

The Role of Psychological Empowerment Dimensions and Their Impact on Problem-Solving Strategies

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Abstract:

The current study aimed to determine the contribution of psychological empowerment dimensions to predicting problem-solving strategies among employees at Oran 2 Mohamed Ben Ahmed University. The researchers used a descriptive approach in this study, and the study sample consisted of two hundred and thirty (230) individuals, including executives, controllers, and implementers. They were selected using a systematic random sampling method.

The data were collected using the Psychological Empowerment Questionnaire (Spritzer, 1995) consisting of (16) items and the Coping Questionnaire (Andler and Parker, 1990) consisting of (48) items. The data were analyzed using the Statistical Package for the Social Sciences, version No. (26). The findings of this study indicated that three dimensions of psychological empowerment (meaning, competence, and autonomy) served as significant predictors of problem-solving strategies, whereas the influence dimension did not demonstrate predictive value. These results were analyzed in relation to existing literature and examined

through the lens of the theoretical framework. The study concluded by presenting practical recommendations and suggesting directions for future research.

Keywords: *Coping Strategies, Dimensions, Empowerment, Problem, Psychological Empowerment.*

Le Rôle Des Dimensions De L'autonomisation Psychologique Et Leur Impact Sur Les Stratégies De Résolution De Problèmes

Résumé :

La présente étude vise à déterminer la contribution des dimensions de l'habilitation psychologique à la prédiction des stratégies de résolution de problèmes chez les employés de l'Université Mohamed Ben Ahmed d'Oran 2. Les chercheurs ont utilisé une approche descriptive dans cette étude, et l'échantillon de l'étude était composé de deux cent trente (230) personnes, y compris des cadres, des contrôleurs et des exécutants. Ils ont été sélectionnés à l'aide d'une méthode d'échantillonnage aléatoire systématique.

Les données ont été collectées à l'aide du Psychological Empowerment Questionnaire (Spritzer, 1995) composé de 16 items et du Coping Questionnaire (Andler et Parker, 1990) composé de 48 items. Les résultats de cette étude indiquent que trois dimensions de l'autonomisation psychologique (signification, compétence et autonomie) sont des prédicteurs significatifs des stratégies de résolution de problèmes, alors que la dimension de l'influence n'a pas démontré de valeur prédictive. Ces résultats ont été analysés par rapport à la littérature existante et examinés sous l'angle du cadre théorique. L'étude s'achève par la présentation de recommandations pratiques et la suggestion d'orientations pour les recherches futures.

Mots-clés : *Autonomisation psychologique, Autonomisation, Dimensions, Problème, Stratégies d'adaptation.*

Introduction

The world has recently witnessed numerous changes and challenges in various fields due to the emergence of globalization. This has made the business environment a fundamental feature of turmoil and numerous challenges, such as pressures, especially for human resources, which represent the primary axis of an organization's success.

Therefore, organizations must adopt modern management practices and methods to maintain their survival and keep pace with developments. Institutions seeking development and success are always in dire need of adopting a new organizational culture and modern management practices that are compatible with contemporary developments.

Here the concept of psychological empowerment emerges as one of the modern administrative methods that is based on the assumption of granting workers confidence and independence in work and aims to qualify and maintain the human element in order to increase efficiency and effectiveness in performance, which stimulates their sense of responsibility and unleashing latent energies that appear in the form of creativity and proposals.

Psychological empowerment is a psychological concept through which individuals feel more freedom of choice, meaning, competence, and impact related to the roles they perform (McShanes & al, 2011). Individuals who enjoy psychological empowerment have the ability to cooperate, meet their needs, and face professional pressures (Blanchard & Randolph, 1999).

Occupational stress refers to all patterns of emotional behavior that indicate a state of exhaustion resulting from excessive physical and psychological pressures, as an expres-

sion of a failure to adapt to the demands of work. To mitigate the impact of these pressures on the individual, coping strategies play an important role in confronting psychological and occupational stress.

Folkman and Lazarus asserted that stress is a psychological phenomenon that individuals unavoidably encounter in their daily lives. It is the coping style that makes a difference in the adaptation process. Therefore, coping strategies play an important role in shaping and developing an individual's personality, as they develop their perceptions and strengthen their identity by seeking to find solutions in their own way (Al-Azmi, 2012).

However, some individuals may fail to face pressures, and this may be due to the differences between the individuals themselves and the diversity of the events themselves. One person deals with stressful events with flexibility, while another deals with the event with strength and impulsiveness, which leads to an increase in the intensity of his feeling of pressure.

According to Bonamaki, there are two functions of coping mechanisms: modifying the relationship between the individual and his troubling environment and controlling stressful emotions (Jodah, 2004, p. 67). Individuals who succeed in the coping process can solve problems by changing their threatening environment and regulate their emotions by adopting a positive self-image and satisfying relationships with others (Jodah, 2004).

The presence of variables such as psychological empowerment can influence how people respond to stress, control it, or mitigate its negative effects. Accordingly, in the current study, the researchers attempt to identify the role of psychological empowerment in dealing with stressful situations at

work among employees at Oran 2 University "Mohamed Ben Ahmed."

Aims of the Present Study: A set of objectives can be identified to serve as a guide for this research to achieve the desired results.

These objectives can be listed as follows:

- To identify the extent to which the dimensions of psychological empowerment (meaning, competence, autonomy, and influence) contribute to predicting problem-solving strategies.
- Providing a set of recommendations that may help the university enhance the psychological empowerment of employees to cope with stress and adopt effective strategies.
- 3-Measuring the impact of psychological empowerment dimensions on the use of positive strategies.
- 4-Promoting a culture of psychological empowerment and effective and positive coping in organizations

1. Theoretical Framework:

Spreitzer defines psychological empowerment from a psychological perspective as "a motivational concept centered around the human drive toward competence and ability" (Spreitzer, 2007: 7). Carless (2004) defined it as: "A management style that encompasses feelings and emotions and requires the provision of an appropriate climate to enhance and effectively implement it, with its effects reflected on the work system and individuals" (Carless, 2004: 407). Through the previous definitions, the researchers see psychological empowerment as a positive perception by the individual of his or her capabilities and positive traits, expressing the meaning of the value and importance of work, competence,

choice, and influence in the field of his or her work, to assert oneself and be influential at the personal and societal levels.

2. Dimensions of Psychological Empowerment :

- **Meaning** :is the value of work goal or purpose,judged in relation to an individual's own ideals or standards (thomas&velthouse,1990)

- **Competence**: It is also called self-efficacy and means the worker's belief in his ability to perform his tasks skillfully. (Spreitzer, 1995, p1443)

- **Independence**: It is the expression of an individual's feeling of freedom in choosing tasks that are meaningful to him and performing them in an appropriate manner. This makes him able to act in his work through his understanding of the task he is performing.

- **Impact**: It refers to the strength of employees' personalities in their work environment and the extent to which they use their abilities and skills to face professional and organizational challenges there in (Al Makhadmah & al, 2020, p. 898)

- **Definition of coping strategies**: Definitions of coping strategies for stress vary and differ depending on the orientations and specializations of researchers. We can mention some of these definitions:

If we look at this term from a linguistic perspective, we find that "coping" is of English origin, "Coping," which means "faire face" in French. The meaning of this is settlement or dealing, i.e. adaptive responses to the changes that occur in the environment surrounding the individual (Boudarene, 2005: 8). One of the most famous, common and widespread definitions of coping strategies is that of Lazarus and Folkman (1984), who focused on the interaction between the human being and the environment in their definition of

the concept of coping. They defined coping as “the continuous change in cognitive and behavioral efforts in order to manage internal and external demands that the individual considers to be beyond his capabilities.”

Coping has been viewed as a dynamic process that changes over time and is transactional in nature, as this process places the individual and the environment in a dynamic, reciprocal relationship, with coping as one of the mediating processes between personal variables and environmental variables (Lazarus & Folkman, 1984: 19).

Through the definition of "Lazarus and Folkman" we conclude that the individual is always in interaction with his surrounding environment, which makes him in a state of continuous change in his behaviors in order to be able to manage, organize and control the pressures that exhaust his psyche.

Accordingly, we find that these two researchers have linked the individual's personal variables to the professional environmental variables. In other words, whenever the individual sees changes in his professional environment that burden him, he is able to change his cognitive behaviors to enable him to confront these pressures present in his professional environment, overcome sources of anxiety and tension, and achieve psychological comfort.

3. Method

3.1 Participants and Procedure

3.1.1 Study Methodology:

The researchers used the descriptive and analytical approach to identify the contribution of psychological empowerment dimensions to the research sample by answering the research tools' questions.

3.1.2 Participants and Procedure :

The study sample included (230) individuals from the employees of Oran 2 Mohamed Ben Ahmed University, from the categories (executors, controllers, and implementers), who were selected using a systematic random sampling method from various departments of Oran 2 Mohamed Ben Ahmed University.

3.1.3 Measures:

The researchers used two scales to conduct this study, as follows:

- **Spreitzer's Psychological Empowerment Scale (1995):** We used Spreitzer's

Psychological Empowerment Scale (1995), which consists of (16) items divided into (04) dimensions, each of which consists of (04) items, as follows:

- *First Dimension: Meaning, which contains (04) items (1-2-3-4).*
- *The second dimension: Competence, which includes (4) items: (5, 6, 7, and 8).*
- *The third dimension: Independence, which includes (4) items: (9, 10, 11, and 12).*
- *The fourth dimension: Influence, which includes (4) items: (13, 14, 15, and 16).*
- *The five-point Likert scale was used to measure the scale items as follows: (strongly agree (5), agree (4), neutral (3), disagree (2), strongly disagree (1)).*

- **Coping CISS Coping Strategies Scale:** We used the Coping Stressful Situations Coping Strategies Scale (Andler and Parker, 1990), which consists of (48) items. The scale consists of three dimensions, each containing (16) items, as follows:

- (16) items measuring the problem.- (16) items measuring the emotion -(16) items measuring the avoidance

3.2 Data analyse :

in order to achieve the objectives of the current study and analyze the collected data, we began the process of transcribing, and we used the Statistical Package for the Social Sciences (SPSS) version No. (26) in this, where we relied on appropriate statistical methods, and these methods were represented in:

- Pearson's correlation coefficient to calculate the internal consistency of the scales.Cronbach's alpha coefficient to calculate the reliability of the scales.
- Multiple linear regression analysis to determine the contribution of psychological empowerment in predicting the dependent variable, coping strategies for stressful situations.

4. Results :

4.1 Reliability and Validity

4.1.1 Validity:

Validity of the psychological empowerment scale: We calculated the internal consistency of the psychological empowerment scale by calculating the Pearson correlation coefficient between each item and the total score of the dimension to which it belongs, and between each dimension and the total score of the psychological empowerment scale, as shown in the following tables:

Table1: Correlation coefficient of the items and dimensions of the psychological empowerment scale

Scale dimen- tions	Para- graphs	Corre- lation coeffi- cient	Scale dimen- tions	para- graphs	Corre- lation coeffi- cient
mean- ing	1	0.529**	inde- pendence	9	0.707**
	2	0.504**		10	0.751**
	3	0.792**		11	0.484**
	4	0.829**		12	0.635**
compe- tence	5	0.479**	impact	13	0.632**
	6	0.741**		14	0.752**
	7	0.725**		15	0.577**
	8	0.0651**		16	0.801**

Sources : Authors , 2024

It is clear from the table that the correlation coefficients are significant at a significance level of (0.01), which confirms that all paragraphs are significant and consistent in measuring what each dimension of the psychological empowerment scale measures.

Table (2) shows the values of the correlation coefficient of the dimensions with the total score of the psychological empowerment scale.

Dimensions	Correlation coefficient
Meaning	**0.784
Competence	**0.830
Independence	**0.879
Impact	**0.906

Sources : Authors , 2024

It is clear from the table that the correlation coefficients are significant at a significance level of (0.01), which confirms that the dimensions are consistent in measuring what the scale measures. From the above, it can be said that the psychological empowerment scale is valid in measuring what it was designed to measure.

Reliability of the Psychological Empowerment Scale:
 We calculated the reliability of the scale using the Cronbach’s alpha method, where the reliability of the Psychological Empowerment Questionnaire was calculated at the level of dimensions and the overall scale, as shown in the following table:

Table No (3) shows the values of Cronbach’s alpha reliability coefficients for the dimensions of the psychological empowerment scale.

dimension	Numbers of paragraphs	Transactions used	stability coefficient value
meaning	04	Cronbach's alpha	0.611
competence	04		0.545
independence	04		0.546
impact	04		0.624
Total score			0.857

Sources : Authors , 2024

Table (3) shows the values of Cronbach’s alpha coefficients for the dimensions of the psychological empowerment scale, which ranged between (0.545-0.624), while they were high for the total Cronbach’s alpha coefficient value, which

reached (0.857), indicating that the scale has a good degree of stability.

Validity of the Coping Ciss Coping Strategies Scale: The validity of the scale was calculated using the internal consistency method of the scale by calculating the Pearson correlation coefficient between the dimension and the Coping test, and the result was as shown in the following table:

Table No. (4) shows the correlation coefficient of the items and dimensions of the coping strategies scale.

Para-graphs	Correlation Coefficient With The Problem Dimension	Para-graphs	Correlation Coefficient With The Emotion Dimension	Para-graphs	Correlation Coefficient With Avoidance Dimension
1	0.508**	5	0.517**	3	0.552**
2	0.610**	7	0.484**	4	0.621**
6	0.501**	8	0.716**	9	0.563**
10	0.387**	13	0.768**	11	0.433**
15	0.410**	14	0.746**	12	0.737**
21	0.541**	16	0.606**	18	0.597**
24	0.272**	17	0.777**	20	0.528**
26	0.437**	19	0.483**	23	0.490**
27	0.606**	22	0.643**	29	0.538**
36	0.482**	25	0.489**	31	0.573**
39	0.403**	28	0.440**	32	0.421**
41	0.430**	30	0.192**	35	0.496**
42	0.544**	33	0.659**	37	0.461**
43	0.647**	34	0.453**	40	0.758**
46	0.498**	38	0.451**	44	0.057-
47	0.689**	45	0.142*	48	0.349**

Sources : Authors , 2024

Table (5) shows the correlation coefficient between each dimension and the total score of the coping strategy scale.

Scale	Correlation coefficient
The problem	**0.707
Emotion	**0.665
Avoidance	**0.735

Sources : Authors , 2024

Table (5) shows that the values of the correlation coefficients ranged between 0.665 and 0.735, which indicates that the scale has a high degree of internal consistency.

Stability of the Coping Strategies Scale for Stressful Situations (CISS): Cronbach's alpha equation (a) was applied to calculate the stability of the coping strategy scale, where the stability of the scale was calculated at the level of the dimensions and the total score, as shown in the following table:

Table (6) shows the stability coefficients of the dimensions with the overall scale of strategies for dealing with stressful situations (CISS).

Scale	Transactions used	stability coefficient value
The problem	Cronbach's alpha	0.731
Emotion		0.842
Avoidance		0.808
Total score		0.847

Sources : Authors , 2024

The value of (a) was found to be 0.847, a high-intensity value, indicating the consistency of the scale's items. This

confirms that the scale boasts a high degree of reliability across all dimensions. Based on the above, it is clear that the psychological empowerment and coping strategies scales enjoy a high degree of validity and reliability.

Presentation of the results of the hypothesis: The dimensions of psychological empowerment (meaning, competence, autonomy, influence) contribute to predicting the problem-solving strategy. To test this hypothesis, a multiple regression analysis was conducted for the independent variables of the dimensions of psychological empowerment (meaning, competence, autonomy, influence) on the dependent variable (problem-solving strategy), as shown in the following table:

Table (7): Multiple regression analysis summarizes the independent variable dimensions of psychological empowerment (meaning, competence, autonomy, influence) in predicting the dependent variable (problem-solving strategy)

Mod el	Correla- tion coef- ficient R	coefficient of determi- nation squared R ²	adjusted coefficient of determi- nation squared	Stand- ard error of the esti- mate	Dur- bin- wat- son
1	0.568	0.323	0.311	9.153	1.981

Sources : Authors , 2024

Table (7) shows that the value of the Durbin-Watson test is equal to $1 < 1.981 < 3$, which means that the regression model is acceptable and the condition of independence of

residuals is met, as the value of the total correlation coefficient R reached (0.568).

This means that there is a correlation between the independent variables and the dependent variable. While the square of the coefficient of determination reached (0.323).

While the adjusted coefficient of determination reached (0.311), which means that the independent variables, dimensions of psychological empowerment (meaning, competence, independence, influence), were able to explain (31%) of the variance present in the dependent variable, the problem-solving strategy, while the rest is due to extraneous variables not present in the model or due to random error.

To verify the statistical significance of the model, a regression analysis of variance was conducted as shown in the following table:

Table (8) shows the regression analysis of variance between the independent variable dimensions of psychological empowerment (meaning, competence, autonomy, influence) and the problem-solving strategy.

Source of variance	Sum of squares	Degrees of freedom	Mean squares	F	Statistical significance
Regression	8993,419	4	2248,355	26,838	0.000
The rest	18849,103	225	83,774		
the total	27842,522	229			

Sources : Authors , 2024

It is clear from Table (8) for the analysis of variance (Anova) that the calculated value of (F) is significant at a significance level of (0.000), which indicates that the regression

model is statistically significant, which means that this model with its independent variables is suitable for predicting the dependent variable

To know the individual contribution of each independent variable in explaining the variance of the dependent variable, the beta coefficients (β) for the independent variables were calculated as shown in the following table:

Table No. (9) shows the beta coefficients (β) of the independent variables and their contribution to predicting the problem-solving strategy.

Problem solving strategy variable					
	Unstandardized raw regression coefficient	Standard error	Standardized regression coefficient (β)	value (v)	Statistical significance
Fixed value	32.968	4.373		7.539	0.000
Meaning	1.084	0.306	0.254	3.546	0.000
Competence	1.701	0.317	0.423	5.373	0.000
Independence	1.117	0.324	0.303	3.451	0.001
impact	0.131	0.424	0.031	0.308	0.758

Sources : Authors , 2024

We conclude from Table (9) that the values of the standard regression coefficients (β) for each of the dimensions of psychological empowerment (meaning, competence, independence) are statistically significant and thus contribute to predicting the problem-solving strategy. While we find that

the contribution of the influence dimension was not significant

This means that whenever the dimensions of psychological empowerment (meaning, competence, and autonomy) change by one standard score each, the problem-solving strategy changes, respectively, by (0.254), (0.423), (0.303), i.e. by (25%), (30%), and (42%). We can write the regression equation as follows:

$$\text{Problem-solving strategy} = 32.968 + (0.254 * \text{meaning}) + (0.423 * \text{competence}) + (0.303 * \text{autonomy}).$$

5. Discussion

The dimensions of psychological empowerment (meaning, competence, autonomy, influence) contribute to the prediction of problem-solving strategy.

The results indicated that each of the dimensions of psychological empowerment (meaning, competence, autonomy) contributed to the prediction of the problem strategy, except for the influence dimension, which did not contribute to the prediction of the problem strategy. With reference to the theoretical background of this study, the four dimensions of psychological empowerment are considered important needs for individuals in the work environment, in order for them to realize that they are empowered and that these dimensions work with each other, and the absence of any of them reduces the extent to which employees perceive empowerment (Spritzer et al., 1995)

Psychological empowerment of working individuals makes them feel the value and importance of work. Employees differ in their view of work. Some of them have a psychological instinct, which is to love work without compensation. They do not expect rewards such as bonuses and privi-

leges. They are satisfied with just the wage and perform their work with skill, mastery, dedication and different creative methods. This motivating incentive is what is known as psychological empowerment.

Accordingly, psychological empowerment has a significant impact on the career path of working individuals in terms of their feeling of comfort and reassurance in the professional environment and their feeling that the tasks they provide have meaning and value, which creates an internal feeling of satisfaction with themselves and leads to positive thinking.

Highly competent individuals have the ability to complete the task assigned to them with complete success. This is what was confirmed by (Aslan Subh Al-Musaid, 2011) that increasing the sense of competence is closely linked to effort and perseverance. Highly competent individuals can deal with difficult problems.

Likewise, the more the working individual feels independent, the more psychologically comfortable he is and the more his self-confidence increases. This dimension adds to the worker a feeling of comfort and self-reliance, and this is what was indicated by the study of (Tamer Abdel Khaleq, 2010) and (Riyad Aba Zaid, 2010).

Which concluded that there is a relationship between autonomy at work and certain positive behaviors such as organizational loyalty, creativity, and organizational citizenship. Psychological empowerment occurs when an individual has a predisposition, such as a sense of the meaning and value of work and a sense of self-efficacy, which motivates him to be self-confident and improve his performance, and he feels the impact and importance of his decisions on his work (Bousalem, 2010: 32).

Studies by Shaalan (2019) and Al-Nawajah (2016) indicate that psychologically empowered individuals possess the qualifications and abilities to confront and address problems positively. Positive approaches are the most commonly used by employees, as they are convinced of their importance and effectiveness in dealing with stress (Al-Dharibi, 2010).

Both (Lazarus & Folkman, 1984) and (Al-Shanawi & Abdel-Rahman, 1998) agree that problem-focused coping methods are efforts made by the individual to directly control the stressful situation, to get out of it by developing action plans and behavior to find solutions to change the situation in a way that is consistent with the individual's psychological health.

It is noted in this hypothesis that the influence dimension does not contribute to predicting the problem-solving strategy, and given the scarcity of Arab and foreign studies within the researcher's knowledge and awareness, which have not yet addressed influence as a factor that contributes to the orientation of working individuals towards a problem-solving strategy to confront professional pressures.

Based on the theoretical aspect of the study, the influence dimension is one of the important dimensions of psychological empowerment. It represents the degree to which an individual believes he can influence the system in which he works and affect strategic outcomes at work as well as decisions that can be taken at all levels, which makes others respect his opinion (Spreitzer, 1995 :1443-1444)

To the best of the researcher's knowledge, expertise and professional experience, the university, as an educational institution, follows an internal law and an organisational hierarchy based on an administrative ladder from the top of the pyramid to the bottom, in which tasks, positions and

responsibilities are distributed. The working individual is bound by ministerial laws and decrees that limit his freedom in some matters, and this reduces his awareness of the extent of influence on the decisions that are taken.

Conclusion:

In general, the topic of occupational stress is a broad area of research and analysis due to its negative effects on an individual's health and the threat to their psychological well-being. Psychological empowerment is one of the methods that increases an employee's ability to effectively handle stress.

Coping strategies are among the factors that can help individuals reduce stress-related disorders. Individuals vary in their approach to coping with stress, depending on the methods they use, the strategies they employ, and how they perceive it.

Today, the organization faces a major challenge: helping its human resources choose effective techniques and methods to withstand and confront professional difficulties and crises, which impact the health of employees on the one hand, and productivity and quality of performance on the other.

The current study sought to provide scientific and practical data that would help to understand the role of psychological empowerment in dealing with stressful situations at work among employees of Oran 2 University "Mohamed Ben Ahmed". After applying the study's measures, collecting the results, and processing them statistically, the results showed the following:

The contribution of the dimensions of psychological empowerment (meaning, competence, independence) in predicting the problem-solving strategy, except for the influence dimension, which did not contribute.

Recommendations and Suggestions: Based on the findings of this study, the researcher offers a number of suggestions and recommendations, including the following:

- Promote a culture of psychological empowerment across university departments at all levels, and create a supportive and motivating work environment that grants employees confidence and independence at work, contributing to achieving job stability and security for employees and achieving the university's goals.
- 1-The need to attract individuals with a high level of self-control and a willingness to put in extra effort to improve performance.
- Rely on the principle of competence and experience in employee promotions.
- Design guidance programs to help enhance psychological empowerment and positive stress management strategies among university employees.
- 5-Work to reduce professional and administrative pressures on university employees by providing financial and moral incentives for employees.
- 6- Conduct further future studies and research on psychological empowerment and its relationship to other organizational variables.

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