


# The Effect of Transformational Leadership on Achieving Effective Decisions in the Presence of Psychological Capital as an Intermediate Variable in Private Jordanian Universities in Light of the Corona Pandemic



A. A. Harahsheh, A. M. Abu Houssien, M. T. Alshurideh ,  
and AlMontaser Mohammad

**Abstract** This study aimed to discover the role of psychological capital in the impact of transformational leadership on taking effective decisions in Jordanian private universities in light of the Corona Pandemic. The sample included (108) respondents while the study population consisted of the lecturers of the (6) private Jordanian universities in the capital Amman. The researchers resorted to multiple and Step-wise linear regression in order to test the effect of transformational leadership on the effectiveness of management decisions. The researchers also used Hierarchical Regression to test the role of psychological capital in this effect as an intermediate variable. After analyzing the study data, it was revealed a high level of awareness of the importance of the leadership style. The results also showed interest in Jordanian universities in taking efficient decisions that contribute to addressing various types of crises, including the current crisis linked to the Corona pandemic. The results of the study also indicated that there is an effect of transformational leadership in terms

---

A. A. Harahsheh  
Department of Educational Administration and Foundations, Amman Arab University, Amman,  
Jordan  
e-mail: [Alaa.harahsheh@aau.edu.jo](mailto:Alaa.harahsheh@aau.edu.jo)

A. M. A. Houssien (✉)  
Department of Management and Human Resources Management, Amman Arab University,  
Amman, Jordan  
e-mail: [Dr.hareth@aau.edu.jo](mailto:Dr.hareth@aau.edu.jo)

M. T. Alshurideh  
Department of Marketing, School of Business, The University of Jordan, Amman, Jordan  
e-mail: [m.alshurideh@ju.edu.jo](mailto:m.alshurideh@ju.edu.jo); [malshurideh@sharjah.ac.ae](mailto:malshurideh@sharjah.ac.ae)

Department of Management, College of Business Administration, University of Sharjah, Sharjah,  
United Arab Emirates

A. Mohammad  
Department Human Resources Management, University Malaysia Terengganu, Terengganu,  
Malaysia  
e-mail: [mo1993ntaser@gmail.com](mailto:mo1993ntaser@gmail.com)

of its all dimensions (ideal effect, inspirational motivation, intellectual excitement, empowerment) on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic. Given the direct and indirect impact of each dimension of transformational leadership, psychological capital has an intermediate role in the influence of transformational leadership style on the effectiveness of decisions in private Jordanian universities when studying the dimensions of the use of transformational leadership combined.

**Keywords** Transformational leadership · Effective decisions · Psychological capital · Jordanian universities · Corona pandemic

## 1 Introduction

Universities are keen to invest human skills and competencies as one of the most important inputs to their production system in order to achieve their goals effectively and to face the changes and challenges in the surrounding environment resulting from technological developments and globalization in all its forms, and this requires continuous modernization and development in administrative and operational ideas and methods. As a result of the proliferation of the new Coronavirus (COVID 19), change and the search for alternatives became an imperative for those responsible for the educational process in private universities and the trend towards adopting new leadership methods to keep pace with contemporary developments, including the Corona pandemic, which led to the spread of changing many methods and methods of leadership and management.

Transformational leadership focuses on leadership with motivation, where transformational leaders provide unusual incentives for their followers to raise morale and stimulate thinking towards new and creative ways and methods to make decisions and solve correct problems, which generates trust, loyalty, and respect for work, and motivates employees to do their best energies, efforts and demonstrate high positive behaviors, and building trust and respect between employees and management to achieve the desired goals. All organizational processes are affected by decisions, as the manner in which decisions and their accompanying effects are necessary is necessary in order to understand the organizational behavior of workers. In addition, decisions are the essence of the department and its compass to continue its administrative activities efficiently and effectively, especially as it depends mainly on anticipating the future and the complexities involved.

Psychological capital focuses on creating the causes of desired positive behaviors at work and bringing about positive change in organizational culture in order to improve organizational performance [1]. Whereas universities are among the organizations that give great attention to the distinguished performance of employees, empowering them and giving them the power and authority to perform their duties

and make their decisions in a way that enables universities to achieve their operational and strategic goals in light of the intense competition environment. This study came to measure the role of psychological capital on the impact of transformational leadership on taking effective decisions in private Jordanian universities.

## 2 Study Problem

Private Jordanian universities are experiencing new competitive challenges with the spread of Corona Virus, and universities seek to achieve the highest levels of caution and caution in their activities and operations, especially in light of a very competitive environment that affects the performance of universities and puts them at stake in meeting the needs of students and their families and the community and still faces conditions Turbulent as a result of the change in the contents of the internal and external environments, which required it to take advantage of contemporary methods and approaches in analyzing problems and challenges and obtaining the decisions of the actors and emphasizing their quality, speed and timing.

The crisis resulting from the Corona pandemic has created sensitive environments in which leaders may be forced to make sudden and effective decisions using very little information, given that institutions have not gone through similar crises. In these types of environments, reason and logic may be easily overwhelmed by emotions and instincts. In order to reduce the impact of these difficult times, every competent leader must take a number of measures before, during, and after the spread of this pandemic. Leaders in educational institutions, including universities, are responsible for directing events in such complex situations. There are always risks in taking action; however, the scale of the crisis sometimes requires large-scale measures. So, university leaders need to have the authority and the qualifications to implement these measures. The leadership skills possessed by leaders of educational institutions in times of crisis may help resolve a crisis situation by eliminating panic and helping victims recover from a difficult situation more quickly. The human resources owned by private universities are considered one of the most important resources for achieving competitiveness and thus focused on enabling psychological capital, which includes the level of the individual's ability to rise and the level of his self-efficacy and flexibility to create the causes of positive behaviors desirable in the work and bring about positive change in organizational culture in order to improve organizational performance. Based on the foregoing, the researcher has determined that the main study problem lies in the question of what is the effect of transformational leadership on achieving the effectiveness of decisions in the presence of psychological capital as a mediating variable in private Jordanian universities in light of the Corona pandemic. According to the above, the problem of the study lies in answering the following questions:

1. Is there an effect of transformational leadership in terms of its dimensions (ideal effect, inspirational motivation, intellectual excitement, and empowerment) on

achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic?

2. Is there an effect of transformational leadership in terms of its dimensions (ideal effect, inspirational motivation, intellectual excitement, and empowerment) on psychological capital in Jordanian private universities?
3. Is there an effect of psychological capital on the effectiveness of decisions in terms of their dimensions (quality of the decision, the timing of decision) in private Jordanian universities?
4. Is there an effect of transformational leadership with their combined dimensions (ideal effect, inspirational motivation, intellectual excitement, empowerment) on achieving the effectiveness of decisions with their combined dimensions (quality of the decision, the timing of decision) When using the psychological capital as an intermediate variable in private Jordanian universities in light of the Corona pandemic?

### 3 Study Importance

The theoretical importance of this study shows that it is one of the important studies that examine the impact of transformational leadership on achieving the effectiveness of decisions in the presence of psychological capital as an intermediate variable in private Jordanian universities, especially in light of the challenges facing Jordanian private universities in the shadow of the Corona pandemic. In terms of application, this study is expected to provide a set of results for the study sample and the responses of its members, and to develop recommendations that correspond to and address each of the problems of the current study in light of the spread of Coronavirus, and the applied importance also is that it benefits private Jordanian universities in increasing flexibility to interact with The environment is to be supportive and proportional to critical decisions, problem-solving and transformation into important opportunities.

### 4 Study Hypotheses

According to the literature review, the researchers formulated the following hypotheses:

H01: There is no effect of transformational leadership in terms of its dimensions (the ideal effect, inspirational motivation, intellectual excitement, and empowerment) on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

The researchers extracted the following sub-hypotheses from the main hypothesis:

H01-1: there is no effect of the ideal effect on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

H01-2: there is no effect of inspirational motivation on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

H01-3: there is no effect of intellectual excitement on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

H01-4: there is no effect of empowerment on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

H02: There is no effect of transformational leadership in terms of its dimensions (ideal effect, inspirational motivation, intellectual excitement, and empowerment) on the psychological capital in Jordanian private universities.

H03: There is no effect of the psychological capital on the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

H04: There is no effect of transformational leadership in terms of its dimensions (ideal effect, inspirational motivation, intellectual excitement, and empowerment) on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in the presence of the psychological capital as an intermediate variable in private Jordanian universities in light of the Corona pandemic.

## 5 Literature Review

The concept of leadership is one of the behavioral concepts that sparked a lot of discussion and disagreement as the definitions differed in administrative thought, but they agree in their entirety about a set of steps or procedures that include employing the available resources to influence others in a way that supports their contribution to achieving specific goals [2]. Leadership is defined as the ability to influence a group in order to achieve a vision or set of goals [3]. Lussier et al. [4] also believes that leadership is the process of influencing leaders' behavior and behavior of subordinates to achieve organizational goals through change centered around some common interests, where the behavior of followers is directed by the leader, meaning that leadership occurs when Leads, persuades and influences others to work towards achieving the goals of the organization.

The concept of transformational leadership was first introduced by Burns [5] whose work focused on political leaders, and stated that the basis of transformational leadership is personal relationships, motivations, and values, as he referred to the leader who takes transformational leadership as his leadership as the leader who is looking for possible motivations for followers, seeks to meet their needs

and gives them the opportunity to participate in the administrative process, which leads to mutual stimulation and upgrading that transforms followers into leaders. According to Osman and Siti Fatimah [6], transformational leadership generates incentives for subordinates and inspires them to reach beyond their expectations, which makes it an effective management method that school principals can pursue with the aim of effecting changes in the behavior of teachers and students. Transformational leadership is defined as “the ability the leader has to deliver any message to the organization, clearly articulating its future vision for the subordinates and working to motivate them by demonstrating high ethical behaviors and building trust and respect between the two parties to achieve the goals of the organization. It gives them the self-confidence to provide the best service or good with efficient use of resources while clearly supporting their social and emotional needs [7].

The importance of transformational leadership is evident in its influence with decisions, especially in the presence of crises such as the COVID-19 pandemic that transformational leadership works to empower individuals, develop their skills and enhance their self-confidence, and works to find self-reliant groups. Transformational leadership also causes a fundamental change in the behavior of followers and their values, in addition to that transformational leadership supports and sets values for the organization, changes in its culture and beliefs occur, and contributes to setting a standard of performance within an integrated and coherent system that makes it able to respond effectively to internal and external changes, in addition to that transformational leadership It helps workers in professional development and maintain a culture of professionalism and cooperation by talking to workers with each other, and through freedom of expression and planning in a collaborative manner, and encouraging joint responsibility, employee development, and effective communication.

Positive psychology emphasizes exploring the benefits and values of human psychology in a manner that enhances the flourishing quality of human life and contributes to the realization of optimal human potential for fully playing [8]. Luthans et al. [9] suggested a definition of psychological capital that claims to have four measurement combinations. The first structure is self-efficacy that requires an individual to make the necessary efforts to successfully accomplish difficult tasks. Followed by the second construction, it is optimism that attributes the positive attribution of the current and future victory. Third, it is the strength of an individual’s will and hopes that he will be able to redefine methods to achieve goals. The latter relates to the flexibility that one can recover from a difficult situation quickly [10]. The content of psychological capital is related to the four types of positive psychological strength in unique positive psychology that can be operated in concrete terms—hope, self-efficacy, flexibility, and optimism. Thus, psychological capital is associated with positive psychological strength that leads to positive psychological energy. Otherwise, we can say that psychological capital is the positive psychological resources of the individual, which consist of structures (hope, self-efficacy, resilience, and optimism) or positive psychological state that can be raised and developed, rather than relatively stable features and difficult to be variable [11].

Authors in [12] concluded that psychological capital was directly related to performance, and indirectly to a performance by adapting with an emphasis on meaning and contentment. Additionally, psychological capital was directly related to contentment and highlighted the importance of this psychological construct in academia. Understanding the role played by adaptation and meaning-focused satisfaction in the relationship between psychological capital and performance may be useful for researchers and lecturers to design optimal evidence-based interventions to increase wellbeing and academic achievement [13].

Authors in [14] found that there is an effect of transformational leadership on employee motivation, and the study also found that motivation can be achieved by engaging workers in informal activities of social activities. The study also found a positive relationship between transformational leadership and other dependent variables. Authors in [15] concluded that there is an effect of the characteristics (sympathy, patience, intuition, equanimity) in developing confidence (self-efficacy) in private education schools, and the presence of a statistically significant effect of the characteristics of female leadership on the development of psychological capital and the study recommended the strengthening of interest in Ras Psychological money in its dimensions (hope, flexibility, optimism, self-efficacy).

Authors in [16] concluded that functional combustion is strongly linked to the performance of faculty members and that psychological capital increases his achievement and raises morale. The study recommended an increased interest in the personality traits of individuals, which leads to increased performance, stress relief, and emotional immobility. Authors in [17] concluded that project managers with high emotional intelligence enjoy managerial competencies and demonstrate transformational leadership behavior. The study recommended the necessity of developing and empowering project managers to increase their mental capabilities and administrative skills, which in turn are reflected in the project performance and success.

Authors in [18] concluded that there is a direct relationship of psychological capital to the level of the feeling of the faculty member and the quality of work-life, and there is no direct role for psychological capital in predicting organizational commitment. The study recommended the need to focus attention on the level of psychological capital among employees, and to develop a flexible and fair system of rewards and appreciation. Authors in [19] concluded that there is a strong positive relationship between teachers' perceptions of the manager's leadership practices and the ability of subordinates to make appropriate decisions. Authors in [20] concluded that there is a positive correlation between the level of school principals' practice of transformational leadership and the creative behavior of teachers and their ability to make decisions, and the hierarchical linear regression analysis indicated that increased teacher commitment affects the level of the relationship between transformational leadership and the creative behavior of teachers.

## 6 The Methodology of the Study

This type of studies is classified as an applied study, aimed at dealing with field problems, with regard to behavioral areas. In this study, researchers collected qualitative data, and then analyzed it in a quantitative manner. The researchers resorted to the descriptive approach as well as the analytical approach, with the aim of describing the role of psychological capital in the impact of transformational leadership on achieving effective decisions in private Jordanian universities in the light of the Corona epidemic. The study used many statistical methods in order to measure the variables of the study model.

### 6.1 *The Population and the Sample of the Study*

The population of the study included consist of the lecturers of the (6) private Jordanian universities in the capital Amman, the universities were chosen for Al-Ahliyya Amman University, the Middle East University, and Al-Ahliyya Amman University. Because of the researchers' inability to conduct a comprehensive survey as a result of the Corona epidemic, the researchers selected a simple random sample consisting of (130) lecturers at Jordanian private universities. The number of questionnaires that the researchers were able to retrieve was (125) questionnaires, which included (108) questionnaires that were complete and appropriate for the analysis.

### 6.2 *The Sources of Data*

The researchers relied on collecting the necessary data for this study on two sources, the first source representing secondary data through books and articles related to the study variables. The second source was the primary data that researchers obtained through the study administration, the questionnaire, which was distributed to university lecturers at Jordanian private universities.

### 6.3 *Reliability Test*

The researchers used the Cronbach alpha coefficient test in order to test the stability of the study tool, where the result is statistically acceptable if the Cronbach alpha value is greater than (0.60) [21], and the researchers prepared Table 1, which shows Cronbach's values Alpha, which was as follows:

The values of the Cronbach alpha coefficient for the instrument as a whole (0.936), and the value of the Cronbach alpha in relation to questionnaire questions related to



**Table 1** Reliability test of study tool

Number	Variable	Reliability coefficient ( $\alpha$ )
1	Ideal effect	0.717
2	Inspirational motivation	0.752
3	Intellectual excitement	0.743
4	Empowerment	0.789
Transformational leadership		0.868
5	Quality of the decision	0.779
6	Timing of decision	0.823
Effectiveness of decisions		0.894
7	Psychological capital	0.755
All paragraphs		0.936

transformational leadership (0.868), while the Cronbach alpha for the effectiveness of the decision (0.894), and for the psychological capital (0.755). None of the values was less than (0.70), and this leads researchers to judge that the study instrument was consistent and reliable.

## 7 The Study Analysis

### 7.1 *Descriptive Statistics of the Demographic Characteristics of the Respondents*

By reviewing Table 2, the following can be observed:

1. Males were the majority of the study sample, with a percentage of 87% of the total respondents. This is due to the tendency of males in Jordan more than females to graduate studies, which is reflected in the percentage of male faculty members in universities.
2. The members of the study sample within the age group who are over 50 years old formed the lowest group of the study sample, at a rate of (9.3%), which indicates that the members of the teaching staff in private universities are from the youth category.
3. The percentage of Ph.D. holders (90.75%) was among the respondents, while the respondents were holders of a master's degree (9.3%). The reason for this disparity is due to the requirements of the accreditation body for higher education institutions that do not allow the master's degree to exceed 20% of the total lecturers in Jordanian universities.
4. The percentage of respondents with experience ranging from 10 years to less than 15 years (60.2%). This result indicates that the study sample has sufficient

**Table 2** Descriptive statistics of the demographic characteristics of the respondents

Variable	Group	Repetition	Percentage
Gender	Male	94	87
	Female	14	13
Age	30 ≤ 40	28	25.9
	40 ≤ 50	70	64.8
	50 ≥	10	9.3
Educational qualification	M.Sc.	10	9. 25
	Ph.D.	98	90.75
Years of experience	< 5 years	0.00	0.00
	5 ≤ 10	35	32.40
	10 ≤ 15	65	60.20
	15 ≥	8	7.40
	Total	108	100

experience to judge the effect of the prevailing leadership style on the quality of decisions.

## 7.2 Describe of Respondents Answers

The results in the Table 3 indicate:

**Table 3** Mean, standard deviations, levels and relative importance of all dimensions of the study tool

Item		Mean	Standard deviation	Relative importance	Rank
Transformational Leadership	Ideal effect	3.96	0.486	High	3
	Inspirational motivation	3.86	0.469	High	4
	Intellectual excitement	4.20	0.426	High	1
	empowerment	4.14	0.477	High	2
	Transformational Leadership	4.04	0.368	High	
Effectiveness of decisions	Quality of the decision	4.13	0.469	High	1
	Timing of decision	4.01	0.521	High	2
	Effectiveness of decisions	4.07	0.420	High	
Psychological capital		4.06	0.504	High	

### **7.2.1 First: Transformational Leadership**

The previous table showed high importance with regard to transformational leadership, the mean was 4.04 and the highest level of intellectual stimulation was then empowerment in the second place, the ideal effect in the third place, and the inspirational motivation in the fourth place and all dimensions were of the high relative importance.

### **7.2.2 Second: Effectiveness of Decisions**

The previous table showed a high importance in relation to the effectiveness of administrative decisions in Jordanian private universities, the mean was 4.07 and the highest level of decision quality was then the timing of the decision in second place, and all dimensions were of the high relative importance.

### **7.2.3 Third: Psychological Capital**

The previous table showed high importance with regard to psychological capital in Jordanian private universities, as the mean was 4.06.

## **7.3 Study Hypotheses Test**

In order to test the study hypotheses, the researchers tested the first major hypothesis using “multiple and linear regression analysis”. “Simple linear regression analysis” was also used to test the rest of the hypotheses and using “Path Analysis” to test the last major hypothesis.

H01: There is no effect of transformational leadership in terms of its dimensions (the ideal effect, inspirational motivation, intellectual excitement, and empowerment) on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

The researchers used “simple linear regression analysis” to test the four sub-hypotheses, as shown in Table 4.

H01-1: there is no effect of the ideal effect on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

Table 4 shows a positive correlation between the ideal effect and the effectiveness of decisions in Jordanian private universities. We also note that the ideal effect explains 52.4% of the variation in the effectiveness of decisions in Jordanian private universities, and based on the results of the analysis we can conclude that there is

**Table 4** Results of testing the effect of the ideal effect on effectiveness of decisions private Jordanian universities

Dependent Variable	R	R <sup>2</sup>	Calculated <i>F</i>	D.f	Sig F*	Variable	B	Standard error	Calculated T	Sig t*
Effectiveness of Decisions	0.724	0.524	177.588	1	0.000	ideal effect	0.534	0.040	13.326	0.000

\*The effect is significant at the level ( $p \leq 0.05$ )

an important impact of the ideal effect on the effectiveness of decisions in Jordanian private universities in light of the Corona pandemic.

H01-2: there is no effect of inspirational motivation on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

Table 5 shows a positive correlation between inspirational motivation and the effectiveness of decisions in Jordanian private universities. We also note that inspirational motivation explains 52.9% of the variation in the effectiveness of decisions in Jordanian private universities, and based on the results of the analysis we can conclude that there is an important impact of inspirational motivation on the effectiveness of decisions in Jordanian private universities in light of the Corona pandemic.

H01-3: there is no effect of intellectual excitement on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

Table 6 shows a positive correlation between intellectual excitement and the effectiveness of decisions in Jordanian private universities. We also note that intellectual excitement explains 60% of the variation in the effectiveness of decisions in Jordanian private universities, and based on the results of the analysis we can conclude that there is an important impact of intellectual excitement on the effectiveness of decisions in Jordanian private universities in light of the Corona pandemic.

H01-4: there is no effect of empowerment on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic.

Table 7 shows a positive correlation between empowerment and the effectiveness of decisions in Jordanian private universities. We also note that empowerment explains 32.2% of the variation in the effectiveness of decisions in Jordanian private universities, and based on the results of the analysis we can conclude that there is an important impact of empowerment on the effectiveness of decisions in Jordanian private universities in light of the Corona pandemic. The researcher used “multiple regression analysis” to test the effect of transformational leadership on achieving the effectiveness of decisions in private Jordanian universities in the light of the Corona pandemic, as shown in Table 8.

Table 8 shows a positive correlation between transformational leadership and the effectiveness of decisions in Jordanian private universities. We also note that transformational leadership explains 35.8% of the variation in the effectiveness of decisions in Jordanian private universities, and based on the results of the analysis we can conclude that there is an important impact of transformational leadership (the ideal effect, inspirational motivation, intellectual excitement, empowerment) on the effectiveness of decisions (quality of the decision, the timing of decision) in Jordanian private universities in light of the Corona pandemic.

H02: There is no effect of transformational leadership in terms of its dimensions (ideal effect, inspirational motivation, intellectual excitement, and empowerment) on the psychological capital in Jordanian private universities. The researcher used “multiple regression analysis” to test the effect of transformational leadership on

**Table 5** Results of testing the effect of inspirational motivation on effectiveness of decisions private Jordanian universities

Dependent Variable	R	R <sup>2</sup>	Calculated F	D.f	Sig F*	Variable	B	Standard error	Calculated T	Sig t*
Effectiveness of Decisions	0.727	0.529	180.890	1	0.000	inspirational motivation	0.717	0.053	13.450	0.000

\*The effect is significant at the level ( $p \leq 0.05$ )

**Table 6** Results of testing the effect of intellectual excitement on effectiveness of decisions private Jordanian universities

Dependent Variable	R	R <sup>2</sup>	Calculated F	D.f	Sig F*	Variable	B	Standard error	Calculated T	Sig t*
Effectiveness of decisions	0.775	0.600	241.987	1	0.000	Intellectual excitement	0.699	0.045	15.556	0.000

\*The effect is significant at the level ( $p \leq 0.05$ )

**Table 7** Results of testing the effect of empowerment on effectiveness of decisions private Jordanian universities

Dependent Variable	R	R <sup>2</sup>	Calculated F	D.f	Sig F*	Variable	B	Standard error	Calculated T	Sig t*
Effectiveness of decisions	0.568	0.322	197.566	1	0.000	Empowerment	0.712	0.059	14.435	0.000

\*The effect is significant at the level ( $p \leq 0.05$ )



**Table 8** Results of the first main hypothesis test H01

Dependent Variable	R	R <sup>2</sup>	F	Sig F*	Transformational leadership	B	Standard error	Calculated	Sig t*
Effectiveness of Decisions	0.598	0.358	14.908	0.000	Ideal effect	0.195	0.073	2.680	0.009
					Inspirational motivation	0.100	0.113	0.883	0.379
					Intellectual excitement	0.356	0.098	3.634	0.000
					empowerment	0.216	0.099	2.174	0.032

\*The effect is significant at level ( $\alpha \leq 0.05$ )

psychological capital in private Jordanian universities in the light of the Corona pandemic, as shown in Table 9.

Table 9 shows a positive correlation between transformational leadership and the psychological capital in Jordanian private universities. We also note that transformational leadership explains 59.9% of the variation in the psychological capital in Jordanian private universities, and based on the results of the analysis we can conclude that there is an important impact of transformational leadership on the psychological capital in Jordanian private universities in light of the Corona pandemic.

H03: There is no effect of the psychological capital on the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic. The researcher used “multiple regression analysis” to test the effect of psychological capital on achieving on the effectiveness of decisions in private Jordanian universities in the light of the Corona pandemic, as shown in Table 10.

Table 10 shows a positive correlation between psychological capital and the effectiveness of decisions in Jordanian private universities. We also note that psychological capital explains 59.9% of the variation in the effectiveness of decisions in Jordanian private universities, and based on the results of the analysis we can conclude that there is an important impact of psychological capital on the effectiveness of decisions in Jordanian private universities in light of the Corona pandemic.

H04: There is no effect of transformational leadership in terms of its dimensions (ideal effect, inspirational motivation, intellectual excitement, and empowerment) on achieving the effectiveness of decisions in terms of its dimensions (quality of the decision, the timing of decision) in the presence of the psychological capital as an intermediate variable in private Jordanian universities in light of the Corona pandemic. The researcher used “path analysis” to test the direct and indirect impact of psychological capital in the relationship between the transformational leadership and the effectiveness of decisions in private Jordanian universities in the light of the Corona pandemic.

It is clear from Table 11 that ( $\text{Chi}^2 = 13.993$ ), and that  $\text{Chi}^2$  after dividing it by the degree of freedom is (4.664) which is less than the number 5 which means acceptance of the model, and that (GFI = 0.991) which is close to (1), and that (CFI = 0.982), which approximates (1), and (RAMSEA = 0.066) and approximates (0), which supports the quality of the model, and therefore approval of it.

It is clear from Table 12 that the direct impact of the ideal effect on psychological capital has reached (0.307) and that the direct effect of the inspiring motivation on psychological capital (0.209), and that the direct effect is intellectual excitement on psychological capital (0.401), and that the direct effect of empowerment on Psychological capital (0.294), and the direct effect of psychological capital on the effectiveness of decisions in Jordanian private universities (0.749). Which means that psychological capital positively affects the effectiveness of decisions in Jordanian private universities. Given that, the direct and indirect effect of each dimension of the transformational leadership is a significant effect and the psychological capital is a partial mediation. This confirms the existence of a positive role for psychological capital as an intermediate variable in the effect of the use of transformational

**Table 9** Results of the test of the effect of transformational leadership on psychological capital in Jordanian private universities

Dependent variable	R	R <sup>2</sup> <sub>t</sub>	Calculated F	D.f	Sig F*	transformational leadership	B	Standard error	Calculated T	Sig t*
Psychological Capital	0.774	0.599	79.069	3	0.000	Ideal effect	0.329	0.068	4.865	0.000
						Inspirational motivation	0.197	0.091	2.159	0.032
						Intellectual excitement	0.355	0.076	4.665	0.000
						empowerment	0.299	0.082	3.756	0.000

\*The effect is significant at the level ( $p \leq 0.05$ )

**Table 10** Results of testing the effect of psychological capital on the effectiveness of decisions in private Jordanian universities

Dependent variable	R	R <sup>2</sup>	Calculated F	D.F	Sig F*	Statement	B	Standard error	Calculated T	Sig t*
Effectiveness of Decisions	0.785	0.615	257.692	1	0.000	Psychological Capital	0.658	0.041	16.053	0.000

\*The effect is significant at the level ( $p \leq 0.05$ )

**Table 11** Results of the “path analysis test” for the direct and indirect effect of the transformational leadership on the effectiveness of decisions in the presence of psychological capital as an intermediate variable

Model Fit						
Statement	Chi <sup>2</sup>	D.f	GFI	CFI	RAMSEA	Sig. level
The transformational leadership	13.993	3	0.991	0.982	0.061	0.000

*GFI*—“Goodness Fit index”

*CFI*—“Comparative Fit Index”

*RAMSEA*—“Root mean square error of approximation”

**Table 12** Direct and indirect effects coefficients - H04

The estimates					
Path	The direct effect			The indirect effect	
	Direct effect factor	C.R	Sig level	indirect effect factor	Sig level
Ideal effect → Psychological capital	0.307	5.715	0.000	0.230	0.010
Inspirational motivation → Psychological capital	0.209	4.302	0.028	0.157	0.010
Intellectual excitement → Psychological capital	0.401	8.270	0.000	0.300	0.010
Empowerment → Psychological capital	0.294	5.113	0.000	0.218	0.010
Psychological capital → Effectiveness of decisions	0.749	25.068	0.000		

leadership on the effectiveness of decisions in private Jordanian universities when studying the dimensions of using transformational leadership combined.

## 8 Conclusions and Recommendation

The results of the tests revealed the interest of Jordanian private universities in the psychological capital of the lecturers. In addition, there is a high level of realization of the importance of the leadership style, in addition to the practice of transformational leadership on a large level among these universities. And the attention of Jordanian universities in taking efficient decisions that contribute to addressing various types of crises, including the current crisis linked to the Corona pandemic. Furthermore, results indicated that there is an effect of transformational leadership in terms of its all dimensions (ideal effect, inspirational motivation, intellectual excitement, and empowerment) on achieving the effectiveness of decisions in terms of its dimensions

(quality of the decision, the timing of decision) in private Jordanian universities in light of the Corona pandemic. With regard to the role of psychological capital, the results of the study indicated that there is an indirect impact of the transformational leadership on the effectiveness of decisions in private Jordanian universities with the existing of psychological capital as an intermediate variable among in private Jordanian universities in light of the Corona pandemic. And given to the direct and indirect effect of each dimension of the transformational leadership is a significant effect, psychological capital is a partial mediation, and this confirms the existence of a positive role for psychological capital as an intermediate variable in the effect of the use of transformational leadership on the effectiveness of decisions in private Jordanian universities when studying the dimensions of using transformational leadership combined.

Transformational theories compare the responses of leaders to transactional and transformative situation. Transactional leaders do not have a wide-angle view; instead, they carry out their daily routine tasks in a specific way. A transformational leader works from the perspective of the big picture [22]. The current study has contributed to many practical effects that may be important in order to draw the attention of leaders in Jordanian private universities, as the study provides valuable inputs to leaders who have demonstrated their application of transformational leadership dimensions, and the extent of its contribution to containing crises, as it is expected that leaders will realize the role of style. Leadership and the role of taking care of psychological capital in dealing with crises in the future, as well as preparing leaders in a way that enables them to adapt to various health conditions and other conditions in the future.

This study recommends a set of recommendations, the most important of which is the need to benefit from the concepts of transformational leadership as a role model for managing private Jordanian universities in the light of the Corona pandemic. In addition to developing new programs in the management of private Jordanian universities that help to transform leaders' understanding of psychological capital to reach effective court decisions that seek to serve decision-making in universities, especially in times of crisis, as is the case in light of the Corona pandemic. Also, the necessity of improving the actual practice of leadership with its dimensions, the ideal effect, individual moral, inspirational motivation, and empowerment, in a way that contributes to enhancing the participation of workers in decision-making processes, which affects the psychological aspect of them and leads to access to efficient decisions.

## References

1. Riolli, L., Savicki, V., Richards, J.: Psychological capital as a buffer to student stress. *Psychology* **3**(12A), 1202–1207 (2012)
2. Ackerman, L.: Leadership vs. managership. *Leadership Organ. Dev. J.* **6**(2), 17–19 (1985)
3. Robbins, S.P., Judge, T.A.: *Organizational Behavior*, 15th edn. Pearson, Upper Saddle River, New Jersey (2013)

4. Lussier, R.N., Achua, C.F.: *Leadership: Theory, Application, Skill Development*, 2nd edn. South-Western: Division of Thomson Learning (2004)
5. Burns, J.M.: *Leadership*. Harper & Row Publishers, New York (1978)
6. Osman, H.O., Siti Fatimah, B.: Transformational leadership and organizational commitment—A literature review. *Sains Humanika* **2**(2), 127–133 (2014). <https://doi.org/10.11113/sh.v2n2.426>
7. Cheung, M., Wong, C.: Transformational leadership, leader support and employee creativity. *Leadership Organ. Dev. J.* **32**(7), 656–672 (2010). <https://doi.org/10.1108/01437731111169988>
8. Åslund, C., Starrin, B., Nilsson, K.W.: Psychosomatic symptoms and low psychological well-being in relation to employment status: The influence of social capital in a large cross-sectional study in Sweden. *Int. J. Equity Health* **13**(1), 1–19 (2014)
9. Luthans, F., Avolio, B.J., Avey, J.B., Norman, S.M.: Positive psychological capital: measurement and relationship with performance and satisfaction. *Pers. Psychol.* **60**, 541–572 (2007)
10. Culbertson, S.S., Fullagar, C.J., Mills, M.J.: Feeling good and doing great: the relationship between psychological capital and well-being. *J. Occup. Health Psychol.* **15**, 421–433 (2010)
11. Luthans, F., Youssef, C.M., Sweetman, D.S., Harms, P.D.: Meeting the leadership challenge of employee well-being through relationship PsyCap and health PsyCap. *J. Leadership Organ. Stud.* **20**(1), 118–133 (2013). <https://doi.org/10.1177/1548051812465893>
12. Ortega-Maldonado, A., Salanova, M.: Psychological capital and performance among undergraduate students: the role of meaning-focused coping and satisfaction. *Teach. Higher Educ.* **23**(3), 390–402 (2018). <https://doi.org/10.1080/13562517.2017.1391199>
13. Datu, J.A.D., Valdez, J.P.M.: Psychological Capital predicts academic engagement and well-being in Filipino high school students. *Asia-Pac. Educ. Res.* **25**, 399–405 (2015). <https://doi.org/10.1007/s40299-015-0254-1>
14. Ahmad, F., Abbas, T., Latif, S., Rasheed, A.: Impact of Transformational leadership on employee motivation in telecommunication sector. *J. Manage. Policies Pract.* **2**(2), 11–25 (2014)
15. Salih, A.A., Al-Dulaimi, M.S.: Women’s leadership characteristics and its impact in developing the psychological capital: test of the moderating role of experience power (analytical study from the perspective of subordinates in private education schools in Amman). *Int. J. Econ. Manage. Sci.* **6**, 1–10 (2017)
16. Rehman, S., Qingren, C., Latif, Y., Iqbal, P.: Impact of psychological capital on occupational burnout and performance of faculty members. *Int. J. Educ. Manage.* **31**(4), 455–469 (2017)
17. Maqbool, R., Sudong, Y., Manzoor, N., Rashid, Y.: The impact of emotional intelligence, project managers’ competencies, and transformational leadership on project success: an empirical perspective. *Project Manage. J.* **48**(3), 58–75 (2017)
18. Abosaif, M.S.A.: The role of quality of work life in the relationship between psychological capital and organizational commitment among faculty members at the Faculty of Education, Taif University. *Int. J. Res. Educ. Sci.* **1**(4), 109–181 (2018)
19. Saka, C.: *A Study of the Relationship Between Teachers’ Perceptions of Principals’ Transformational Leadership Practices and Teacher Morale in Elementary Schools in Southern Ontario*. Masters’ theses of University of Windsor Scholarship at UWindsor, Canada (2018)
20. Ismail, A., Mydin, A.: The impact of transformational leadership and commitment on teachers’ innovative behaviour. *Adv. Soc. Sci. Educ. Hum. Res. (ASSEHR)* **304**, 426–430 (2018)
21. Sekaran, U.: *Research Methods for Business*, 6th edn. Wiley, Hoboken, NJ (2013)
22. Foster, D.T., Goertzen, B.J., Nollette, C., Nollette, F.P.: *Emergency Services Leadership: A Contemporary Approach*. Jones & Bartlett Learning, Burlington, MA (2011)