

# The Effect of manager's communication Competency on organizational member's adaptive performance: Focusing on the mediating effect of positive psychological capital

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## Abstract

*This study tried to confirm the mediating effect of positive psychological capital on the relationship between the communication Competence of managers who are recognized as organizational members working in the company and the adaptive performance of the members. To this end, the research hypothesis established through the final 255 data was verified as follows using the SPSS 21.00 and AMOS 21.1 version statistical programs. First, the higher the manager's communication Competence, the higher the positive psychological capital of organizational members. Second, the higher the communication Competence of the manager, the higher the adaptive performance of the members. Third, as the positive psychological capital of organizational members improved, adaptation performance improved. Fourth, positive psychological capital showed a partial mediating effect between the manager's communication Competence and the member's adaptive performance. The results of this study empirically analyzed the relationship between manager's communication Competence and members' positive psychological capital assumption (+) on the improvement of organizational members' adaptive performance ability. This study has the meaning of the most important research in that it provides additional theoretical and practical implications in the face of insufficient research on factors affecting the adaptation performance of organizational members.*

**Key words:** Communication Competence, Positive Psychological Capital, Adaptive Performance, Relationship, Improved

## 1. Introduction

Domestic companies are facing the crisis and challenge of survival and growth in a global pandemic and a rapidly new business environment. The importance of sustainable management by proactively responding to changes in the business environment surrounding domestic companies and securing a differentiated competitive advantage is being emphasized [1]. In order to improve the organization's ability to adapt to changes in order to advance the company's sustainability management system, a factor newly required of organizational members is the ability to perform adaptation [2]. Adaptation performance capability is an individual's tendency to sustain change and innovation through learning the necessary contents newly required

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according to environmental changes as the subject of innovation by organizational members [3]. In order for organizational members to overcome various obstacles in the process of adapting to the work environment of change and innovation and to improve their ability to adapt, the positive situational awareness factor Positive psychological capital is required [4]. Positive capital psychology, which affects the adaptive performance of organizational members, acts as a key factor in determining motivation and psychological stability through managerial communication [5]. A manager's communication Competence as a factor to improve members' positive psychological capital and adaptive performance ability [6]. For sustainable management based on change and innovation, companies need to improve the adaptive performance of organizational members and manage positive psychological capital more systematically. In addition, it can be judged that it will have a significant impact on adaptive performance and positive psychological capital depending on how organizational members perceive the manager's communication Competence. In addition, in order to improve organizational competitiveness and advance sustainable development, the meaning of organizational culture [7] expressed in the thoughts and behaviors of all members of the organization is further specified and revitalized as a factor for adaptive performance of organizational members. The purpose of this study is to examine the effect of corporate managers' communication Competence on positive psychological capital and adaptation performance of organizational members. Based on this, the members of the organization, who are the main actors for the advancement of sustainability management, are actively and proactively to suggest ways to improve the ability to adapt to various environmental changes.

## **2. Theoretical Background**

### **2.1. The Relationship between Manager's Communication Competence and Organizational Members' Positive Psychological Capita**

A manager's communication behavior promotes the formation of mutual trust among organizational members and improvement of interpersonal relationships, and ultimately acts as a major factor in direct and indirect influence on employees' job performance improvement [8]. The communication Competence of managers is divided into others-oriented for building and improving human relationships with members to achieve organizational goals, purpose-oriented means and methods required for necessary communication, and communication competence for effective communication [9]. The communication Competence of managers is the ability to improve relationships based on the understanding of organizational members and effectively communicate the necessary intentions to achieve organizational goals [6]. Positive psychological capital was developed from the standards and basic foundations of positive organization behavior (POB) [10], and is the psychological ability and positive strength of organizational members to achieve and improve performance goals [11]. Positive psychological capital is an individual's developmental and positive psychological state for showing progressive thinking and behavior through positive psychology in business environment changes and for continuous performance improvement [12]. Positive psychological capital works in a positive state even under negative conditions for the improvement and achievement of organizational performance, and acts as an important capital for securing a continuous organizational competitive edge, and is an effective variable to measure the satisfaction and performance of organizational members [13].

The communication Competence of domestic large corporation leaders showed a positive effect on positive psychological capital [6], and the leader's social communication showed a positive effect on positive psychological capital of organizational members [14]. Communication between parents and children showed a positive (+) effect on positive psychological capital [15], and communication Competence and resilience were analyzed as a positive correlation [16]. In the study on the relationship between the psychological type of figure, communication Competence, and positive psychological capital of college students, communication

Competence showed an influence relationship on positive psychological capital [17]. Based on the results of previous studies, the following hypotheses were established.

**Hypothesis 1. The communication Competence of managers will have a positive (+) effect on positive psychological capital.**

## **2.2. The Relationship between Manager's Communication Competence and Organizational Members' Adaptive Performance**

Activation of communication within the organization has a positive effect on organizational effectiveness and management performance by improving trust and strengthening the formation of a collective cooperative relationship [18]. A high level of awareness of communication within the organization acts as a major factor in improving the quantitative and qualitative interaction between the organization, the team, and the members of the organization [19]. The communication Competence of managers within an organization is the ability to effectively lead communication with organizational members in order to achieve organizational goals effectively [20], and maintain interpersonal relationships through independent expression of oneself and flexibility in social organization and the ability to strengthen [21]. Adaptation performance is when organizational members successfully respond to and adapt well to new job environment changes [22]. In other words, it is an action that maintains the level of performance and minimizes the decrease in performance in a changing situation, including both predictive and reactive aspects of change [23]. Adaptation performance is basically the ability of members to respond appropriately to the changing environment, and it is necessary to systematically improve the ability to acquire various knowledge and skills to create performance in the changed environment and to apply them to work [3].

A manager's communication Competence has a positive effect on organizational members' confidence in improving their work performance and innovation behavior, and the type of communication has a positive (+) effect on the climate of learning transfer [8]. In the structural relationship between the communication Competence of domestic large corporation leaders and the adaptation performance, the communication Competence of the manager shows a direct effect on the adaptation performance of the members [6]. In other words, in order for organizational members to quickly adapt to the changed environment and improve their job performance, the manager's basic competency, communication Competence, will affect the improvement of organizational members' job adaptation performance. A hypothesis was established.

**Hypothesis 2. The communication competence of managers will have a positive (+) effect on the adaptive performance of organizational members.**

## **2.3. The Relationship between Positive Psychological Capital and Adaptive Performance**

Positive psychological capital possesses a sense of self-efficacy in order to successfully accomplish the challenging tasks of organizational members. It is a complex and positive psychological state of an individual who sets and revises his or her goals, maintains an optimistic attitude for the present as well as for the future, and tries to solve and recover from problems in a better state without becoming frustrated when faced with difficulties [6]. Positive psychological capital represents one concept of the four components of self-efficacy, hope, resilience, and optimism [26], and is a motivational tendency that affects an individual's job attitude and performance [27]. Adaptation performance refers to the ability and behavior of organizational members to adapt to changing situations in a changing organization and work environment [28], and behavior that contributes to organizational performance through active job activities outside of set job requirements [29].

The ability to perform adaptation includes the behavior, ability, and attributes of organizational members to recognize changes and uncertain situations surrounding them and to adapt appropriately to such situations [30].

In the study on the antecedent factors and behavioral results of positive psychological capital, positive psychological capital was analyzed to improve job performance and adaptive performance within the roles of organizational members [31]. In a study on the structural relationship between positive psychological capital and adaptive performance of domestic university students, it was shown that as positive psychological capital improved, adaptive performance increased [32]. In a study targeting the leaders of large companies in Korea, positive psychological capital showed a positive effect on adaptation performance [6], and positive psychological capital showed a positive influence on adaptation performance in learning strategy and adaptation performance [33]. Therefore, this study established the following hypotheses based on the results of previous studies.

**Hypothesis 3. Positive psychological capital will have a positive (+) effect on adaptation performance.**

#### **2.4. The Mediating Effect of Positive Psychological Capital between Manager's Communication Competence and Adaptive Performance**

Positive psychological capital is a high-level concept composed of self-efficacy, hope, resilience, and optimism, and is a psychological mechanism that positively leads the self-concept to an individual's positive cognitive state [26]. In other words, it is a concept that individuals can use positive psychological capital to engage in progressive thinking and actions, and through this, positive results can be expressed [34]. For positive psychological capital, it is more reasonable to apply the four factors of self-efficacy, optimism, resilience, and hope, which are motivational tendencies related to individual job attitudes and performance, in an integrated manner rather than individually [27]. This has a positive effect on relieving personal stress and negative emotions and increasing work attitude and enthusiasm [35]. Positive psychological capital was analyzed to have a mediating effect between antecedent variables and job performance and adaptive performance within a role [31]. In addition, the leader's communication style showed that between the job performance of organizational members and organizational citizenship behavior, positive psychological capital fully mediates job performance and partial mediation on organizational citizenship behavior [14].

The mediating effect of positive psychological capital was found to be significant in a study on the effect of genuine leadership on the emotional organizational commitment and change support behavior of organizational members for domestic corporate workers [36]. Also, in the study focusing on the mediating effect of psychological capital on the effects of high-performance work systems on adaptive performance, psychological capital showed a partial mediating effect [37]. Therefore, although direct research on the mediating effect of positive psychological capital between managers' communication Competence and members' adaptive performance is insufficient, the following hypotheses were established based on the results of similar previous studies.

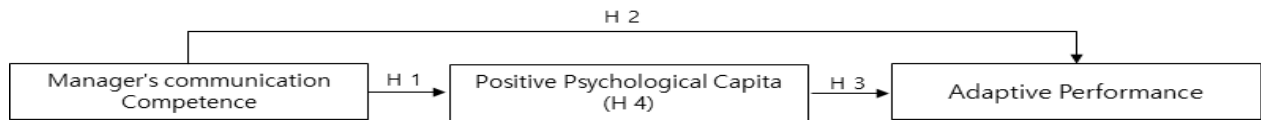
**Hypothesis 4. Positive psychological capital will mediate between manager's communication competence and organizational member's adaptive performance.**

### **3. Research Model and Hypothesis Setting**

#### **3.1. The Research Model**

In this study, the research model was set up as shown in Figure 1 to confirm the relationship between

manager's communication competence perceived by organizational members of domestic companies on positive psychological capital and adaptive performance and the mediating effect of positive psychological capital.



**Figure 1. Research model**

### **3.2. The Operational Definition of Variables**

In order to confirm the research hypothesis established according to the research model, the operational definitions of the manager's communication competence, positive psychological capital, and adaptive performance are as follows. First, based on the results of previous research in this study, I would like to define manager's communication competence as effective communication competence that leads managers to their intentions in order to improve relationships among members of the organization and achieve organizational goals. For the communication competence of managers, the questions of previous researchers [6], [38] were modified and applied to match this study. The sub-factors of the manager's communication competence consisted of consistency, activeness, appropriateness, and feedback, and a total of 16 items were applied. Second, based on the results of previous studies, this study intends to define positive psychological capital as an individual's comprehensive psychology that organizational members want to achieve in a better state without being frustrated by various difficulties and difficulties in their job performance. Sub-components of positive psychological capital were applied by modifying and supplementing the questionnaire applied by previous researchers [6], [12]. In addition, the sub-components of positive psychological capital were measured with a total of 16 items consisting of self-efficacy, hope, optimism, and resilience. Third, based on the results of previous studies, this study aims to overcome various adversities that organizational members accompany in the process of changing the business environment of the organization, called adaptive performance, and to make rational decisions through learning and problem-solving processes in order to perform new and challenging tasks. I want to define it as the ability to do something. In addition, the subcomponents of adaptive performance were applied by modifying and supplementing the contents used in the studies of previous researchers [6], [23], [39]. The sub-components of adaptive performance consisted of 15 items with 3 items each: creativity, coping with crisis and uncertainty, interpersonal adaptability, learning and education effort, and job stress management.

### **3.3. The Measuring Tool Verification**

All variables in this study have a secondary factor structure including sub-elements, and the sub-elements of each component are combined, and the items of the multi-dimensional approach using the mean are multiplied, and then converted to a primary factor structure and analyzed. The criteria for judging the model fit used in this study were Q value less than 5.0 [40], RMR less than 0.08 [41], RMSEA was set to less than 0.1 [42], GFI, NFI, TLI, CFI greater than 0.8 [43]. As a result of analyzing the fit of the model in this study, as shown in Table 1.  $\chi^2$ (CMIN) was 308.778( $p < .001$ ), RMR=.024, IFI=.905, TLI=.885, CFI=.902, RMSEA. =.085 (.073~.094), indicating that it meets the recommended standard of fitness. In addition, the standardization coefficient of all measured variables is .455 ~ .873, which is .4 or more, and the conceptual reliability of all latent variables is .7 or more and the variance extraction index is .5 or more, so construct validity, convergence validity, and internal consistency are secured [44,45]. On the other hand, as a result of analyzing the reliability,

Cronbach'  $\alpha$ , which is the overall reliability of the manager's communication competence, was .879, for each sub-element, consistency .748, positiveness .780, relevance .755, feedback .807, indicating that the internal consistency was significantly analyzed. Cronbach'  $\alpha$ , the overall reliability of positive psychological capital of organizational members, was .915, self-efficacy .887, hope .840, optimism .849, and resilience .857 for each sub-factor. Cronbach'  $\alpha$ , the overall reliability of adaptive performance, was analyzed as .935, for each sub-factor creativity .912, coping with crisis and uncertainty situations .832, interpersonal adaptability .889, learning and education effort .848, and job stress management .793. It showed high internal consistency.

**Table 1. Communication competence, positive psychological capital, and adaptation performance**

| variable                       | UC  | SE    | SF   | Di   | MVE       | CR   | AVE  | Cronbach' $\alpha$ |      |      |
|--------------------------------|---|-------|------|------|-----------|------|------|--------------------|------|------|
| Communication competence       | consistency   | 1     |      | .651 |           | .336 | .910 | .775               | .748 | .879 |
|                                | positiveness  | .946  | .089 | .833 | 10.637*** | .006 |      |                    | .780 |      |
|                                | relevance   | 1.173 | .153 | .594 | 7.68***   | .287 |      |                    | .755 |      |
|                                | feedback  | .802  | .114 | .455 | 7.058***  | .378 |      |                    | .807 |      |
| Positive psychological capital | self-efficacy   | 1     |      | .625 |           | .180 | .937 | .686               | .887 | .915 |
|                                | hope  | 1.054 | .140 | .584 | 7.566***  | .249 |      |                    | .840 |      |
|                                | optimism  | .925  | .119 | .609 | 7.818***  | .168 |      |                    | .849 |      |
|                                | resilience  | 1.245 | .136 | .735 | 9.062***  | .148 |      |                    | .857 |      |
| Adaptation performance         | creativity  | 1     |      | .801 |           | .088 | .933 | .675               | .912 | .935 |
|                                | coping with crisis and uncertainty situations   | 1.378 | .121 | .696 | 11.462*** | .315 |      |                    | .832 |      |
|                                | interpersonal adaptability  | 1.235 | .101 | .736 | 12.294*** | .201 |      |                    | .889 |      |
|                                | learning and education effort   | 1.456 | .097 | .848 | 14.881*** | .128 |      |                    | .848 |      |
|                                | job stress management   | 1.327 | .119 | .686 | 11.264*** | .308 |      |                    | .793 |      |
| Model fit                      | $\chi^2=308.878(p<.001)$ , $df=116$ , $Q(\chi^2/df)=2.663$ , $RMR=.024$ , $RMSEA=.085(.073\sim.095)$ , $IFI=.905$ , $TLI=.885$ , $CFI=.902$ |       |      |      |           |      |      |                    |      |      |

\*\*\* p < .001

UC: unnormalized coefficient, SE: standardized error, SF: standardization factor, Di: dismissal, MVE: measurement variable error, CR: concept reliability, AVE: Average variance extraction index

Meanwhile, in order to confirm that the latent variables of this study are independent concepts, discriminant validity between variables was confirmed as shown in Table 2.

**Table 2. The Results of validation of discriminant validity between latent variables**

| division  | Correlation ( $\Phi$ ) | standard error (S.E) | Confidence interval of correlation coefficient |
|---|------------------------|----------------------|--|
| Communication competence - Positive psychological capital | .777                   | .016                 | .807 ~ .745                                    |
| Positive psychological capital - Adaptation performance   | .875                   | .023                 | .921 ~ .827                                    |
| Communication competence - Adaptation performance         | .594                   | .017                 | .634 ~ .561                                    |

In other words, it was indicated that 1 was not included in the confidence interval of the correlation

coefficient between all latent variables, thus establishing the validity of the distinction between the three variables [46]. In addition, this study conducted Harman's single factor test because the common method bias problem may occur as data is collected through self-report questionnaires. Therefore, as a result of conducting exploratory factor analysis (maximum likelihood method) by inputting all measured variables, it was difficult to derive only one factor or to see that the explanatory power of a specific factor was absolute. Therefore, it can be determined that the same method bias problem did not occur in this study [68].

### **3.4. The Sample Selection and Data Analysis Method**

In order to achieve the purpose of this study, 289 out of 350 copies were collected for about 8 weeks from October 18 to December 10, 2021 for organizational members working in companies. Among the collected questionnaires, 255 copies were used as the final sample, excluding the statistically insincere 34 copies. Meanwhile, for empirical analysis, frequency analysis using statistical programs of SPSS 21.0 and AMOS 21.0, Pearson moment correlation analysis for correlation analysis, factor analysis, Cronbach'  $\alpha$  value for reliability verification, and PROCESS macro 3.4 for mediating effect verification of Model 4 was used. In addition, the bootstrapping method was used to verify the statistical significance of the indirect effect of the manager's communication ability on the adaptive performance of organizational members.

## **4. Empirical Analysis**

### **4.1. The General Characteristics**

As a result of the frequency analysis of general characteristics, males were 198 (77.6%) and females were 57 (22.4%). By age, 113 people in their 40s (44.3%), 72 people in their 30s (28.3%), 51 people in their 50s (20.0%), and 19 people in their 20s or older (7.4%) were in order. As for educational background, 134 people (52.4%) with less than an elementary school graduate, 103 people with a college degree (40.4%), and 18 people with a graduate school or higher (7.2%). work period was analyzed as 142 people (55.7%) with more than 4 years and less than 10 years, 67 people with less than 3 years (26.3%), and 46 people with more than 10 years (18.0%). By rank, 98 people (38.4%) were less than assistant manager, 63 people (24.7%) of manager, 58 people (22.7%) of deputy manager, and 36 people (14.2%) of manager and higher.

### **4.2. The Descriptive statistics and correlation**

Table 3 shows the results of descriptive statistical analysis and Pearson moment correlation analysis to check the level and correlation of each variable of the manager's communication competence, organizational members' positive psychological capital, and adaptation performance. As shown in Table 3, the average value of each variable was expressed in the order of manager's communication competence 4.15, organizational members' adaptation performance 3.69, and positive psychological capital 3.65. As the absolute values of skewness of all variables were less than 2.0 and absolute values of kurtosis 4.0, the data collected for this study secured normality. In addition, as a result of confirming the correlation between the three research variables, the manager's communication competence, the positive psychological capital of organizational members ( $r = .606$ ,  $p < .01$ ), the manager's communication competence and the organizational member's adaptive performance ( $r = .513$ ,  $p < .01$ ), positive psychological capital and adaptive performance ( $r = .729$ ,  $p < .01$ ) had a positive (+) relationship between the modes and were statistically significant.

On the other hand, as a result of confirming the demographic variables that had a significant correlation with the research variables, work period and position showed a significant correlation with all the research variables ( $r = .136 \sim .342$ ,  $p < .05$  or  $p < .01$ ). The manager's communication competence was Education ( $r = .132$ ,  $p$

< .05), positive psychological capital was gender ( $r = -.187, p < .05$ ), and adaptive performance was all variables ( $r = -.176 \sim .342, p < .05$  or  $p < .01$ ) showed a significant correlation.

**Table 3. Descriptive statistics and correlation analysis results**

| division                          | M           | SD     | last  | maximum | skewness | kurtosis | C      | P      | A       |         |
|-----------------------------------|-------------|--------|-------|---------|----------|----------|--------|--------|---------|---------|
| C. Communication competence       | 4.1498      | .40573 | 2.53  | 5.00    | -.278    | .998     | 1      | -      | -       |         |
| P. Positive psychological capital | 3.6627      | .50917 | 1.74  | 5.00    | -.319    | 1.084    | .606** | 1      | -       |         |
| A. Adaptation performance         | 3.6733      | .58293 | 1.84  | 5.00    | -.224    | .383     | .513** | .729** | 1       |         |
| demographic variables             | gender      | 1.65   | .481  | 1       | 2        | -.605    | -1.644 | -.12   | -.187** | -.176** |
|                                   | age         | 3.64   | .955  | 1       | 4        | -.334    | -.175  | .07    | .094    | .176**  |
|                                   | Education   | 3.71   | .856  | 1       | 3        | -.323    | .129   | .132*  | .018    | .198**  |
|                                   | work period | 2.91   | 1.330 | 1       | 3        | .141     | -1.205 | .136*  | .225**  | .298**  |
|                                   | rank        | 3.45   | 1.545 | 1       | 4        | .145     | -.944  | .203** | .306**  | .342**  |

\*\*\*  $p < .001$

**4.3. The Hypothesis test result**

This study was analyzed using Model 4 of PROCESS Procedure for SPSS Version 3.4.1 proposed by [47] to verify the mediating effect of positive psychological capital on the relationship between managers' communication ability and organizational members' adaptive performance. (Bootstrapping 10,000 times, significance level 5%). In addition, the results of OLS regression analysis by inputting all demographic variables such as gender, age, educational background, work period, and position as control variables, which showed a significant correlation between variables, are shown in Table 4.

**Table 4. OLS regression analysis results**

| division                          | P. Positive psychological capital |        |       |         |         | A. Adaptation performance |        |       |         |        |       |
|-----------------------------------|-----------------------------------|--------|-------|---------|---------|---------------------------|--------|-------|---------|--------|-------|
|                                   | NSC                               | SE     | SF    | t       | p       | NSC                       | SE     | SF    | t       | p      |       |
| constant                          | .9626                             | .3595  | -     | 2.6778  | .0080   | -.3071                    | .3519  | -     | -.8721  | .3841  |       |
| C. Communication competence       | .6988                             | .0652  | .5567 | 10.7285 | .0000   | .1587                     | .0769  | .1104 | 2.0601  | .0404  |       |
| P. Positive psychological capital | -                                 | -      | -     | -       | -       | .7309                     | .0638  | .6383 | 11.4664 | .0000  |       |
| demographic variables             | gender                            | -.1365 | .0607 | -.1286  | -2.2510 | .0254                     | .0647  | .0591 | .0532   | 1.0948 | .2748 |
|                                   | age                               | -.0144 | .0301 | -.0269  | -.4783  | .6328                     | .0344  | .0289 | .0563   | 1.1838 | .2377 |
|                                   | Education                         | -.0164 | .0324 | -.0277  | -.5068  | .6128                     | .0458  | .0313 | .0671   | 1.4599 | .1457 |
|                                   | work period                       | -.001  | .0301 | -.0002  | -.0021  | .9985                     | .0198  | .0288 | .0452   | .6863  | .4933 |
|                                   | rank                              | .0520  | .0261 | .1573   | 1.9968  | .0469                     | -.0019 | .0254 | -.0051  | -.0744 | .9406 |
| R2{F-value(p)}                    | .4267[18.9279(.0000)]             |        |       |         |         | .5948[33.4777(.0000)]     |        |       |         |        |       |

NSC: non-standardized coefficient, SE: standard error, SF: standardization factor

| division   | total effect  | direct effect | indirect effect |       |
|------------|---------------|---------------|-----------------|-------|
| Effect(SE) | .6692(.0788)  | .1585(.0769)  | Effect          | .5106 |
| t-value(p) | 8.5036(.0000) | 2.0601(.2256) | Boot SE         | .0725 |
| LLCI       | .5141         | .0068         | BootLLCI        | .3746 |
| ULCI       | .8243         | .3104         | BootULCI        | .6596 |



That is, Hypothesis 1, communication competence of domestic corporate managers showed a significant positive (+) effect on positive psychological capital of organizational members ( $B=.6988$ ,  $p<.001$ ). Hypothesis 2, communication competence of managers showed a significant positive (+) effect on adaptive performance of organizational members ( $B=.1587$ ,  $p<.05$ ). Hypothesis 3, positive psychological capital of organizational members was shown to have a significant positive (+) effect ( $B=.7309$ ,  $p<.001$ ) on adaptive behavior of organizational members. Therefore, all hypotheses 1 to 3 were accepted. In addition, when examining the standardization coefficient, gender and position showed a significant influence relationship on positive psychological capital of organizational members.

In addition, as a result of analyzing the indirect effect of the manager's communication competence on the adaptive performance of organizational members, the size was .5106, which was statistically significant because 0 was not included in the 95% confidence interval. And, as a result of standardizing the size of the direct effect of the manager's communication on the adaptive performance of organizational members by Cohen's  $d$  value, it was confirmed that the small effect size was .2666, while the size of the indirect effect was .9123, which had a very large effect. Through this, it was confirmed that the positive psychological capital of the organizational members indirectly had a very large influence in the process where the communication competence of domestic corporate managers affected the adaptive performance of the organizational members. As a result, Hypothesis 1, Hypothesis 2, and Hypothesis 3 on the manager's communication competence and positive psychological capital on the adaptive performance of organizational members were adopted. Hypothesis 4 that managers' communication competence will have a positive effect on adaptive performance through positive psychological capital was also adopted.

## **5. Conclusion**

This study examines the mediating effect of positive psychological capital of organizational members on the relationship between manager's communication competence and organizational members' adaptive performance perceived by organizational members of domestic companies. Based on this, it was intended to provide a theoretical discussion on the relationship between managers' communication competence, positive psychological capital of organizational members, and adaptive performance. In addition, it was intended to present practical implications for managers' communication competence and ways to promote positive psychological capital of organizational members to improve organizational members' adaptive performance capabilities. In this study, the main results of verifying the research hypothesis established according to the research model to achieve the research purpose are as follows.

First, the communication competence of managers showed a positive influence on positive psychological capital. These study results showed the same results as previous studies [6], [14-17]. In other words, as the manager's communication improves, the positive psychological capital of organizational members' increases. Second, the communication competence of the manager was statistically significantly expressed in the adaptive performance ability of the organizational members. This is similar to the results of previous researchers [6], [8], [24-25]. The performance was also analyzed to be improved. Third, Hypothesis 3 was adopted as the relationship between positive psychological capital and adaptive performance of organizational members was positively expressed. This is the same result as previous researchers [6], [31-33], indicating that the higher the positive psychological capital, the stronger the ability to perform. Fourth, hypothesis 4, positive psychological capital of organizational members, was shown to mediate the relationship between organizational members' communication competence and members' adaptive performance. This study was supported by the same results as those of previous researchers [14], [31], [36-37]. In other words, the positive psychological capital of

organizational members is improved through the improvement of the manager's communication competence, and the self-value is highly appreciated and the adaptive performance ability such as improving one's job performance ability is highly recognized. This study focused on improving the role and effect of positive psychological capital of members in the relationship between the communication ability of managers of domestic companies and the adaptive performance of members. In addition, the research results derived based on the theoretical discussion of previous researchers are as follows. First, this study has significance in that it adds theoretical implications on the effects of organizational members on adaptive performance. In other words, it contributed to theoretical research in that it presented additional research results in the absence of direct research on the adaptive performance of members. Second, in order to improve and strengthen the positive psychological support of organizational members, the need for systematic education and establishment of an education and training system that can strengthen the communication ability of managers was raised. Third, in order to improve organizational members' ability to perform adaptation, it is necessary to establish and implement measures to systematically improve managers' communication skills and members' positive psychological capital. Fourth, in order to improve organizational members' ability to actively and independently adapt to changes in the organization's environment, the need for human resource management practitioners and managers to enhance organizational competitiveness by operating various programs was raised. In spite of these research results, the following research has limitations. In other words, in terms of limiting the research subjects to those of specific regions and companies, there is a need for research targeting various classes in the future. In addition, there is a need to continuously conduct research through additional variables in the study of organizational members' adaptive performance capabilities.

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