس المال النفسي الإيجابي من خلال تأثيرها على الإبداع التنظيمي، ولتحقيق أهداف هذه الدراسة إعتد الباحثان على المنهج الوصفي التحليلي، وتم إختيار عينة عشوائية مكونة من (79) عاملا بنقاط البيع الخاصة بعلامة ديفاكوتو بالجزائر والموزعة في كل من (الجزائر العاصمة، البليدة، عين الدفلى، مستغانم، وهران)، وتم الإعتد على الإستبيان كأداة لجمع البيانات، وبعد التحقق من خصائصه السيكومترية، ثم تطبيقه على عينة الدراسة الأساسية، قمنا بتحليل البيانات بإستخدام الأساليب الإحصائية اللازمة وبالإعتد على برنامج الرزمة الإحصائية للعلوم الإجتماعية، وتوصلنا إلى أن أبعاد رأس المال النفسي الإيجابي مجتمعة تؤثر في الإبداع التنظيمي، كما أنه من بين الأبعاد الأربعة لرأس المال النفسي الإيجابي من حيث أهميتها في إحداث التأثير في الإبداع التنظيمي جاء بعد المرونة في المرتبة الأولى، ثم بعد الأمل جاء في المرتبة الثانية، بينما المرتبة الثالثة كانت لبعء الكفاءة الذاتية، وبالنسبة لبعء التفاؤل كان في المرتبة الرابعة لكن أظهرت النتائج عدم أهميته إحصائيا حيث أن مستويات الدلالة المحسوبة كانت أكبر من مستوى (05). مما يدل على عدم وجود درجة أثر دالة إحصائيا لهذا البعد في الإبداع التنظيمي من وجهة نظر العاملين.

كلمات مفتاحية: علم النفس الإيجابي، رأس المال النفسي الإيجابي، أبعاد رأس المال النفسي الإيجابي، الإبداع التنظيمي.

- Corresponding author: Hocine OUARI

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1- Introduction:

Currently, the human resource at the organizational level is an important resource that has received considerable attention; every organization has come to rely on it to achieve its goals. We are at the beginning of the third millennium, with the winds of globalization and the changes that have swept the world, which have created a hot climate of competition in local and international markets. The shares of organizations in these markets have also become limited; an organization that wants to expand or at least maintain its share is required to provide a product or service of quality that satisfies the consumer and its needs, and that quality may be achieved not only with material resources, but with effective human resources that possess diverse skill and continuous creativity (Ouari & Lefkir, 2019).

In recent years, there have been several changes in organizational behavior, including a change in the perception of the negative aspects of others and an attempt to eliminate them. This is where the so-called positive organizational behavior, derived from positive psychology, has emerged, which is concerned with studying how to maximize investment in human resources through the achievement of individual well-being, the optimization of their abilities and the alleviation of the suffering that they may face in the Organization (Mansi, 2018, p. 2).

Martin Seligman first discussed these concepts in 1999, which were later developed and projected into organizations by Fred Luthans and his colleagues in the United States of America in 2004 (Cavus & Gokcen, 2014). Among these concepts, linked to the field of positive psychology, we find Efficacy, Diversity, Hope and Resilience. These four factors, combined in what he called Luthans P. Capital, and abbreviated (PsyCap) (Luthans, Avolio, & Avey, 2007, p. 559).

The definitions of positive psychological capital vary, but the most comprehensive of these definitions is what Luthans and al. 2015 provide as: “make the effort necessary to succeed in difficult tasks, keep them in mind, adopt a positive view of success, present and future, persevere in achieving the goals and when necessary, reorient and guide them for success, and when problems and adversities are encountered, they are tolerated and adapted to them in order to return to normalcy (Luthans, Youssef, & Avolio, 2015, p. 2).

This definition of positive psychological capital encompasses its four dimensions; self-efficacy, optimism, hope and resilience, which have been adopted in many recent studies, for example, the study of (Terry, Peck, Smith, & Nguyen, 2020); (Carmona-Halty, Salanova, Llorens, & Schaufeli, 2019); (Georgiou & Nikolaou, 2019).

Abbas & Raja (2015) studied the influence of psychological capital on creative performance and professional pressure in a group of workers (277), who came from various Pakistani organizations. It was found that psychological capital is positively correlated with creative work performance, negatively correlated with occupational stress, and that workers with a high level of psychological capital show more creative behavior than individuals with a low level of psychological capital. (Şengüllendi, Naci Efe, & Şehitoğlu, 2018).

According to several studies, positive psychological capital contributes significantly to influencing organizational creativity, which is one of the most important indicators that organizations have achieved competitive advantage.

Due to the scarcity of field research, as far as we know, that has dealt with this issue in the local and Arab work environment, the current research aims to answer the following questions from a field perspective:

Do the dimensions of positive psychological capital have an impact on organizational creativity among the Defacto companies in Algeria?

We can offer a preliminary answer to the previous question:

The dimensions of positive psychological capital have a statistically significant effect on organizational creativity in Foundation points selling the Defacto brand in Algeria.

2- LITERATURE REVIEW:

Psychological capital is defined by Seligman & Csikszentmihalyi (2014) in three terms, "at the subjective level, it is about valued subjective experiences: well-being, contentment, and satisfaction (in the past); hope and optimism (for the future); and flow and happiness (in the present). At the individual level, it is about positive individual traits: the capacity for love and vocation, courage, interpersonal skill, aesthetic sensibility, perseverance, forgiveness, originality, future mindedness, spirituality, high talent, and wisdom. At the group level, it is about the civic virtues and the institutions that move individuals toward better citizenship: responsibility, nurturance, altruism, civility, moderation, tolerance, and work ethic." (Seligman & Csikszentmihalyi, 2014, p. 5).

2-1- The concept of positive psychological capital:

Luthans, Youssef, and Avolio define it as "a positive individual mental growth state characterized by self-efficacy, optimism, hope, resilience, and these different dimensions of positive psychological capital are measurable, scalable and can be changed for more effective work" (Kong, and al., 2018).

2-1-1- Dimensions (factors) of positive psychological capital:

Our research has shown that positive psychological capital consists of four dimensions (factor) as defined by Luthance and al (2007). He performed exploratory factor analysis and confirmatory factor analysis on a set of groups that later shaped the dimensions of positive psychological capital; self-efficacy, optimism, hope and resilience, and these dimensions have been adopted in many recent studies, to name but a few as the study of each (Carmona-Halty, Salanova, Llorens, & Schaufeli, 2019); (Terry, Peck, Smith, & Nguyen, 2020); (Georgiou & Nikolaou, 2019).

With this in mind, we will explain these dimensions respectively as follows:

Self-Efficacy:

Luthans and his colleagues, in chapter three of their book *Psychological Capital and Beyond*, two important questions are (Luthans, Youssef, & Avolio, 2015, p. 46):

Are you sure of yourself?

Do you know what it takes to succeed?

When an individual can come up with the actual answers to these two questions, we can discuss what is called self-efficacy. Self-confidence and knowledge of the ingredients of success in a certain task are reached through a worker's belief in his or her knowledge, abilities and skills, and the extent to which these competencies, if you will, can be employed to accomplish the tasks required of him or her.

Bandura's Social Cognitive Theory (1986) suggests that an individual's beliefs about his ability to do a particular job affect how he does it. Bandura identified two dimensions of self-efficacy: The first dimension is called personal self-efficacy, meaning the belief of the individual in the ability to successfully carry out the tasks required of him or her; the second dimension is called Self Expectations, which refers to the individual's belief that his or her behavior will produce the desired results (Bandura, 1991).

Hope: The year 1991 marked the beginning of the study of hope, as Snyder's research provided two definitions for the phenomenon. The first indicates that hope is a "positive state of motivation that leads to inner activity and supports a feeling of success." The second definition describes hope as a "positive cognitive orientation that gives a sense of strong motivation to succeed" (Maamariah, 2011, p. 277).

Snyder and his colleagues also see hope as having two interrelated components in a reciprocal relationship: the first, called the agency, which includes the individual's sense of successful use of energy in pursuit of personal ambitions, while the second, which Snyder considers necessary to create the concept of hope, is the perceived ability to generate pathways for a specific ambition or desire (Snyder, and al., 2002, p. 820).

It is important to note that there is a relationship between hope and self-efficacy. This latter suggests that the individual's motivation is linked to several mechanisms, the most important of which is the belief of the individual in his or her own competence and expectations of his or her behavior, which makes this point of view close in meaning to the concept of hope (Maamariah, 2011, p. 230).

Optimism: Optimism is one of the most positive psychological sources talked about but the least understood. In its simplest sense, an optimist is someone who expects positive and desirable events to occur in the future, while a pessimist is one who has consistently negative thoughts and is convinced that undesirable events will occur (Luthans, Youssef, & Avolio, 2015, p. 114).

As Scheier and Carver (1985) see it, what are the expectations people have of their work? What is the way forward? Optimistic expectations (Creative Trends) and optimism (Dispositional Effects) are closely related to hope and life orientation. Optimistic individuals expect good results more than they expect bad results (Maamariah, 2011, p. 146).

Resilience: The term resilience is shrouded in ambiguity and is generally expressed as "the ability to endure, the ability to cope with adversity and difficulty with strength, the ability to recover and to quickly overcome the negative effects of life's ordeals and stressful events, and this is consistent with the linguistic meaning of the term "rebirth" since this word is derived from Latin, originally meaning to jump over, exceed or recover" (Sennari, 2018, p. 294).

2-2- The concept of organizational Creativity

Defined as: "A new idea implemented with the intention of developing production, process or service, and the impact of creativity in organizations can range from minor improvements in performance to substantial and enormous development, and these improvements can include production, new methods in technology, organizational structures, management systems, and new plans and programs for the working individuals" (Daoud , 2020, p. 9).

3- Methods

In our study, we used the descriptive analytical approach to accommodate the nature of the study and its objectives, which enables the researcher to accurately depict the studied phenomenon as it manifests in reality and to establish relationships between its various elements. It is also not only concerned with the collection of information on the phenomenon, but also with its analysis, the revealing of its different relationships in order to explain it, and the reaching of conclusions, which contribute in one way or another to the improvement and development of reality.

3-1- Limits of Study

The field of study of the topic has been applied to the workers in the points of sale for the Defacto brand in Algeria, located in Algiers (El Cheraga), Blida, Ain Defla, Mostaganem and Oran. The period of time required to conduct a study is determined by the nature of the topic and the ability of the researcher to collect the necessary data and information, in order to answer the study's questions and achieve its objectives. As such, this study was conducted from (04/03/2021) to (04/04/2021).

3-2- Study population

The study population consists of all the workers at the sale points of the Defacto brand in Algeria, located in Algiers (El Cheraga), Blida, Ain Defla, Mostaganem and Oran, and the total size of the community is 93 workers.

3-3- Sample and Procedure

In this study, we relied on a random sampling method. Determining the appropriate sample size for any study is an important decision for each researcher, since it provides him with reliable information for generalizing the results. There are also mathematical tables and equations through which we can determine the sample percentage from the original community, provided that its size is known, and which are based on certain criteria, such as the method of study and the size of the community. In this study, we relied on the Steven K.

Thompson equation (2012) to calculate and determine the appropriate sample size, and to formulate it as follows (Thompson, 2012):

$$n = \frac{N \times p(1-p)}{[(N-1) \times (d^2 \div z^2)] + p(1-p)}$$

Figure 1. Steven Thompson equation for calculating and determining the appropriate sample size Source: Thompson (2012)

Whereas:

N: Size of society

P: Property availability, neutral and equal to (0.50).

D: Error ratio is equal to (0.05)

Z: The standard degree corresponding to the level of significance (0.95) equals (1.96).

And from it and by applying the equation:

$$n = 93 \cdot 0.50(1 - 0.50) [6397 - 1 (0.05)^2 (1.96)^2] + 0.50(1 - 0.50) = 75,03125$$

3-4- Measures

We used the Positive Psychological Capital Survey that was based on the study of Al-Zubaidi and Mahdi (2018), which includes (24) items, as well as the Organizational Creativity Survey that was based on the Ouari and Lefkir Studies (2019), which includes (23) items, and the following table shows the alternatives adopted in the study, and the way in which answers are rasterized.

Table 1. Method of rasterizing answers to the items of the two scales adopted in the study (Source: Al-Zubaidi and Mahdi (2018); Ouari and Lefkir (2019))

Alternatives	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
Degree	1	2	3	4	5

3-5- Psychometric properties of the study tools

We distributed the full survey sample of (30) workers, then validated the internal consistency, and then validated the tool by the Cronbach alpha factor, as shown in Table 02.

Table 2. Internal consistency and consistency were validated by Cronbach's alpha coefficient for the two scales of study.

The number of items	Positive Psychological Capital Scale	Correlation coefficient	Alpha Cronbach
06	Self-efficacy	.962 **	.930
06	Optimism	.929 **	.912
06	Resilience	.948 **	.909
06	Hope	.763 **	.845
23	Scale of organizational creativity	.555 **	.969

Note. ** p < 0.001

From Table 2, we note that the tool used in the survey enjoys a high degree of credibility; All correlation coefficients were high and significant at (0.001), plus all correlation coefficients

by Cronbach's alpha, so that they both had a high degree of honesty and consistency that they were usable for the basic study.

4- Results

For the purpose of testing the study hypothesis, a multiple linear regression analysis (ENTER) was used to determine which of the four dimensions of positive psychological capital were significant for influencing organizational creativity variable; table 3 shows this.

Table 3. Coefficients of the Multiple Lineal Regression Analysis to Measure the Impact of Positive Psychological Capital Dimensions on Organizational Creativity.

ANOVA	Model	Sum of squares (SS)	df	Mean Square	F	Sig.	Adjusted R Square
	Regression	20486.880	4	5121.720	97.862	.000b	
	Residual	3558.873	68	52.336			
	Total	24045.753					
Coefficients	β	Standardized Coefficients Beta	T	Sig.	Ranking	VIF	
Self-efficacy	.339	.098	.821	.414	3	6.495	
optimism	-.248	-.077	-.665	.508	4	6.147	
Resilience	2.151	.650	6.324	.000	1	4.848	
Hope	1.105	.315	4.008	.000	2	2.834	

In table 3, the following is noted:

The value of F is equal to (97.862) and was a function at (01), While the coefficient of determination of the model reached (R-squared): (.843), which means that the predictive variables (dimensions of positive psychological capital) explain 84.3% of the changes in the simulated variable (organizational creativity) and the rest are attributable to other factors and variables not included in the model, and all the variation inflation factors (VIF) so that Bohafs (2017) confirmed that the value of this parameter must be less than (10) the acceptable standard (Bouhafs, 2017), which indicates the safety of the model of decline from the problem of linear coupling among the predictive variables (dimensions of positive psychological capital).

Multiple linear regression analysis, using the ENTRE method, showed that among the four dimensions of positive psychological capital significant for observed changes in organizational creativity are:

The elasticity dimension was number one in terms of its importance in bringing about a change in the organizational creativity variable, and this is by reference to a test value of (T) equal to (6.324) with a test significance level equal to (000), and the standard beta value is higher than the other dimensions, so that it was rated ($\beta=650$).

Whereas the hope dimension was second in importance in terms of effecting change in the organizational creativity variable by reference to a test (T) value equal to (4.008) and a test

significance level equal (000), as well as a beta standard value we find that it is second highest in value to be β (315 =).

Third was the self-efficacy dimension in terms of its importance in bringing about change in the organizational creativity variable, and this is by reference to a test value of (T) equal to (414.) The test significance level was equal to (000.), and the standard beta value is found to be the third highest value, rated as ($\beta=098$).

As for the optimism dimension, it was in fourth place, but the results showed its statistical insignificance, as the calculated levels of significance were greater than the level (05.), which indicates the absence of a degree of change, a statistical function of this dimension in organizational creativity, from the point of view of the workers at the sale points of the Defacto sign in Algeria.

Based on this, we note that the study hypothesis that there is a statistically significant impact of positive psychological capital dimensions on organizational creativity in the workers at the sale points of the Defacto sign in Algeria, has been achieved. This result is in line with the findings (Abbas & Raja, 2015); (Al-Zubaidi & Mahdi, 2018); (Şengüllendi, Naci Efe, & Şehitoğlu, 2018), where they stressed that the combined dimensions of positive psychological capital affect creativity, and agreed with the (Khawin, 2017) that each dimension of organizational flexibility is important to add to this effect. Positive psychosocial capital, however, leads to improvements in many other positive organizational attitudes and behaviors of workers, including job satisfaction, commitment, reduced absenteeism and work performance. This is already the result of the following studies: (Avey, Patera, & West, 2006); (Jensen & Luthans, 2006); (Larson & Luthans, 2006); (Luthans, Avolio, & Avey, 2007); (Luthans, and al., 2008).

The efforts of the President of the American Society of Psychology, Siligman, and Csixzentmihalyi, which led to the emergence of a new trend called positive psychology, were not by accident or out of nowhere, but were based on a number of previous theories and studies, such as the studies of the American psychologist Diner (1984) on the concept of happiness, the Scheier Carver (1985) on optimism, the Snyder (1991) on hope, the Bandura (1986) on self-efficacy, as well as the efforts of Fred Luthans and his colleagues, who combined these concepts into the new Positive Psychology Capital which has four dimensions (self-efficacy, optimism, hope, resilience).

If we talk about the actual origin of these concepts, we find that they have been dealt with before the theories and studies adopted by the proponents of positive psychology. In Islam, there are many stations and references to these dimensions, whether in a tacit or direct way, in the Holy Quran or the Prophet's Sunna.

In this regard, we are not talking about the Islamic religion as a way to diminish the efforts of others in terms of science. Rather, we are drawing the attention of researchers to the fact that we can extract other concepts inspired by the Islamic religion and apply them in various fields and aspects of life.

As a confirmation of the above, even Westerners were interested when, in 2000, the American Psychological Association (APA) published the Encyclopedia of Psychology in eight volumes. Volume VIII contained research on the subject of Islam and psychology (Boulkedam, 2013).

5- CONCLUSION

Since the concept of positive psychological capital is still under study, both in theory and in practice, we are referring to some suggestions that may open the door for other research in reconsidering this concept, and trying to develop it and not modify it, or adding other dimensions to it that are inspired by the Islamic religion, there are many characteristics (dimensions) that have not been included in the models of Luthans and his colleagues such as courage, persistence, and altruism..., considering that Martin Seligman himself referred to it in his definition of positive psychology.

Given the importance of this concept, we also suggest examining the intermediary role that it plays with other positive organizational variables - for example, moral leadership and organizational loyalty, or transformational leadership and organizational creativity.

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6- Appendices of the article:

6-1- The tool used in this study:

جدول 4. الأداة الأصلية المستخدمة في هذه الدراسة.

أولاً: مقياس رأس المال النفسي						
ال أبع د	العبارة	موافق تماما	موافق	محايد	غير موافق	غير موافق تماما
التعامل مع التحديات	1					
	2	يشعر العاملون بالثقة في تحليل المشكلات المعقدة أو الصعبة لإيجاد الحلول لها.				
	3	يشعر العاملون بالثقة عندما يتواصلون مع الأفراد من خارج الشركة (الموردين والعملاء) لمناقشة مشكلات العمل.				
	4	عندما يتم تكليف العاملين بمهمة إضافية لم يسبق لهم القيام بها من قبل، فإنهم يؤمنون بقدرتهم على القيام بها.				
	5	يشعر العاملون بالثقة في أداؤهم وامكانية العمل تحت الضغط والظروف الصعبة.				
	6	يشعر العاملون بالثقة من امكانية تحقيق أهداف عملهم.				
التعامل مع العمل	7	يمتلك العاملون الثقة للتعامل مع اي نظام عمل جديد وتعلم اشياء جديدة.				
	8	يدرك العاملون دائما أن كل مشكلة في العمل لها حل ممكن ومحتمل.				
	9	يعتقد العاملون أن جميع المشكلات التي تحدث في العمل دائما لها جانب مشرق ومضيء.				
	10	يؤمن العاملون ان كل شيء سيتغير نحو الأفضل في حالة مواجهتهم لظرف سيئ في العمل.				
	11	يعتقد الفرد أن النجاح في العمل الحالي ستتضح آثاره مستقبلاً.				
	12	عندما يكون الفرد عالماً في مشكلة ما، فإنه يرى أنه بوجودها لا يمكنه القيام بأي شيء.				
التعامل مع العمل	13	يدرك العاملون دائما أن كل مشكلة في العمل لها حل ممكن ومحتمل.				
	14	يتابع العاملون أهداف عملهم الحالية بكل طاقتهم وقدراتهم وامكاناتهم.				
	15	يمتلك العاملون اساليب عديدة لإنجاز اهداف عملهم في كل الظروف.				
	16	عندما يجد الفرد أن تقييم أدائه كان أقل من المتوقع، فإنه يحاول العثور على سبل لتحسين ادائه، والقيام بعمل أفضل.				
	17	يشعر العاملون بأنهم مفعمون بالحيوية والنشاط لإنجاز هدف العمل.				
	18	عندما يقوم الفرد بوضع أهداف وخطة للعمل، فإنه يستجمع قواه لتحقيقها.				
التعامل مع العمل	19	يعمل الفرد على الأهداف التي وضعت بحسب ما يُعتقد حيثما تكون ارادة توجد طريقة لتنفيذها.				
	20	عادة ما يقوم الفرد بإدارة الصعوبات التي تواجهه في العمل بطريقة أو بأخرى.				
	21	عادة ما يتم تخطي الأمور المجهددة في العمل بخطوة سريعة.				
	22	على الرغم من مواجهة الفرد للفشل في عمله، فإنه يحاول مرة اخرى لتحقيق النجاح.				
	23	قد يشعر الفرد بالإرهاق في العمل، الا انه يمكنه المضي قدما لإنجازه بنجاح.				
	24	لدى العاملين شعور بأنهم غير فاعدي الثقة ومستعدون لمواجهة صعوبات العمل حتى في حالة فقدان التشجيع في العمل.				
	عندما يواجه الفرد خيبة امل في العمل، فإنه يستطيع بسرعة العودة الى المستوى المطلوب.					
ثانياً: مقياس الإبداع التنظيمي						
العبارة	موافق تماما	موافق	محايد	غير موافق	غير موافق تماما	
1						
2	أنجز ما يسند إلي من أعمال بشكل متجدد.					
3	أشعر بالملل من تكرار الإجراءات المتبعة في إنجاز العمل.					
4	أتمتع بالمهارة في النقاش وأمتلك القدرة على الإقناع.					
5	أشعر بأن لي مساهمة خاصة بإنتاج أفكار جديدة أقدمها في مجال العمل.					
6	لدي القدرة على إقترح حلول سريعة لمواجهة مشاكل العمل.					

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					لدي القدرة على تقديم أكثر من فكرة خلال فترة زمنية قصيرة.	6
					لدي القدرة على التعبير عن أفكاري في العمل بطلاقة.	7
					أحرص على معرفة الرأي المخالف لرأيي للإستفادة منه في عملي.	8
					لا أتردد في تعبير موقفي في العمل عندما أقتنع بعدم صحته.	9
					لدي القدرة على رؤية الأشياء في عملي من زوايا مختلفة.	10
					أنتبأ بمشكلات العمل قبل حدوثها.	11
					أخطط لمواجهة مشكلات العمل التي يمكن حدوثها.	12
					أحرص على معرفة أوجه القصور أو الضعف فيما أقوم به من عمل.	13
					أستطيع في الكثير من الأحيان توقع الحل لمشكلات العمل.	14
					لا أتنازل عن أهدافي وأصر على تحقيقها.	15
					أمتلك دافع قوي لتحقيق النجاح والدرجات العليا في الحياة.	16
					أركز على مهام عملي أكثر من أي شخص آخر.	17
					أبادر إلى تبني الأفكار الجديدة والبحث عن حلول للمشكلات.	18
					أقبل الفشل باعتباره التجربة التي تسبق النجاح.	19
					أتحمل مسؤولية ما أقوم به من أعمال ولدي الإستعداد لمواجهة النتائج المترتبة عن ذلك.	20
					لدي القدرة على تنظيم أفكاري.	21
					لدي القدرة على تجزئة مهام العمل.	22
					أحدد تفاصيل العمل قبل البدء بتنفيذه.	23