

The Impact of Psychological Capital on Employee Performance: A Survey Study



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ABSTRACT: The aim of the research was to measure the essential impact of psychological capital with its combined dimensions (confidence, optimism, flexibility, hope) in improving the performance of employees in the Oil Products Distribution Company, Karbala branch. An electronic questionnaire was designed to collect data consisting of (36) paragraphs for a random sample, and the respondents (82) employees, and to analyse for SPSS V.23 program. The study reached a number of results, the most important of which is the presence of a positive moral impact of psychological capital with its combined dimensions in improving the performance of employees in the Oil Products Distribution Company at a significance of 0.05, there is a significant moral impact of the independent variable dimension (hope) on the performance of employees. In light of the results reached by the study, the researcher recommended a number of recommendations, the most important of which are: Providing training opportunities and workshops that enable employees to learn new skills and develop their capabilities, providing information about the organization's goals and current developments in a transparent manner, encouraging employees to present new ideas and try innovative solutions in a way that enhances their sense of hope.

KEYWORDS: Psychological Capital; Employee Performance; Companies; Iraq

INTRODUCTION

Currently, there are an increasing number of researches on determining the levels of psychological capital. For workers how can this positive approach be used efficiently and effectively? Greater In line with organizational behavior (Wright,2003). Since the 1990s, the concept of positive psychology has emerged as a result of many studies to reveal the capabilities of individuals and how these traits can be improved. Strong, and psychological capital, which emerged from the field of positive organizational behavior and is a very important concept in this field, has become a subject of frequent research, especially in the last decade. where psychological capital is used as a kind of personal internal business resource (Luthans & Youssef-Morgan, 2017). In general, it enjoys Workers Those with High psychological capital with rich psychological resources and positive emotional state and become stronger Oh and more Optimism Especially in Facing difficulties at work.(Li, 2019 So I suggest (Sweetman & Luthans, 2010). Psychological capital can increase intrinsic motivation. For workers Ensuring that they demonstrate vitality, dedication and comprehension in the workplace. Psychological capital represents the personal resources that produce positive outcomes in the workplace and a higher-level construct that expresses trust Hope, optimism and psychological flexibility. (Luthans, *and others.*, 2008). Where it represented **trust** the ability of an individual to strive to overcome the difficult tasks he faces. (Luthans, et al., 2008). Hope refers to a cognitive process driven by a sense of success in achieving individual goals (Snyder, 1990). Optimism refers to an individual's positive disposition in the face of good and bad events at work. And life (Luthans, *and others.*, 2007). Psychological flexibility refers to positive adaptation in the face of significant problems (These four components of psychological capital can come together and interact synergistically with each other to produce different interactions at different times and contexts (Luthans & Youssef-Morgan, 2017). In addition, most studies of psychological capital have focused on overall ratings of performance. (Avey, et al., 2011). In most studies, psychological capital has been shown to have a strong positive relationship with Employee performance (Luthans, et al., 2010). Thus, it is considered the concept of psychological capital is one of the modern management concepts; it contributes to achieving the highest levels of performance. Through a set of positive components that act as motivating factors; these components are: trust, hope, optimism, and resilience (Luthans, et al., 2007). This paper is organized as follows in the section The first is the research methodology including (the problem, objectives, questions, importance, methodology, hypotheses, and previous studies), and the second section Theoretical Framework For search variables, Section Three The practical side Analysis of respondents' opinions, Section Four: Conclusions and recommendations.

The Impact of Psychological Capital on Employee Performance: A Survey Study

RESEARCH PROBLEM

Iraq has witnessed for long periods a series of political unrest, which negatively affected the economic and financial conditions, which in turn led to a decline in the level of income for the Iraqi individual in general. And the workers in state institutions in particular (Melki, *and others.*,2022). This resulted in the widespread phenomenon of bribery in state institutions. There is another reason for the spread of bribery. It is the appointment and promotion of individuals that is not based on competence and skill, but rather on favoritism with subordinates, which has affected poor performance. For workers (Kelaiwy, 2022). Also lack Infrastructure that negatively affected the ability staff By doing their jobs properly better (Ali, et al.,2023). And the procedures Bureaucracy by subordinates that hinders the development of administrative processes within Institutions (Al-Badri & Nemati, 2023). Little advice from managers and lack of YR bra Additional educational training effect On the ability staff In performing their job duties better and the difference in morale and motivation They have (Sultan & Ameen, 2023) Due to the weakness in job performance. For workers In the Iraqi state institutions and for the purpose of improving them through the provision of psychological and social support, enhancing morale and motivation, and providing educational opportunities to develop skills, the psychological capital based on will be addressed. Trust Optimism, flexibility and hope in improving the functional performance of institutions. Accordingly, the study problem can be formulated with the following main question: What is the impact of psychological capital in improving Employee performance in the oil products distribution company, Karbala branch?

Research objectives

- 1- to set nature Relationship between psychological capital and employee performance, Study location.
- 2- Identify the extent to which psychological capital affects Employee performance in The Company The subject of the study represents the main objective of the research and will be answered through analyzing opinions. Respondents, crystallize Research objectives and research questions

Research questions

- What is the nature of Relationship between psychological capital and employee performance I have Product Distribution Company Oil?
- What is the impact of psychological capital on? Employee performance I have Product Distribution Company Oil?

Importance of research

The importance of this study is that it addresses one the most important contemporary topics in administrative thought during the last few years, especially in light of the scarcity of Arabic writings on this subject. Of Scientific aspect, this study will serve as a theoretical enrichment of the subject. Psychological capital and employee performance Through measuring indicators and clarifying the extent to which an individual's possession of psychological capital components affects job performance levels. For workers. But In practice: This study will provide contributions that can help the institution under study in developing administrative policies that ensure improving the level of job performance of employees, based on the fact that: Psychological capital represents One The important means of achieving the organization's goals represented by its functional performance.

METHODOLOGY

The descriptive analytical method was followed. style Quantitative research to explore the impact of psychological capital on Employee performance In the oil products distribution company Karbala Branch Most academic studies use the deductive approach to achieve a strong result for the hypothesis being tested (Trochim & Donnelly, 2001). The sampling technique was used. random probability Due to the size of the study community for data collection, where communication with respondents was via e-mail through the data collection tool (questionnaire) was prepared electronically through Google form The questionnaire consists of (36) Paragraph for collecting primary data From the random study sample and from three parts: personal data, the independent variable (psychological capital), and the dependent variable (Employee performance) The research criteria included, based on the study: (Chen, et al., 2023) As for the dimension of trust, study (Herbert, 2011) For distance optimism, and study (Kim, et al., 2017) For distance Flexibility, and study (Mohebi Nordiana, et al., 2014) For distance Hope As for the dependent variable (Employee performance) was based on a study (Durrah, et al., 2016) It included sample the study (102) As a (employee administrative, president to divide, boss).The study community represents 270 employees in Oil Products Distribution Company, Karbala Branch, for the period of time (September to October 2024) The number of respondents' responses was (82) Answer, depending on the sample size scale. <http://www.raosoft.com/samplesize.html> The error rate is 5% to indicate the minimum distribution limit, as (81) employees reached the minimum distribution limit. Tm analyze it through the program SPSS V23 statistical and a number of methods and(tools alpha coefficient Cronbach's reliability and validity of the study questions and the five-point Likert scale Descriptive analysis (tendency measurement tools) Central, Dispersion Statistician, Frequencies, Relatives for (Percentage) Multiple linear regression coefficient to show the effect of variables and quantitative analysis (Pearson or Spearman correlation coefficient) to show the correlation between variables.

The Impact of Psychological Capital on Employee Performance: A Survey Study

Hypotheses

H0: Don't head Positive correlation statistically significant between psychological capital and its combined dimensions (confidence, optimism, flexibility, hope) and Employee performance at significance level 0.05

H1 :There is a positive correlation. Statistically significant Between psychological capital and dimensions Combined (confidence, optimism, resilience, hope) And employee performance At significance level 0.05

H0: There is no statistically significant effect of psychological capital with its combined dimensions (trust, optimism, resilience, hope) on performance staff at significance level 0.05

H2: There is an effect statistically significant psychological capital with its combined dimensions (trust, optimism, resilience, hope) on performance staff at significance level 0.05

Studies Previous:

The study dealt with (Al-Hasani, 2013) to clarify the role of psychological capital in achieving job engagement. and the study concluded that psychological capital is significantly associated with the level of job involvement, which indicates that the sample's awareness of psychological capital in its dimensions will contribute positively to job involvement, which in turn will be positively reflected on the level of individual performance in particular and organizational performance in general Year. As mentioned, study (Al-Azzawi & Musa, 2015) to clarify the impact of psychological capital in its dimensions (trust, optimism, (Hope and resilience) on the strategic performance of human resource management .and the study found that there is a statistically significant effect of psychological capital on the strategic performance of resource management. Humanity As for the study (Shi, 2013) It aimed to experimentally investigate the impact of psychological capital and emotional intelligence on performance. Functional and comfort Psychological. And there is an effect positive After me trust and work on job performance by greater After me, optimism and flexibility, while after me, optimism and flexibility affect by greater on the psychological comfort of workers as for the study) Morin, 2015) I ate To increase understanding of the role of recognition at work in employee performance (job satisfaction, mental health and performance). Study on despite the weak association observed between recognition and job performance, the results indicate that recognition plays a major role not only in improving the quality of staff but also satisfaction staff and mental health in Work. To identify the research gap. Most of the previous studies dealt with the subject of psychological capital in the education sector, while the current study dealt with the sector Economical, I said Studies that addressed the variable Employee performance as a dependent variable of the independent variable (psychological capital) In the Iraqi environment, it is considered a spatial gap and an addition. Scientific. But Similarities Using the questionnaire as a basic tool in data collection Primary and Use it Dimensions of the independent variable capital Psychological Statistical Analysis Program for Social Sciences SPSS.

THE FRAMEWORK THEORETICAL

Concept psychological capital

Psychologists define it as a set of personal qualities. that Contributes to individual productivity (Gohel, 2012). He knew it (Zhong & Ren, 2009) as the positive intrinsic psychological factors (in general) and the combined conditions in the criteria of positive organizational behavior (in particular), thus going beyond the concept of human and social capital to achieve competitive advantage by developing the concept of (who you are). Eat (Al-Kardawi, 2013) Ban Psychological capital as a group feeling Psychological Positive Which afflicts the employee and makes him feel With hope In achieving his goals and optimism about His career future And increase his ability to endure and return to his normal state in the event of crises or problems within the work environment, while being convinced of his ability to do what he is assigned to do. One of the tasks of success. Thus, psychological capital can be defined as the personal traits, feelings and positivity that an employee experiences in his work and which appear in

1. Confidence in achieving success in performing his duties
2. His optimism about achieving success now and in the future
3. Feeling With hope by aiming towards goals and redirecting paths when necessary.
4. Flexibility or resilience through the worker's ability to return to his normal state in the event of facing problems or difficulties (De Hoe & Janssen, 2016).

The importance of psychological capital

There are many studies that have addressed the importance of psychological capital. Most of them acknowledge that psychological capital is important to the individual worker and to the organization. For the individual: The importance of psychological capital for the individual is in (Stability in work, high level of job satisfaction among the worker, initiative in work high morale optimism, Discipline and indiscipline Absence, openness Positive teamwork), in proportion And For the organization.

Dimensions of psychological capital

Considering psychological capital as a new approach in human resources management enables managers to exploit this concept and invest in positive psychological aspects instead of focusing on weaknesses. A set of dimensions of psychological capital were adopted, and their number was sixteen, represented by well-being, flow, humor, gratitude, forgiveness, emotional intelligence, spirituality, etc. However, most studies adopted four dimensions of psychological capital, which are hope. In addition, trust

The Impact of Psychological Capital on Employee Performance: A Survey Study

Optimism and flexibility emerged from measurable experimental studies, while the remaining dimensions were derived from theoretical studies. (Al-Bardhan, 2017). Accordingly, we will review the basic dimensions of psychological capital as follows:

Trust: Know that it is the subordinate's faith and trust regarding His ability to fill Incentives the cognitive resources and course of events required to perform a task within a specific context (Luthans, et al., 2006). Luthans, 2006, pointed out that until the individual has trust High can be characterized by five important features:

- 1) goal Difficult assignments
- 2) Maintaining motivation at a high level and hard to get bored of.
- 3) Identify necessary actions and avoid ineffective actions.
- 4) Perseverance despite facing various problems.

Thus, it represents trust General belief of people during their performance (Hmieleski & Carr, 2007). It has a meaning that goes beyond the actual abilities that lead to completing tasks. It can be said that trust High can affect motivation in both positive and negative ways. Trust it is not related to the competencies related to the capabilities of individuals, but on the contrary, it is related to the belief in personal capabilities. These confident people can themselves Choosing and developing ways to achieve their goals It can be considered trust Acts as an internal factor to guide people and carry out the various tasks and roles in their lives effectively. (Caprara & Cervone, 2003).

Optimism: The term optimism may be associated with the thinking style that is characterized by most individuals. Positively Towards the future and optimism is known according to the world and its colleagues It is the degree to which individuals have a set of positive outcome expectations such that they believe that good things will happen to them in relation to their tasks. Carver, 2005). FY When there three Perspectives for developing realistic optimism are as follows:

A-Tolerance in the past: It is not a denial of the past or a rejection of responsibilities. On the contrary, it is a technique of restoration. Framing makes it possible to know the reality of the situation and modify it

B- Evaluating the present: It means Translate the event or situation into a positive perspective.

C- Searching for opportunities for the future: It refers to the individual's arrival at the discovery of a proactive measure. About Future, opportunities taking into account his abilities and strengths His weakness (Shi, 2013). As for the fields of psychology research only (Peterson, 2011) Optimism (evaluation Objective) regarding what is wrong? Nan individual has to achieve in a given situation with the available resources and optimism can vary based on that situation. At the leadership level, the leaders Optimistic the elders tend to set alternative goals and are highly motivated to achieve goals and work to find ways to overcome obstacles that stand in the way of achieving goals. From here, the important role of optimism appears as one of the components of the psychological capital of the leader, as it contributes to urging subordinates to emulate the behaviors of their leaders.(Kappagoda, et al., 2014). MN Through these definitions, we conclude that optimism is the individual's tendency to believe in achieving his goals and the belief Best Possible future outcomes Seligman & Schulman, 1986). Optimists expect positive situations to happen, while pessimists expect negative things to happen. On the other hand, optimists, unlike pessimists, also enjoy finding the good in adversity. Pessimists are always ready to give up easily in the face of bad and sad things in life.(Alfatlawi & Alsaedi, 2023).The results showed that optimism and personal well-being have a positive relationship in psychological capital and likewise again, that is, optimists are able to differ in dealing with problems and challenges and differ in the style and success in dealing with adversity. This was supported by the fact that optimists enjoy a high level of job performance. (Luthans, et al., 2008).

Hope: Hope is defined as a state of positive motivation based on the interaction of several factors represented by: In: Gifts The power of thinking is represented by the energy directed towards the goal, which is considered the will power through which goals and paths can be achieved through planning to determine the means that can be used to achieve Objectives (Çetin & Basım, 2012). In addition, through the previous definitions, we can conclude that researchers agreed that hope is a positive motivational state accompanied by the individual's possession of the power to determine the paths that invest his success in achieving the desired goals. The main mechanisms of hope. Takes Workers are role models from leaders in general and therefore leaders' hope affects employees' job satisfaction, performance and motivation. Hope supports the desires to achieve positive results and gives a sense of good to achieve dreams in human life and can be identified as a quality that awakens people to get Motivation (Al-Bardhan, 2017).

Flexibility: The term resilience has been used to refer to the positive psychological capacity to bounce back from obstacles, uncertainty, conflict, failure, and even profound positive change, progress, and increased responsibilities. (Shi, 2013). Highly resilient individuals have common characteristics: a firm acceptance of reality, a deep belief that life is meaningful, which is often supported by values that the individual strongly holds, and an amazing ability to adapt to significant changes (Cooper & Nelson, 2007). Resilient people are able to succeed and learn something by accident. These resilient people can easily keep up with changes in life. It can also be said that resilience can be developed and managed through three other basic components: psychological capital, self-efficacy, and hope and optimism (Luthans, et al., 2010). In order to improve and develop psychological capital and its components, a person must not give up in the face of adversity and must always resist and persevere. In this sense, psychological capital can be considered as a building block for perseverance (Bandura, 2008).

The Impact of Psychological Capital on Employee Performance: A Survey Study

concept performance staff

* Employee performance It is the net effect of an individual's efforts that are manifested in capabilities. In addition, I realize Role and tasks, which therefore indicate the degree of achievement and completion of the tasks that make up the job. Individual (Sultan, 2003). MN During the previous definitions we can say that Employee performance It expresses the amount of effort exerted during a specific period of time that leads to achieving a result that meets the required standards.

importance Employee performance

Highlights the importance of Employee performance While Comes (past, 2014).

1. Performance contributes to determining the extent of the organization's ability to invest latent capabilities and employ the ambitions, skills and knowledge of employees, because performance is a measure of the individual's ability and motivation towards his work.
2. Effective performance creates a competitive advantage for the organization through innovation and creativity in performance.
3. Effective performance leads to reduced costs and streamlined expenses.
4. Performance contributes to determining the extent of the success of human resources management in the organization and the integrity of the programs that the organization prepares and uses.
5. Outstanding performance helps raise the level of quality in the inputs and outputs of the production process in business organizations.
6. Performance helps identify employees' strengths and weaknesses.

The relationship between psychological capital and employee performance

The relationship between psychological capital Employee performances: proven Many studies and field research conducted in many organizations and institutions, especially in the developed world, have shown that psychological capital impact It is very positive in improving the organization's performance and results, which makes many organizations integrate it into organizational behavior so that the positive aspects are developed. Investing in psychological capital continuously enhances the function that psychological capital has many benefits, which are as follows: (Fu, et al., 2022)

-Achieves good results by enhancing performance.

-Increases creativity and employees' sense of stability and job commitment, which enhances job performance.

-Enhances stimulation staff to feel happy and ambitious to provide the best by improving his performance, which enhances his job performance.

-Helps staff to withstand pressure and strive more, which allows for enhancing competitiveness with other organizations (Aissa & Fouzi, 2018). Positivity that helps achieve progress in job performance as it gives a positive impression to the employee and directs his behavior by searching for elements of strength, stability and personality. Thus, organizations can achieve levels of High Very much of the performance where psychological capital is Trans formed into capabilities into tangible things. The practical reality represents identical intellectual states and specifications of positive organizational behavior. Therefore, investing in it is very profitable. It enables organizations to improve their performance and competitive advantages. (Aissa & Fouzi, 2018) There is a positive relationship between trust Which is one of the basic components of psychological capital and entrepreneurial performance. On the other hand, well-being, which has been defined as a support element for psychological capital, is also linked to optimism in a positive relationship (Hmieleski & Carr, 2008). Some Research There is a direct relationship between resilience, which is also one of the basic components of psychological capital. In addition, employee performance in this sense, people or workers who have a high degree of flexibility are more creative, adaptable to change and challenged. (Coutu, 2002). The increase or decrease in psychological capital will affect subsequent performance in either of the two ways of increasing it by providing strong resources or decreasing it by withdrawing supporting resources (Ballout, 2009).

The side for Applied Analytical

Note From Table No. (1) With regard to the statistical results related to describing the characteristics of the study sample, the percentage of (78.0%) of the study population are males, while the percentage of individuals from Females By (22.0%) which indicates that the gender Staff More than males Females in Oil Products Distribution Company Branch Karbala. And the percentage (70.7%) Bachelor's degree holders of the employees, which is the highest percentage and the percentage (9.8%) It is the least who carried And the Certificate the highest, And by (31.7%) For employees over 40 years of age, this indicates that they have a significant job experience of 10%.-20%35.4%) It is the highest percentage within the years of service. Most of them are employees. (86.6%) and it is the highest percentage.

Table (1) Distribution of the study sample according to demographic variables

variable	Percentage %	Répétition	Catégorie
Gendre	78.0	64	Male
	22.0	18	feminine

The Impact of Psychological Capital on Employee Performance: A Survey Study

Academic achievement	19.5	16	Preparatory
	70.7	58	Bachelor's
	9.8	8	Postgraduate studies
Years of service	20.7	17	less from 5 years
	28.0	23	from 5-10 years
	35.4	29	from 10-20 year
	15.9	13	more than 20 year
Job grade	86.6	71	Administrative employee
	6.1	5	Head of Department
	7.3	6	boss
The Age	17.1	14	from 20 - 25
	19.5	16	from 26 - 30
	20.7	17	from 31 - 35
	11.0	9	From 36 - 40
	31.7	26	More than 40
	100%	82	The total

Prepared by the researchers based on the outputs of SPSS V.23

Table (2) Descriptive analysis of variables and their dimensions

	Self-efficacy (confidence)	optimism	Flexibility	Hope	Employee performance	psychological capital
N Valid	82	82	82	82	82	82
Missing	0	0	0	0	0	0
Mean	20.1829	20.3415	19.9634	20.2195	67.7683	80.7073
Std. Deviation	2.67650	2.63509	3.15229	2.71723	7.49699	8.69154

We notice in the table (2) Optimism within the dimensions of the independent variable has the highest arithmetic mean. 20.3415 Among other dimensions of the independent variable, this indicates that employee's feel that work Hard is the foundation Success and look forward to the bright side of Work, and expects the best. When you surround with them Uncertainty conditions, and optimism about what will happen In the future the job.

Table (3) Dependency analysis (stability Study questions

Variables	Axis stability Cronbach's Alpha	Number of phrases	Dimension
Independent dimension	0.813	5	trust
Independent dimension	0.821	5	optimism
Independent dimension	0.812	5	Flexibility
Independent dimension	0.816	5	Hope
Independent variable and its dimensions	0.755	20	psychological capital
Dependent variable	0.807	16	Employee performance
the total	0.835	36	

Table prepared by the researchers

The Impact of Psychological Capital on Employee Performance: A Survey Study

It is noted in Table No. 3 (The information above indicates that the stability coefficient Cronbach's Alpha They were all highly reliable (consistent), for all variables and their dimensions were all above the conditional level. 0.60 according to (Uma-Sekaran, 2003) the overall stability of the questionnaire reached 0.835% It is a very high percentage of stability.

Table (4) Distribution normality

	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
df	0.077	82	0.200*	.971	82	0.061

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

It is noted in the table (4) of (variable the follower), to show the normality of the distribution, is it normal or not? According to Kolmogorov-Smirnova for the sample, being more than 50 shows the distribution is normal: My teacher for the function because Sig greater than the significance level 0.05, and therefore the coefficient of persons will be chosen for the correlation as in Table No. (5).

Correlations Table No. (5) Correlations

		Employee performance	trust	optimism	Flexibility	Hope
Pearson Correlation	Employee performance	1,000	0.438	0.410	0.486	0.645
	trust	0.438	1,000	0.579	0.538	0.526
	optimism	0.410	0.579	1,000	0.419	0.424
	Flexibility	0.486	0.538	0.419	1,000	0.361
	Hope	0.645	0.526	0.424	0.361	1,000
Sig. (1-tailed)	Employee performance	.	0.000	0.000	0.000	0.000
	trust	0.000	.	0.000	0.000	0.000
	optimism	0.000	0.000	.	0.000	0.000
	Flexibility	0.000	0.000	0.000	.	0.000
	Hope	0.000	0.000	0.000	0.000	.

A correlation is considered weak if the correlation coefficient is (0.01-0.49) it can be considered average if the value of the correlation coefficient ranges between (0.50-0.69). If the correlation coefficient is between (0.70-0.99), the relationship is considered to be strongly correlated between the two variables and +1 represents a perfect correlation. Through the coefficient table: Cronbach's Alpha The questionnaire items are considered valid and internally consistent. Because the overall reliability of the questionnaire questions is %0.835, which is more than %0.60 according to (Uma-Sekaran, 2003) The correlation analysis table showed that the correlations between the independent variable psychological capital in its dimensions (trust, optimism, Flexibility, Hope) and the dependent variable (Employee performance) where the coefficient represents Correlation Pearson between (Average and weak) positive direct correlation at a significance level 0.05 because the Sig for all dimensions of the independent variable is less than the significance level of 0.05, and the correlation between the dimensions of the independent variable among themselves, where the Pearson Correlation coefficient represents Positive direct correlation at significance level 0.05 because Sig for all dimensions is less than the significance level of 0.05, and therefore we accept hypothesis H1. **We reject the hypothesis. H0.**

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.704a	0.495	0.469	5.98659

a. Predictors: (Constant), Hope, Flexibility, optimism, trust

b. Dependent Variable: df

The Impact of Psychological Capital on Employee Performance: A Survey Study

Based on the multiple linear regression outputs and the table Model Summary, where I represented (R0.704) That is, there is a direct correlation between the dependent and independent variables. As for the variance of the joint prediction of the independent variable (psychological capital And its dimensions Explains By the amount 49% R2 SquareFrom the impact On the dependent variable (Staff Performance). As for the percentage of 51% outside the influence. Therefore, we accept the hypothesis. H2 We reject the hypothesis.H0.

ANOVAa

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2705.884	4	676.471	18.875	0.000b
Residual	2759.625	77	35.839		
Total	5465.509	81			

a. Dependent Variable: df

b. Predictors: (Constant),Hope,Flexibility,optimism,trust

The table shows ANOVAa analysis of variance Supports value F (18.875) is statistically significant because sig 0.000 is less than the significance level of 0.05. Therefore, the relationship model is multi-linear and of good quality, and the results can be relied upon.

Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,559	6.302		2.786	0.007
trust	0-.134	0.352	0-.044	-.380	0.705
optimism	0.295	0.318	.095	0.929	0.356
Flexibility	0.729	0.254	00.280	2.865	0.005
Hope	1.592	0.293	0.527	5.429	0.000

a. Dependent Variable: df

The table shows **Coefficient** Slope Multi-linear and connections, to show the essential effect For psychological capital In its dimensions (the independent variable) on the dependent variable (Employee performance) And because some Dimensions at significance level 0.05 because the significance is sig For some Independent dimensions below the significance level 0.05 This means that the independent dimension (Hope) have a significant effect on the dependent variable (Employee performance) because it is less significant than the rest of the dimensions,That is, if the independent variable (hope) changes by one unit, it will lead to a change in the dependent variable by 1.592, because morally calculated

CONCLUSIONS

- Through statistical analysis, it was found that there is a direct (positive) correlation between psychological capital in all its dimensions (trust, optimism, Flexibility, Hope) and employee performance I have Staff in Oil Products Distribution Company, Karbala Branch. Through statistical analysis, it was found that: psychological capital in all its dimensions (trust, optimism, Flexibility, Hope) affects by the amount 49% on Employee performance as for the percentage of 51% outside the influence. Among workers in Oil Products Distribution Company, Karbala Branch. Through statistical analysis, it was found that the independent dimension (Hope have a significant effect on the dependent variable (Employee performance).

For the purpose of development Employee performance in state institutions, especially the study community represented by the distribution company. Products Oil branch of Karbala should be concerned with hope staff as it represents an important factor in improving job performance in Institutions, Hope It is a positive sense of future expectations and the ability to achieve desired goals during: Providing training opportunities and workshops, which enables workers from Learn new skills and develop their ability, which increases their self-confidence and ability to advance in their career path? Providing information in a transparent manner about the organization's objectives and current developments, for to feel staff with confidence in the direction the organization is taking and their role in achieving these goals. To encourage staff to provide new ideas and experiment with innovative solutions. To enhance from their sense of hope, where they feel they have the power to influence and make change. Organizations can support work-life balance by providing work flexibility programs and supporting personal interests and needs. For workers, enhancing their sense of satisfaction and hope.

The Impact of Psychological Capital on Employee Performance: A Survey Study

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