

The Relationship between Psychological Capital and Job Absorption among Employees in Palestinian Universities

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Abstract: The study aimed to identify the relationship between psychological capital and occupational absorption among administrative employees in Palestinian universities, and to achieve the objectives of the study, a descriptive and analytical approach was used, and the study population consisted of all administrative employees in Palestinian universities: the Islamic University, Al-Azhar University, Palestine University, Al-Quds Open University and the adult They numbered (1104) male and female employees, and a proportional stratified sample of (320) male and female employees was chosen, where the study tools were applied to them, represented by the psychological capital questionnaire and the job link questionnaire, and of them (294) male and female employees responded with a response rate of (91.90%). The study reached several results, the most important of which was that the level of psychological capital is high in Palestinian universities, where the relative weight reached (80.23%), and the field of optimism came first with a relative weight (82.05%), then the field of self-efficacy with a relative weight (80.75%), then the field of optimism. Hope with a relative weight (79.75%), and finally the field of flexibility came with a relative weight (78.37%). The results also showed that the level of employee turnover among the administrative employees in Palestinian universities in employees was high and reached (82.16%), and the results showed that there are no differences between responses. The respondents on psychological capital were attributed to the variable of gender and years of service, while differences appeared due to the variable of age in favor of the group (more than 50 years, and 31 to 40 years), differences in favor of bachelor's and graduate studies at the expense of the diploma, and differences attributed to the variable of work in favor of the academic in an administrative position. In light of the results of the study, the researchers recommend that the employee be given tasks and responsibilities that enhance his tendencies and positive outlook on the nature of his work, and provide a work environment that supports creativity and has the necessary vitality and interest in building human relationships.

Keywords: Psychological Capital, Employment, Administrative Employees, Palestinian Universities, Gaza Strip.

Introduction

All institutions seek to develop their resources, exploit their energies and capabilities to achieve their personal goals, achieve the goals of the institution itself, integrate human resource requirements and daily work requirements, and implement plans in the short and long term. And for that, management scholars resorted to searching for all the variables and factors affecting employees within their organizations, and these efforts had a great impact in developing management theories, a large part of which was based on other sciences, including psychology and positive psychology.

Higher education is considered a system linked to several elements, including faculty members, students, curricula, administrators, and senior management, and these elements overlap with each other. In order to affect the quality and quality of education and its outputs, and to the extent that there is quality in these elements, the quality of higher education is achieved, especially since human resources in academic institutions are a source of competition, and therefore the literature has focused on studying the factors that hinder or support performance, and one of the most important concepts related to the performance and commitment of employees in academic institutions, the psychological capital variable, which in turn constitutes a group of what the individual possesses in terms of improving his performance, feeling of hope and enjoying sufficient flexibility, and an appropriate level of self-efficacy (Abu Saif, 2018: 117), and the results of the study (Erkus & Findikli, 2013) indicated Indicates that psychological capital directly affects the performance of Employees.

Also (Fredrickson & Losada, 2005: 680) pointed out that psychological capital is the basis for professional compatibility and Employees' adaptation to the nature of their organizations. Luthans and others (Luthans, et al., 2008: 220) also emphasized that the trend towards psychological capital has become an urgent necessity and parallel to the concern with human capital.

The psychological capital was linked to several stimuli and factors, including training patterns, nature of incentives, safety elements at work, leadership styles and policies, work procedures and pressures. As Cameron and Caza (2004: 731) indicated that improving psychological capital requires conscious leadership capable of understanding worker behavior, and working to improve working conditions.

In order for the picture to be complete and clear, the employee must have a strong drive towards performing the tasks and responsibilities to achieve success, perseverance and dedication, so there is a great interest in the concept of job absorption, as it is considered one of the most prominent positive administrative and organizational concepts, and this concept reflects the positive

association of employees with their work and what they are distinguished from Vitality and activity, and they feel that they are performing their work effectively, as it is a positive case in achieving work related to the job, and job link allows creating opportunities for employees to communicate with their bosses and colleagues significantly (Burke, RJ, et. 2009).

The previous administrative and psychological literature indicated that the functional link is the development of the individual's relationship with his organization, so that the human resource is the most important performance input.

Problem Statement

Academic institutions face great challenges, the most important of which is weak financial capabilities, in light of the prevailing economic and political conditions in the sector, which are reflected in the level of Palestinian family income, and Palestinian universities have many administrative cadres, but the degree of exploitation of these cadres is still below the desired level, despite the interest Palestinian universities with intellectual capital, but there is a need to integrate intellectual capital with psychological capital, which would enhance and form the administrative personality of the Employees, and thus benefit more than their energies in achieving success and achieving goals despite difficult situations, through the employee's feeling of his importance and ability To plan his daily tasks and organize them in a manner commensurate with the nature of the favorable circumstances.

Researchers have recently noticed the migration of some university Employees, and some of them moved to work in other institutions, and some of them complain about the nature of the procedures and regulations, and based on the importance of the university, and what it means and the jobs assigned to it, and that it has importance in the knowledge industry, then these universities need To more interest in its human cadres, through concern for psychological capital, and attention to the relevance and absorption of Employees with their jobs, and the researchers did not reach many studies linking the variables of psychological capital and job absorption, and this is another motivation to conduct this study.

The results of the study (Hamad and Dahlis, 2016) indicated: He indicated that the job absorption of Employees in Palestinian universities is affected by several factors, the most important of which is the perceived support provided to them, whether the support is material or moral, and therefore there is an urgent need to pay attention to the psychological aspects and to spread happiness, hope and optimism among Employees to achieve a true connection with them. (15) An informal interview with some administrators working in Palestinian universities, and I found that the interest in psychological capital is only expressions provided by the higher management, and this interest was not at the required level, and it was also found that they have lower levels than desired in the field of job absorption and the employee does his work on the basis of His responsibilities and the tasks assigned to him, and there is no internal motive nor the principle of his association with his work and his institution; Consequently, the problem of the current study is confined to answering the following question: What is the relationship of psychological capital to the development of employee satisfaction among administrative Employees in Palestinian universities in Gaza Strip?

The Main Question Stems from the Following Set Of Sub-Questions:

Q1- What is the level of psychological capital in Palestinian universities in employees?

Q2- What is the level of job engagement among the administrative employees in the Palestinian universities in employees?

Q3- Is there a statistically significant relationship between the psychological capital and the workout among administrative employees in the Palestinian universities in employees?

Q4- Are there statistically significant differences between the respondents' responses about psychological capital among administrative employees in Palestinian universities in employees due to variables: gender, age, academic qualification, years of service, and work status?

Research hypothesis

In light of the study problem and its questions, the study starts from the following assumptions:

H0₁: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between psychological capital and job engagement among administrative employees in Palestinian universities in employees.

The First Main Hypothesis Stems From The Following Sub-Hypotheses:

H0_{1.1}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between hope and job absorption among administrative employees in Palestinian universities in employees.

H0_{1.2}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between job turnovers among the administrative employees in Palestinian universities in employees.

H0_{1.3}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between self-efficacy and job turnover among administrative employees in Palestinian universities in employees.

H0_{1.4}: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between flexibility and tenacity among administrative employees in Palestinian universities in employees.

H0₂: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about the role of psychological capital in developing employee fatigue among administrative employees in the Palestinian universities in employees due to variables: gender, age, educational qualification, years of service, Job description.

The Second Main Hypothesis Stems From The Following Sub-Hypotheses:

H0_{2.1}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about psychological capital among administrative employees in Palestinian universities in employees due to the gender variable.

H0_{2.2}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the psychological capital of the administrative employees in the Palestinian universities in employees due to the variable of age.

H0_{2.3}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between respondents' responses about psychological capital among administrative employees in Palestinian universities in employees, due to the educational qualification variable.

H0_{2.4}: There are statistically significant differences at a significant level ($\alpha \leq 0.05$) between respondents' responses about psychological capital among administrative employees in the Palestinian universities in employees due to the variable of years of service.

H0_{2.5}: There are statistically significant differences at a significant level ($\alpha \leq 0.05$) between the respondents' responses about psychological capital among administrative employees in the Palestinian universities in employees due to the variable of work status.

Research Objectives

The study seeks to uncover the role of psychological capital in developing employee fatigue among administrative Employees in Palestinian universities in Gaza Strip. The study also seeks to achieve the following objectives:

1. Exposing the level of psychological capital in Palestinian universities in Gaza Strip.
2. Knowing the level of employee engagement among the administrative Employees in Palestinian universities in Gaza Strip
3. Disclosure of the nature of the relationship between psychological capital and workload for administrative Employees in Palestinian universities in Gaza Strip.
4. Disclosure of differences between respondents' responses about psychological capital among administrative Employees in Palestinian universities in Gaza Strip according to variables: gender, age, academic qualification, years of service, and work status.
5. Providing recommendations for university administration about enhancing psychological capital and employee engagement.

Research Importance

The study derives its importance from its subject, and aspects of the importance of the study can be determined from the contribution and expected addition, as follows:

Scientific (Theoretical) Importance:

1. The present study provides a literature and a theoretical framework related to two variables within the variables of managerial psychology, which are: psychological capital, and work-time
2. The study provides a theoretical explanation of the dimensions of psychological capital, which would enhance the well-being of administrative Employees, according to their expectations.
3. The study examines the relationship of psychological capital and job absorption, and this would enhance some concepts related to the congruence of the objectives of administrative Employees, and enhance the dedication and dedication of Employees towards their work and responsibilities, and may contribute to understanding the behavior and behavior of Employees and their performance deviations.
4. The study provides a theoretical framework that enriches the Palestinian library and the Arab library with variables that were not covered by many researchers and specialists.

Practical (Applied) Importance:

1. The results of the current study benefit those in charge and decision-makers in Palestinian universities, as it is possible to build on the results of the study and draw out some methods and methods that help in the development of job absorption among administrative Employees.
2. The results of the current study benefit those in charge of the administrative departments in Palestinian universities, as it can reach results that enhance employee practices for his tasks, and achieve optimal utilization of his capabilities, aptitudes and skills.
3. Palestinian university student's benefit from the results of the current study, as the improvement of the functional connection of the administrative Employees will facilitate the registration procedures and all the administrative work that the student needs on campus.
4. The results of the current study may benefit the administrative Employees themselves, as the interest in psychological capital enhances their self-confidence, and their ability to dedication and perseverance in achieving personal goals and the goals of the university as a whole. The study also provides some indicators, frameworks, means and recommendations that enhance the functional connection.

Research Limits and Scope

The scope of the study shall be as follows:

1. **The Objective Limitation:** The study dealt with the relationship between psychological capital and job absorption among administrative Employees in Palestinian universities.
2. **Time Limit:** The study was conducted during (2020).
3. **Spatial Limit:** The study was limited to the governorates of Gaza.
4. **Institutional Limit:** The study was applied to four Palestinian universities in Gaza Strip: the Islamic University, Al-Azhar University, Palestine University and Al-Quds Open University, given that all of them are private universities.
5. **Human Limit:** all administrative Employees in the four Palestinian universities.

Literature Review

- The study of (El shobaky et al., 2020) aimed to identify the reality of psychological capital among Employees in Palestinian universities, and in order to achieve the objectives of the study, the descriptive and analytical approach was used, and the study population consisted of all the administrative Employees in Palestinian universities: the Islamic University, Al-Azhar University, University of Palestine, and Al-Quds Open University, whose number is (1104) Male and female employees, and a proportional stratified sample consisting of (320) male and female employees was selected, where the study tool represented by Psychological Capital questionnaire was applied to them, and of them (294) male and female employees responded with a response rate of (91.90%). The study reached several results, the most important of which was that the level of Psychological Capital was high in Palestinian universities, where the relative weight reached (80.23%), and the field of optimism came first with relative weight (82.05%), then the field of self-efficacy with relative weight (80.75) The field of hope with relative weight (79.75%), and finally the field of flexibility with relative weight (78.37%), and the results also showed that there are no differences between the respondents' responses about Psychological Capital due to the variable of gender and years of service, while the Differences attributable to the age variable in favor of the category (more than 50 years old, and 31-40 years old), differences in favor of undergraduate and postgraduate studies at the expense of the diploma, and differences attributable to the variable of work status in favor of the academic in an administrative position.
- The study of (El shobaky et al., 2020) aimed to identify the level of psychological capital (Psychological Capital) and the level of sense of vitality among the administrative employees in Palestinian universities, among the administrative employees in Palestinian universities in Gaza Strip, and to achieve the objectives of the study, the descriptive and analytical approach was used, and the study population consisted of all the administrative employees in Palestinian universities: The Islamic University, Al-Azhar University, University of Palestine, and Al-Quds Open University totaling (1104) employees, and a stratified relative sample consisting of (320) male and female employees was selected. The study tools were applied to them, represented by the Psychological Capital Questionnaire and the Sense of Vitality questionnaire. Of these, (294) male and female employees responded, with a response rate of (91.90%). The study reached several results, the most important of which was that the level of psychological capital (Psychological Capital) was high in Palestinian universities, where the relative weight reached (80.23%), and the field of optimism came first with a relative weight (82.05%), then the field of self-efficiency with a relative weight (80.75) The field of hope came with a relative weight (79.75%), and finally the field of flexibility came with a relative weight (78.37%). The results also showed that the level of feeling of vitality came with a relative weight (80.88%). In light of the results of the study, the researchers recommend that the employee be given tasks and responsibilities that enhance his tendencies and positive outlook on the nature of his work, and provide a work environment that supports creativity and has the necessary vitality and interest in building human relationships.
- The study of (El shobaky et al., 2020) aimed to identify the level of functional connectivity among the administrative employees in Palestinian universities, and to achieve the objectives of the study, a descriptive and analytical approach was used, and the study population consisted of all the administrative employees in the Palestinian universities: the Islamic University, Al-Azhar University, the University of Palestine, and Al-Quds Open University, whose number is (1104) Male and female employees, and a proportional stratified sample of (320) male and female employees was selected. The study tool represented by the Job Engagement Questionnaire was applied to them, and of them (294) male and female employees responded with a response rate of (91.90%). The study reached several results, the most important of which was that the level of job engagement among administrative employees in Palestinian universities was high and reached (81.85%), and it is evident that the second field of dedication ranked first with relative weight (82.52%), followed by the area of absorption (82.16%). Finally, the vital area came with a relative weight (80.88%). The results also showed that there were no differences between the responses of the respondents about the level of job engagement among the administrative employees in the Palestinian universities in Gaza Strip due to the variable of gender, age group, academic qualification, and years of service. Differences attributed to the variable of work status in favor of an academic with a managerial position. In light of the results of the study, the researchers recommend that the employee be given tasks and responsibilities that enhance his tendencies and positive outlook on the nature of his work, and provide a work environment that supports creativity and has the necessary vitality and interest in building human relationships.
- The study of (Sugianingrat et. Al., 2019) aimed at knowing the effect of ethical leadership on employee performance while examining the nature of the impact of job engagement and organizational citizenship behavior as intermediate variables. To achieve the study objectives, the relational approach was used. Hotel staff in the Sarpagita area of Bali. The study found that

ethical leadership does not significantly affect employee performance, but when testing job engagement mediation, the relationship between ethical leadership and employee performance increased, and when testing the mediation of organizational citizenship behavior, the relationship was strong, and when testing the nature of job engagement mediation and citizenship behavior Organizational shows a strong impact of ethical leadership on employee performance.

- The study of (Abu Saif, 2018) aimed at identifying the mediating role of the quality of work life in the relationship between Psychological Capital and job commitment from the viewpoint of the faculty members of the College of Education at Taif University, and to achieve the goals, the descriptive approach was used, and the study sample was formed Of (51) faculty members, and the researcher prepared three questionnaires. The study concluded that there is a direct relationship between Psychological Capital and the quality of work life, and a direct relationship between the quality of work life and organizational commitment, and it shows the existence of a mediating relationship for the quality of work life in the relationship between Psychological Capital and organizational commitment, and there is a role other than Direct dimensions of Psychological Capital in forecasting organizational commitment.
- The study of (Sivapragasam & Raya, 2018) aimed at clarifying the role of human resources management in activating job engagement and the mediating role of employee welfare in this relationship, and to achieve the goals the relational approach was used, and the sample of the study consisted of (626) specialists in the field of knowledge working in IT companies in Chennai, Tamil Nadu state, India. The study reached several conclusions, the most important of which was the existence of a relationship between human resource management practices and the employee's performance level, the existence of a relationship between human resource management practices and perceived effectiveness, participation and employee welfare, and the existence of a mediating relationship for employee welfare in the relationship of human resource management practices and the employee's performance and participation level.
- A study (Khamis, 2018) which aimed to explore the effect of Psychological Capital on the job performance of the employees of the Algerian Electricity and Gas Distribution Company in Ouargla, and to achieve the goals, a descriptive analytical approach was used, and the sample of the study consisted of (100) employees affiliated with the Electricity Distribution Directorate And gas in Ouargla, and the questionnaire was used as a basic tool for data collection. The study concluded that there is a high level of psychological capital and job performance among employees, and it was evident that there is an impact of the dimensions of psychological capital on the job performance of employees.
- The study of (Po Derham, 2018), which aimed to test the effect of work pressures on the positive Psychological Capital in the hospital public institution, and to achieve the objectives, a descriptive approach was used, and the study was applied on a sample of (110) employees of the public hospital in Saad Dahlab. Use the questionnaire as a tool to collect data. The study found a statistically significant effect of work pressures on positive psychological capital, and the relationship was inverse, and it was found that there are no differences between the respondents' responses due to the variables of gender, age, job permanence, educational level, experience, job and family status.
- The study of (Al-Fatlawi, 2017) aimed at exploring the positive role of Psychological Capital in supporting strategic leadership, and a descriptive analytical approach was used, and the study sample consisted of (90) individuals working in industrial organizations in Najaf. Masculinity. The study concluded that there is an impact of positive Psychological Capital as an independent variable in supporting strategic entrepreneurship, and it was found that there is an availability of optimism, self-efficacy, flexibility and hope at work. The study reached several results, the most important of which is the participation of employees in making decisions and hearing their suggestions that would meet their needs and facilitate daily work procedures.
- The study of (Bouzari & Karatepe, 2017) aimed to propose and test a research model that examines Psychological Capital as a mediating variable in the impact of servant leadership on the attitude of delay from work and the intention to remain in the organization, compliance with services, and service organizational citizenship behaviors of sales representatives in Iran, and to achieve the objectives, the relational approach was used. , Data were collected from sales representatives using a three-period design with a two-week delay between each application, and (26) supervisors evaluated service organizational citizenship behaviors directed towards customer service, and in light of this, the direct and intermediate effects were identified. The results showed that Psychological Capital functions as a complete mediator in the effects of servant leadership on the position of delay in work and the intention to remain in the organization, and the servant leadership enhances Psychological Capital of delegates, and this reinforcement affects delay in work, And it affects the survival of the work in the organization, and it has been shown that servant leadership promotes service-oriented organizational citizenship behaviors, and that Psychological Capital has a mediating role between servant leadership and service-oriented organizational citizenship behaviors.
- The study of (Al-Karawi, 2016) aimed at identifying both the degree of positive psychological capital, the implicit knowledge and the relationship between them, and the detection of differences in the degree of research variables according to the variables of gender, specialization and educational stage, and the study sample consisted of (370) students And a female student from Wasit University, distributed equally among the variables of gender, specialization, and stage of study. The descriptive approach was used for its relevance to the objectives of the study. The study reached several conclusions, the most

important of which was the positive effect of Psychological Capital on tacit knowledge, and it was found that there are no differences according to the variables of gender, specialization and educational stage.

- The study of (Hamad and Dahlis, 2016) which aimed to uncover the relationship between job engagement, perceived organizational support and job performance. As well as identifying the impact of both job engagement and perceived organizational support on job performance in Palestinian institutions. Where the descriptive analytical method was used. The study population consists of (1104) male and female administrators and academics who hold administrative positions in the three universities (the Islamic University, Al-Azhar University, and Al-Aqsa University). The study sample was chosen in a stratified random way of (338) male and female employees. The questionnaire was used as a main tool for data collection. The results showed that the degree of employees' feeling of a job engagement with their academic institutions was high by (87.8%). And that the degree of their awareness of the organizational support provided by these institutions was average (61.99%). And that the degree of their job performance is high (82.33%). And that there is a statistically significant relationship between job engagement and perceived organizational support and job performance in academic institutions. The results of the regression analysis indicated that both job engagement and perceived organizational support affect the job performance of employees in Palestinian academic institutions.
- The study of (Karatepe & Talebzadeh, 2016) aimed to develop and test a model to reveal the mediating role of Psychological Capital in the relationship between servant leadership and work participation, and the effect of Psychological Capital on the performance of restoration of service and satisfaction with life, and to achieve the goals, the relational approach was used. The data before and after the application of the servant leadership to a sample of (121) flight attendants of private airlines in Iran, where (13) companies were addressed, and only three companies that applied the study to their flight attendants were approved. The data collection tool was a questionnaire that was applied tribally and afterwards. The study found that there is a mediating relationship for Psychological Capital in the relationship between servant leadership and work participation, and it was found that Psychological Capital has an effect on restoration performance, job satisfaction, and general satisfaction, and the researchers reached a model that represents these relationships And the intermediary roles of Psychological Capital.
- The study of (Breevaart, Bakker et al. 2015) aimed at identifying the reciprocal relationship between leaders and subordinates, job engagement and job performance, as the purpose of this study was to study the process that links the reciprocal relationships between leaders and subordinates between job performance by some related dimensions In terms of employment, such as (independence, growth opportunities, social support) and the impact on employee attachment to work, by applying the study to 847 Dutch police officers, the study found a high relationship between job engagement and job performance, as well as a positive relationship between Opportunities for growth and social support and between reciprocal relations between leaders and subordinates, and in return there is an inverse relationship between the reciprocal relationship between leaders and subordinates and independence.
- The study of (Abdel Wahab, 2013) aimed at identifying the direct and interactive effects of Psychological Capital and psychological ownership on work trends (job satisfaction and job commitment) and withdrawal behaviors (withdrawal from work and withdrawal from the job). The researcher used the analytical descriptive approach. Where the questionnaire was used as a tool for the study, and the study population consisted of (5890) male and female nurses working in (16) government hospitals in Kafr El Sheikh Governorate, where the study sample consisted of (411) male and female nurses working in government hospitals. The study found that Psychological Capital and Psychological Ownership have direct and positive effects on both job satisfaction and organizational commitment, and that the interaction between Psychological Capital and Psychological Ownership has a significant effect on both job satisfaction and organizational commitment, as well as ownership. Psychology has a negative effect on both work withdrawal and job withdrawal.

Commenting On Previous Studies

In Terms Of Objectives: It is evident from the presentation of psychological capital studies that there is interest in psychological capital as one of the factors that contribute to the success of the organization and the achievement of its goals, and these studies aimed to clarify the factors and variables that affect psychological capital, and it turned out that most of the studies of the first axis I dealt with psychological capital as an intermediate variable such as the study of (Karatepe & Talebzadeh, 2016), and (Bouzari & Karatepe, 2017). As for the study (Abdel Wahab, 2013), it dealt with Psychological capital as an independent variable.

Consequently, the present study agrees in terms of the goal with some previous studies such as the study (Abu Saif, 2018), (Khamis, 2018), and (Al-Fatlawi, 2017), but the current study differs in terms of the goal with the study (Po Derham, 2018) (Al-Karawi, 2016), (Abdel Wahab, 2013), (Bouzari & Karatepe, 2017), (Karatepe & Talebzadeh, 2016), and (Fu (Pan, Qin, & Gao, 2014).

In Terms Of Approach: The scientific approaches used by psychological capital studies have varied, such as the descriptive and analytical approach (Abdel Wahab, 2013), and the current study agrees in terms of approach with some studies such as (Abu Saif, 2018), (Khamis, 2018), (Po Derham, 2018) and (Al-Fatlawi, 2017). However, the current study differs with several studies in terms of methodology, such as (Bouzari & Karatepe, 2017), (Karatepe & Talebzadeh, 2016), and (Fu Pan, Qin, & Gao, 2014).

In Terms Of The Tool And Procedures: The tools of this study varied in terms of construction and application, but most of them used the questionnaire, and the objectives varied, so the target groups and organizations varied, and this indicates that

psychological capital has importance in various fields of work, whether it is educational, profit, economic or cultural. The current study agrees with some of the study that it uses the questionnaire as a basic tool such as the study (Abdel Wahab, 2013), and it also agrees with some studies in terms of the dimensions covered by the questionnaire in the current study such as (Abu Saif, 2018), (Khamis, 2018), (Po Derham, 2018) and (Al-Fatlawi, 2017).

Theoretical Framework

First- Psychological Capital

The term psychological capital emerged in the late 1990s, as Martin Seligman encouraged methods, methods, and research on human strengths and the role of positive emotions in understanding human behavior.

Despite the research and studies conducted on the effect of Employees' mood on their productivity; However, the concern was for human, intellectual, economic and social capital; But by viewing psychological capital as a resource that goes beyond human capital (experiences, knowledge, skills, and capabilities), social capital (relationships, contacts, friends), and thought and economic capital, psychological capital has been given great importance in studies and research (Luthans, et al., 2004: 145); and (Ismail, 2019: 4).

Tsui, Nifadkar, & Ou (2007) referred to psychological capital as the gap between what the employee expects and what is reality in his organization. The other for work adopts his concepts about psychological capital, and his enjoyment of psychological well-being within his profession, as they see that there are trends by the employee towards his profession before his practices and this may reflect negatively and positively on his understanding and awareness, and thus the formation of psychological capital.

Based on the foregoing, it is evident that the emergence of psychological capital was later than the emergence of human capital, intellectual capital, and social capital, but it received great attention. Because there is a conviction realized by psychologists and management that the mood of Employees helps them to enhance their abilities, inclinations and preparations to do their work, and assume their responsibilities, and it is clear that psychological capital is one of the variables that the employee perceives through his interaction within his organization.

The Concept of Psychological Capital

Psychological capital has been defined as an individual's positive assessment of circumstances and probability of success based on perseverance and motivated effort and has four components: hope, optimism, competence, and resilience (Luthans, Youssef, & Avolio, 2007: 55).

Psychological capital is defined as the psychological essential factors at work, which control the criteria of positive organizational behavior, bypassing human and social capital, to achieve competitive advantage by developing the reputation of the organization and achieving its goals, and it includes four dimensions: hope, optimism, efficiency or self-efficacy, And flexibility (Al-Hasani, 2013: 5).

Psychological capital as a variable with related components (hope, optimism, efficiency, and resilience) develops and grows with the provision of psychological well-being to Employees, giving them skills and knowledge about business performance and facing challenges (Kirrane, Lennon, Connor & Fu, 2016: 1484).

In light of the definitions of psychological capital, the researchers see that it is a multidimensional variable and is influenced by multiple factors, and that most studies and researchers agreed that psychological capital constitutes emotional and emotional aspects, and includes cognitive abilities and skills, responsibilities and procedural skills related to the performance of tasks, as well as most of the definitions showed that Psychological capital has four components: hope, optimism, self-efficacy, and resilience.

Dimensions of Psychological Capital

Scientists initially disagreed about the dimensions of psychological capital, but after the emergence of the term and the spread of global, field and applied research on psychological capital, there became agreement about four dimensions of psychological capital, which are: hope, optimism, self-efficacy, and flexibility. The researchers presented these dimensions in more detail as follows:

The First Dimension: Hope: Hope is a multi-dimensional variable, as the circumstances surrounding the determination of its levels play, and in light of the current conditions in Gaza Strip, the state of siege, recurrent wars, unemployment, poverty, cultural, social and economic conditions negatively affected the students' achievement of their goals, and may have affected their moods and their levels of hope. Reflected on their scientific progress, especially since there are several studies that have confirmed that hope affects success at the academic level, and constitutes a motivation for the individual to persevere, initiative and diligence (Al-Qasim, 2011: 7). Where hope is an important concept in managerial psychology, and hope is hope, and hope is what makes the conditions of the individual possible, and both (Jawdeh and Abu Jarad, 2011: 139) were defined as a cognitive destination and a state of motivation that includes the individual's belief in his ability and possessing the necessary capacity for planning And continuous work to achieve its goals.

Hope is the ability that the individual perceives, which helps and provides him with motivation to find the means and methods that enable him to achieve the goals he desires (Rahim and Abdel Hafez, 2015: 325). Hope is a psychological preparation and a cognitive preparation that directs the individual towards his goals, and gives him the desire and urgency in order to achieve the goals amid the expectation of success in that (Hussein and Abdullah, 2015: 84).

Researchers believe that hope and feeling it will enhance the individual's achievement and improve his abilities in the face of difficulties and challenges. As the person who enjoys hope has optimism and does his best to achieve the goals, because his convictions indicate that he is able to overcome challenges, face problems and life pressures, and his convictions and has the physical and psychological ability to achieve goals, and thus he turns towards life in a better way, and has for himself Expectations that correspond to the nature of his physical and psychological capabilities, and the expectations of an optimist are often consistent with life circumstances.

The Second Dimension: Optimism: Optimism means an individual's expectation of positive things to happen in the future, and excludes negative things, and this drives him to make every effort in order to achieve his goals (Nabil and Shwa`el. 2014: 152). As he knew (Aweidah, 2015: 43), optimism means a prospective look at situations, events and the future that makes the individual always expect better, good and success, and he is able to face his problems in a positive way that sends him satisfaction, happiness and hope, and excludes thoughts of despair and helplessness.

The researchers believe that the optimist is characterized by self-confidence, risk, and the ability to make decisions calmly, and the optimist is more able to adapt to reality, life pressures and challenges, and has flexible methods in facing problems, more focused and activated mental and cognitive processes in overcoming situations and stimuli, and the optimist has the necessary persistence To succeed and excel.

The Third Dimension: Self-Efficacy: The concept of self-efficacy is one of the perceived concepts in management psychology, as Bandura referred to it in his theory of social cognitive learning, and self-efficacy refers to the effectiveness of the individual in facing new challenges and situations, his awareness of his abilities and experiences and his belief that they are sufficient to face problems and challenges. Self-efficacy is one of the basic determinants of personality, and one of its important functions, as it expresses the striving for the achievement of goals (Sadiq and al-Najjar, 2017: 133).

Self-efficacy is also one of the variables associated with positive psychology, as it expresses the ability of the individual to complete the work that he performs, the ability to build healthy relationships, and enjoy good mental and health. Where he defined (Bandura, 1997: 123) self-efficacy as the perception of the individual and the judgments he makes about his abilities to organize and accomplish actions that require the achievement of clear types of performance. (Skaalvik & Skaalvik, 2007: 617) emphasized that the individual's beliefs about his ability to influence others, and these beliefs represent an important variable related to the individual's behavior.

It is the confidence of the individual inherent in his abilities during new situations or situations with many unfamiliar demands (Ibrahim, 2017: 125).

The individual's self-efficacy is an important basis for determining the level of his motivation, his level of psychological health, and his ability to achieve personal achievement. The level of self-efficacy affects the quality of the activity that the individual chooses, its quantity, and the amount of effort that he exerts in these activities to complete the tasks assigned to him, and he has capabilities and methods to resist Challenges, (Al-Khatib, 2010: 166) pointed out that self-efficacy is generated from life experiences and from one's previous experiences, and self-efficacy is something that is built over many years of doing business and reactions to various challenges, and training in dealing with these challenges.

The researchers believe that the individual's perception of his efficiency is linked to his evaluation of his ability to achieve a specific level of achievement, his level of control over stimuli, and the individual's belief in his ability to overcome problems and challenges makes him able to formulate realistic goals according to appropriate and clearer expectations, which allows the individual the ability to achieve goals.

Also, Komarraju & Nadler (2013) emphasized that self-efficacy helps in achieving goals, acquiring new skills and capabilities through learning, training and development.

The Fourth Dimension: Flexibility: Flexibility means the ability of an individual to rapidly produce ideas, diversify them, and transform his mental destination in proportion to the situation and the surrounding stimuli. As these stimuli are by nature variable (Dibbets & Jolles, 2006: 62).

And flexibility is one of the dimensions of managerial creativity, where (Abdel Wahab, 2013: 25) saw that flexibility is part of creativity, and a feature of the creative individual, and it means changing the mental direction or diversity in unexpected ideas, generating them, directing them, and diverting their course. In proportion to the exciting or the requirements of the situation with the integrity of thinking and the lack of intellectual rigidity.

The importance of flexibility lies in the fact that it gives the individual the ability to adapt to the requirements of the surrounding reality, and makes him able to change his thoughts in accordance with the surrounding environment. Both (Kashdan & Rottenberg, 2010: 866) indicated that the decrease in flexibility causes many problems, both on Cognitive, mental, emotional, or behavioral level. On the importance of Flexibility (Hamill, 2003: 1-3), he emphasized that Flexibility refers to many dynamic processes that grow over time, and reflect the adaptation of a person: adapting to changing situational demands, reshaping mental resources, changing his perspective, and balancing his desires and needs. And areas of life and its changes and requirements, and that flexibility achieves self-efficacy and social competence.

Second: Absorbed Functionality

The concept of absorption refers to the individual's preoccupation in his work, and his feeling that time is running out quickly at work, and the difficulty of separating or liberating himself from work, and some studies have concluded that in order for the organization to increase employee involvement, it must do the following:

1. Guidance and a deeper understanding of employees' needs in order to maintain them and help them grow, develop, creative thinking, creativity, independence and social support.
2. Achieving suitability and harmony between individual and organizational needs to raise the morale of Employees.
3. Redesigning the job in a way that reduces stress and conflicts, and this requires periodic review of job description cards, taking into account modern tasks and activities, and using technology.
4. Developing training programs targeting both mental and organizational health, individual well-being and continuous improvement.
5. Providing appropriate material and moral support and appreciation to help Employees satisfy their various material and moral needs and desires.
6. Creating opportunities for Employees to communicate with their colleagues and with managers and the organization significantly, through teamwork, job expansion, job enrichment, employee empowerment, and precisely defining the role played by the individual.
7. Focusing on the human and social aspects together and working to provide a stable work environment that helps the worker connect with the organization.

The researchers believe that achieving job absorption is of great importance in achieving goals, working in a spirit of cooperation and enthusiasm, and that job absorption is one of the aspects that the employee and the organization need to transfer their relationship to a higher level than being a member of the work group, except an effective member in achieving the organization's goals with the help and building a strong relationship. With working groups.

Third- Palestinian Universities

The university is an educational institution that provides education services, scientific research, and community service, and it is the main provider of knowledge, because it includes a constellation of scholars, and the concept, philosophy and goals of universities have developed in the twenty-first century. Shedding light on the Palestinian universities under study, and knowing the nature of Psychological Capital and its Job Engagement.

1. **The Islamic University:** The Islamic University of Gaza was established in 1978, and it is the first higher education institution to be established in Gaza Strip at the initiative of prominent national and academic figures in Gaza Strip and outside it. The university operates under the umbrella of the Ministry of Education and Higher Education. The Islamic University is considered a pioneering scientific beacon for knowledge, culture and service of humanity to bring about a comprehensive societal renaissance, and its mission expresses the advancement of scientific, cultural and civilizational aspects through qualitative education, productive scientific research, effective community participation and sustainable institutional building within the framework of Islamic values. Quality to ensure excellence and competition for university students and graduates, promote scientific research and employ it in the service of the labor market and the needs of society and launch it towards globalization, secure a financial future for the university, develop institutional building in a way that serves sustainability and productivity, provide a supportive environment for students and employees, develop infrastructure for information technology, and ensure participation The effective and influential university in society, and finally the development and investment of the university's relationships and local, regional and international partnerships towards quality and diversity.

On the psychological capital at the Islamic University, researchers conducted three interviews with the university's administrative staff, and it was found that the Islamic University seeks to improve the mood of Employees, as it provides them with all the equipment and tools that help them perform their work, and it also cares about their feelings and needs, and seeks In order to meet them, the lack of available resources and weak financial capabilities prevent the provision of all the necessary capabilities. The Islamic University also grants training opportunities commensurate with the changes it makes within its departments, and what distinguishes the Islamic University is that it considers its human cadres the most important input for administrative and academic work, and the available growth and promotion opportunities It is commensurate with the capabilities and qualifications of employees, and the university constantly strives to support Employees in accepting change. The university follows a system of participation in facing challenges and work problems.

On the level of job absorption, most of those interviewed by researchers indicated that their employees are motivated to continue working at the university Because working at the university gives them social status, and the employees consider that working at the university is a religious and national duty, and the researchers felt that there is a strong functional connection among the Employees, as many Employees adopt the university's goals and make improving its reputation one of their goals, and they expect that the Islamic University will advance its systems and programs in the future.

2. **Al-Azhar University:** Al-Azhar University- Gaza was established in 1991-1992, to be among the prestigious Palestinian, Arab and international universities, and to be a center for scientific, research, and developmental radiation for the Palestinian community based on comprehensive quality and continuous improvement. The Palestinian and Arab society is one of the

human resources qualified in various knowledge disciplines, applied scientific research, and sustainable development with a focus on employing information and communication technology, and among its most important strategic goals was the development of the capabilities of the academic and administrative staff and administrative processes in support of educational programs, scientific research and community service, as well as the development of programs. The Academy meets the needs of Palestinian and Arab work by creating a high-quality educational environment, contributing to improving the level of knowledge as a basis for policy-making on the development of Al-Azhar University and the sustainable development of the Palestinian society, and linking the university with the Palestinian society by providing advisory, training, research and volunteer services, and finally seeking to improve relations. Buzzing International University HR and strengthening its capabilities to access Palestinian, Arab, Islamic and international sources of financing.

As for psychological capital at Al-Azhar University, researchers conducted personal interviews with three administrative employees, and it was found that the university administration seeks to provide the requirements for psychological capital, but the exceptional circumstances the university is going through, and the presence of organizational conflicts that contribute to reducing levels of hope, optimism, flexibility and self-efficacy. Likewise, the change in organizational and administrative structures is not done with the advice of employees, and this is reflected negatively on the psychological capital of the university, but the university and its management provide training programs for Employees to enhance their moods.

With regard to job absorption, it became clear from the results of the personal interviews that the administrative staff have a strong affiliation and connection with the university, and that the most important factors that contribute to reducing job engagement are the many changes that occur in work methods and systems. Factors: Job stability, building work teams, and adhering to the undertakings that the university takes upon itself.

3. **University Of Palestine:** The University of Palestine is an academic institution of the Palestinian higher education institutions established in order to serve the children of the Palestinian people at home and abroad in particular, and Arab and foreign students in general. It also provides support and assistance to students to ensure a high level of creativity and distinction, and is interested in scientific and cognitive research and communication with world civilizations and sciences, to consolidate the values of good citizenship, cooperation and respect for others in a way that achieves the well-being and happiness of humanity (up.edu.ps/ar).

As for psychological capital at the University of Palestine, it was evident through the results of some personal interviews conducted by researchers that there are clear tendencies of the higher management to provide all the requirements for psychological capital, as it provides policies and work procedures commensurate with the conditions and characteristics of Employees, and the university also grants training programs that enhance The ability of Employees to accept change, gives them confidence, and encourages them to show their creative ideas, and the administration discusses with its employees about ways to enhance their mood, and it has become clear that the University of Palestine continuously launches initiatives to improve the psychological conditions within the university, and designs its structures and offices based on the desires of the employees, and the university seeks Also to meet their needs, and take care of their social events, and national occasions in general.

It became clear to the researchers that job absorption at the University of Palestine is affected by several factors, the most important of which is the nature of the job contract, and that the full-time employee has a permanent contract enjoys a higher job connection than other groups, because the individuals who the researchers interviewed confirmed that their association with the university depends on the nature of incentives, rewards and career growth opportunities. In addition to meeting their needs and solving their problems, the researchers found that the employees of the University of Palestine have ambition and acceptance of the challenges in order to improve the university's reputation and achieve its goals.

4. **Al-Quds Open University:** The University started its educational services in Palestine in the year 1991 CE, taking the Holy City of Al-Quds Al-Sharif as its headquarters, and established branches and study centers in major Palestinian cities, and Al-Quds Open University adopts a system of marriage between traditional education and e-learning (integrated) that exceeds the limits of time and place. It provides high-quality and affordable teaching and learning opportunities, and it is based on the printed curriculum, class lectures, meetings, face examinations, and the foundations of self-learning, and it employs modern technology in the educational process, especially e-learning with all its tools and means in a manner of programmed education and practical and training activities to serve the learner and his independence. Complementary to face-to-face meetings within the criteria and conditions for joining traditional and modern education systems.

On the level of psychological capital at Al-Quds Open University, the researchers conducted several personal interviews with administrative employees from different branches in Gaza Strip, numbering (6) personal interviews. It was found that Al-Quds Open University provides a system based on modern technologies, and there is interest from the top management in the needs of employees, But the most factors that contribute to reducing their psychological capital, is the continuous and rapid implementation of organizational and administrative changes, and most of these measures are not expected by the employee, and thus his acceptance of the changes affects the psychological capital, as well as some employees assured the researchers that the stability enjoyed by Al-Quds University After the new buildings and headquarters, it gives Employees stability and efficiency in performing the tasks, but some employees indicated that Al-Quds Open University does not give them

opportunities to participate in decision-making, and it is one of the factors that affect their psychological capital. Also, the employee performs his duties as orders this is a traditional management system, and modern systems follow that tasks and responsibilities are duties of the employee and not orders. Also, employees indicated that the nature of open education and adaptation to a requirement it needs a double effort, and thus this affects their sense of psychological capital, and it was found that Al-Quds Open University recently has no interest in training systems. Because the university's financial conditions do not allow this.

Regarding the level of employee absorption, the researchers found that despite the changes that occur within the university, the employee is committed to his tasks, and takes the initiative to provide all efforts, dedication and perseverance in order to achieve his personal goals in a manner that does not conflict with the university's goals, and that most of the employees feel a job absorption, and this is one of the requirements of strengthening the connection Career they have.

Methodology and Procedures:

First- The Study Method: The study used the descriptive method, and the main study tool is the questionnaire.

Second- The Study Population: The study community consists of all the administrators working in the Palestinian universities operating in Gaza Strip: the Islamic University, Al-Azhar University- Gaza, the University of Palestine, Al-Quds Open University, and the number of administrators in the four universities is according to what was mentioned in the annual statistical book on education and higher education issued In June / 2020 to (1104):

Table 1: shows the population of the study according to the variables of the university and the trait

University	Administrative	Academic With A Management Position	Total
Islamic University	446	88	534
Al Azhar university	170	85	255
University of Palestine	78	28	106
Al-Quds Open University	160	49	209
Total	854	250	1104

Third- The Study Sample: The researchers selected the study sample by the stratified proportional sample method based on job title, university, and gender. (320) questionnaires were distributed to (320) male and female employees. The following table shows the questionnaires that were applied and the recovery rates by the stratified proportional sample method:

Table 2: shows the population of the study according to the variables of the university and the trait

University	Study Population	Percentage	Sample Is By Equation	Distributed Questionnaires	Questionnaires Recovered	Recovery Ratios
Islamic University	534	48.40	138	145	140	96.6
Al Azhar university	255	23.10	66	75	64	85.30
University of Palestine	106	9.600	28	35	30	85.70
Al-Quds Open University	209	18.90	54	65	60	92.30
Total	1104	100.0	286	320	294	91.9

It is clear from the table that the recovery rates were higher than (85%), and the recovery rate for all universities was (91.90%), which are acceptable rates.

Fourth - Study Tools:

By reviewing previous studies related to the two study variables, the researchers conducted a questionnaire.

1. Psychological Capital Survey

Designing Psychological Capital Questionnaire: The researchers have relied on previous studies and related research in developing a questionnaire to measure psychological capital, where a procedural and idiomatic definition was developed commensurate with the subject of the study and the target group, and the dimensions of psychological capital were determined in light of the previous literature, and these studies were reviewed in order to formulate and develop the questionnaire. Among the most important of these studies were (Bouzari & Karatepe, 2017) and (Karatepe & Talebzadeh, 2016). The researchers conducted (15) interviews with some Employees in administrative and supervisory positions in Palestinian universities, the study community. In order to determine some of the positions and phrases that the researchers should include in the questionnaire. See Appendix No. (3) Explaining the interview conducted by the researchers.

The questionnaire, in its initial form, consisted of (44) items divided into four main dimensions: hope, optimism, self-efficacy, and flexibility. The researchers verified the validity and reliability of the questionnaire by applying it to a pilot sample, and the following is an explanation of the results:

The Validity of The Psychological Capital Questionnaire: The truth is intended for the paragraphs to be able to measure the phenomenon to be measured, and for the dimensions to be able to measure the total score, and the researchers verified the validity of the questionnaire by analyzing the survey sample data and followed the following methods and methods:

- A. The validity of the arbitrators: The researchers presented the questionnaire in its initial form to a group of specialists and faculty members in Palestinian universities, and the opinions and amendments of the jury were taken into account.
- B. **Validity Of Internal Consistency:** Correlation coefficients were calculated between the paragraphs of the questionnaire and the total degree of the dimension to which they belong, and the following table shows the results of the validity of the internal consistency of the paragraphs of the psychological capital survey:

Table 3: shows the results of the internal validity of the psychological capital questionnaire paragraphs

#	The Field	Correlation Coefficient (R)	Probability Value (Sig.)
The First Dimension: Hope			
1.	I think of several ways to get rid of the daily work troubles.	**0.561	0.000
2.	I am hopeful to achieve my goals.	**0.454	0.003
3.	I use various means of communication to obtain useful information in facing challenges.	**0.685	0.000
4.	I use my work time to perform the tasks required of me.	**0.727	0.000
5.	I consider failure an experience to achieve success in the future.	**0.552	0.000
6.	I see failure as failing to make the necessary effort.	**0.598	0.000
7.	I seek to develop myself to face any renewal in the mechanisms of work.	**0.769	0.000
8.	I believe every problem has a solution.	**0.623	0.000
9.	Use my past experiences to achieve success in the future.	**0.551	0.000
10.	I consider myself capable of facing the challenges of the future, no matter what.	**0.545	0.000
11.	I see that there is an interest in the feelings of university employees.	**0.756	0.000
12.	I predetermine ways to achieve goals.	*0.345	0.029
The Second Dimension: Optimism			
13.	I start the daily work with energy and happiness.	**0.617	0.000
14.	I am optimistic about my future goals.	**0.615	0.000
15.	I see that I am able to overcome future challenges.	**0.630	0.000
16.	My dedication to my work, whatever the size of the tasks.	**0.597	0.000
17.	I know very well the level of my abilities and skills.	**0.600	0.000
18.	I am bold enough to endure the consequences of the work I do.	**0.523	0.001
19.	I consider myself persistent in accomplishing my assigned tasks.	**0.596	0.000
20.	I have a high degree of determination to succeed.	**0.563	0.000
21.	I use all sources to obtain information about my business.	*0.347	0.028
22.	I would like to work in a group to overcome some challenges.	**0.525	0.001
23.	My work gives me a positive view of the future.	*0.313	0.049
24.	I can count on myself in the face of hardships.	**0.659	0.000
The Third Dimension: Self-Efficacy			
25.	I plan well before starting my daily work.	**0.514	0.001
26.	I realize that I can complete all the tasks assigned to me.	**0.790	0.000
27.	Best New Business Performer.	**0.614	0.000
28.	I see that I am able to solve any problem that I encounter in my work.	*0.389	0.013
29.	I am preparing to redouble my efforts to create unique work.	*0.363	0.021
30.	I see good planning as a reason to be successful.	**0.611	0.000
31.	I choose activities carefully when I undertake a new task.	**0.652	0.000
32.	I have creative capabilities that match my work nature.	**0.645	0.000
33.	I take responsibility for the business that I do.	**0.710	0.000
34.	I enroll in all training programs that help me improve my effort.	**0.662	0.000
35.	The university helps me develop my abilities and skills.	**0.642	0.000
36.	I benefit from the experiences of others to improve my capabilities at work.	**0.450	0.004
The Fourth Dimension: Flexibility			

37.	Arrange the positions according to their priority.	**0.516	0.001
38.	I control my emotions when facing risks.	**0.726	0.000
39.	I change my goals to be more in line with the requirements of reality.	**0.428	0.006
40.	Move away from routine performance at work.	*0.378	0.016
41.	I create flexible business plans that are applicable and change.	**0.724	0.000
42.	I rely on effective communication and communication systems.	**0.736	0.000
43.	I have the ability to convince others of my ideas.	**0.696	0.000
44.	I change my thinking pattern to keep pace with internal and external changes.	**0.822	0.000
45.	I clearly identify the sources of strength and weakness.	**0.804	0.000
46.	I seek to remedy the weaknesses and shortcomings of my business.	**0.809	0.000
47.	I am looking for new mechanisms to apply modern technologies at work.	**0.811	0.000
48.	The university has a work environment that supports creativity.	**0.814	0.000

*R Tabularity at a degree of freedom (38) and at a level of significance (0.05) = 0.304

**R Tabularity at a degree of freedom (38) and at a level of significance (0.01) = 0.393

The previous table shows that all the values of probability (Sig.) were less than the level of significance (0.05). (0.393), and at the level of significance (0.05) (0.304), and this indicates that all correlation coefficients are statistically significant, and therefore the paragraphs of the psychological capital questionnaire are meaningful and honest.

C. **The Structural Validity Of The Psychological Capital Questionnaire:** The interconnection coefficients of the psychological capital dimensions were calculated with the total score of the questionnaire, and the following is an explanation of the results:

Table 4: the inter-correlation coefficients for the dimensions of the psychological capital questionnaire and the total score of its paragraphs

Section	Hope	Optimism	Self-Efficacy	Flexibility	Total Marks
The First Dimension: Hope	1				
The Second Dimension: Optimism	**0.734	1			
The Third Dimension: Self-Efficacy	**0.701	**0.569	1		
The Fourth Dimension: Flexibility	**0.755	**0.697	**0.854	1	
Total Marks	**0.679	**0.804	**0.674	**0.744	1

*R Tabularity at a degree of freedom (38) and at a level of significance (0.05) = 0.304

**R Tabularity at a degree of freedom (38) and at a level of significance (0.01) = 0.393

It is clear from the table that all the correlation coefficients were statistically significant, and therefore the psychological capital questionnaire has good constructive validity.

Psychological Capital Reliability: Stability means stability and the results will not change substantially if the questionnaire is re-applied several times under the same favorable conditions and conditions, and to verify the stability of the scale, the researchers have relied on several methods, as follows:

A. **Stability by Cronbach's Alpha Coefficient Method:** This method is based on calculating the Cronbach alpha coefficient for all Dimensions of the questionnaire and the total score of its paragraphs, and the following table (5) shows the results:

Table 5: Cronbach's alpha coefficient for all dimensions of the psychological capital questionnaire and the total score of its paragraphs

Section	Number of Items	Cronbach's Alpha Coefficient
The First Dimension: Hope	12	0.874
The Second Dimension: Optimism	12	0.867
The Third Dimension: Self-Efficacy	12	0.897
The Fourth Dimension: Flexibility	12	0.901
Total marks	48	0.923

It is evident from the previous table that the Cronbach alpha coefficients were high, and ranged between (0.767 - 0.901), and the Cronbach alpha coefficient for the total degree of psychological capital resolution was (0.923), and this indicates the stability of the questionnaire and the stability of its results.

B. **Split Half Coefficient:** This method is based on dividing the questionnaire and its fields into items of individual ranks, items of even ranks, calculating the correlation coefficient between them, and then using the Spearman Brown equation to correct

the coefficient (Spearman- Brown Coefficient) according to the equation $\frac{2R}{R + 1}$, The results are as in the following table:

Table 6: The correlation coefficient between the individual ranks and the even ranks paragraphs shows the dimensions of the psychological capital questionnaire and the total degree

Section	Paragraphs	The Correlation Coefficient Of Individual Paragraphs With The Total Score	The Correlation Coefficient Of Marital Paragraphs With The Total Degree	Correlation Coefficient Between Odd And Even Paragraphs	Corrected Correlation Coefficient
The First Dimension: Hope	12	0.644	0.653	0.734	0.847
The Second Dimension: Optimism	12	0.845	0.531	0.721	0.838
The Third Dimension: Self-Efficacy	12	0.830	0.502	0.626	0.770
The Fourth Dimension: Flexibility	12	0.505	0.509	0.491	0.659
Total Marks	12	0.759	0.577	0.743	0.853

The previous table shows that the correlation coefficients between individual ranks and even ranks paragraphs are statistically significant, and the correlation coefficient for the total score was (0.743), and after correction it was reported using Spearman Brown's equation (0.853). These high rates reassure researchers of the stability and validity of the results.

Correcting The Psychological Capital Questionnaire: The psychological capital questionnaire in its final form consisted of (48) items divided into four main dimensions, and the respondents were granted freedom of response on a hierarchy consisting of ten degrees, and therefore their approval ratings ranged between (1 - 10 degrees).

2. Questionnaire For Job Absorption

Designing a Questionnaire for Job Turnover: The researchers looked at a number of previous studies and research in order to understand the nature and factors of functional association, such as the study (Hamad and Dahlis, 2016); (Karanika, et. al, 2015); (Breevaart, et. al, 2015), and in light of this, the paragraphs of the occupational absorption variable and methods of measuring it were identified among administrative Employees, and researchers also conducted personal interviews with about (15) employees in administrative and supervisory positions to find out some of the positions and phrases that should be included in the questionnaire, and a formal and procedural definition was also developed. To facilitate the construction of the questionnaire, the questionnaire in its initial form consisted of (8) paragraphs, and after judging it, the questionnaire was applied to an exploratory sample of (40) employees from outside the study sample, and the following is an explanation of the procedures and steps of honesty and consistency:

Validity of the Job Overhead Questionnaire: The researchers verified the validity of the functional association questionnaire through the following methods and steps:

- Verification of The Arbitrators:** The researchers developed a procedural definition for each dimension of the questionnaire, and the questionnaire was presented to faculty members in Palestinian universities, and the paragraphs were modified and codified based on the opinions of the jury.
- Validity Of Internal Consistency:** The correlation coefficients between the paragraphs of the questionnaire and the total score of their paragraphs were calculated by analyzing the survey sample data, and the following is an explanation of the results:

Table 7: shows the results of the internal validity of the paragraphs of the questionnaire on job exposure

#	Items	Correlation Coefficient (R)	Probability Value (Sig.)
1.	While at work, I focus on my work without being distracted by other things.	**0.454	0.003
2.	I do my job and not feel the passage of time.	**0.660	0.000
3.	It's hard to separate myself from my job.	*0.339	0.033
4.	I feel so absorbed in my work.	*0.398	0.011
5.	I feel so happy when I work so intensely.	*0.374	0.017
6.	I stand up to work pressure.	**0.436	0.005
7.	Avoid making mistakes that you previously made.	**0.542	0.001
8.	I work actively regardless of the work stress around me.	**0.610	0.000

*R Tabularity at a degree of freedom (38) and at a level of significance (0.05) = 0.304

**R Tabularity at a degree of freedom (38) and at a level of significance (0.01) = 0.393

The previous table shows that all the values of probability (Sig.) Were less than the level of significance (0.05), and all the correlation values were higher than the correlation coefficient at degrees of freedom (38), where the correlation coefficient reached at degrees of freedom (38), and the level of significance (0.01) (0.393), and at a level of significance (0.05) (0.304), and this indicates that all correlation coefficients are statistically significant, and therefore the paragraphs of the functional correlation questionnaire are valid and effective.

Stability Questionnaire for Job Turnover: Stability means stability and the results will not change substantially if the questionnaire is re-applied several times under the same favorable conditions and conditions. To verify the stability of the scale, the researchers have relied on several methods, as follows:

A. **Stability Using Cronbach's Alpha Coefficient Method:** This method is based on computing the Cronbach alpha coefficient for all areas of the questionnaire and the total score of its paragraphs, and the following table shows the results:

Table 8: the Cronbach alpha coefficient for all paragraphs of the questionnaire of job exposure and the total score of their items

Section	Number of Items	Cronbach's Alpha Coefficient
Job Turnover	8	0.904

It is evident from the previous table that the Cronbach alpha coefficients were high, and ranged between (0.855 - 0.904), and the Cronbach alpha coefficient for the total degree of the functional correlation resolution reached (0.937), and this indicates the stability of the resolution and the stability of its results.

B. **Split Half Coefficient:** This method is based on dividing the questionnaire and its fields into items of individual ranks, items of even ranks, calculating the correlation coefficient between them, and then using the Spearman Brown equation to correct

$$\frac{2R}{R+1}$$

the coefficient (Spearman- Brown Coefficient) according to the equation $\frac{2R}{R+1}$ the results are as in the following table:

Table 9: shows the correlation coefficient between the individual ranks paragraphs and the even ranks paragraphs for the paragraphs of the questionnaire of job absorption and the total degree

Section	Paragraphs	The Correlation Coefficient Of Individual Paragraphs With The Total Score	The Correlation Coefficient Of Marital Paragraphs With The Total Degree	Correlation Coefficient Between Odd And Even Paragraphs	Corrected Correlation Coefficient
Job Turnover	8	0.661	0.790	0.681	0.810

The previous table shows that the correlation coefficients between individual ranks and even ranks paragraphs are statistically significant, and the correlation coefficient for the total score was (0.661). After correction, it was reported using Spearman Brown's equation to (0.790). These high rates reassure researchers of the stability and validity of the results.

Correcting the Questionnaire of Job Turnover: The Job Correlation Questionnaire in its final form consisted of (8) items, and the respondent was given freedom to respond on a gradient scale consisting of ten degrees, and therefore their approval scores ranged between (1- 10).

Data Analysis and Hypothesis Testing

The researchers dealt with a presentation of the characteristics of the study sample by describing it statistically, answering the study questions and testing the hypotheses. This is done by relying on the most appropriate statistical tests, where the alignment of the data curve has been verified in order to determine the best statistical tests.

The Statistical Description of the Study Sample

The following table shows the personal characteristics of the study sample according to the variables of gender, age, academic qualification, years of service and job description:

Table 10: Distribution of the study sample according to personal characteristics

Section	Variables	Number of Items	Percentage
Gender	Male	223	75.90
	Female	71	24.10
Age	30 years or less	35	11.90
	31 - 40 years old	110	37.40
	41-50 years old	98	33.30
	More than 50 years old	51	17.30
Qualification	Diploma	58	19.70
	Bachelor	106	36.10
	Postgraduate	130	44.20
Years Of Service	5 Years Or Less	50	17.00
	6 - 10 Years	66	22.40

Job Description	11 - 15 Years Old	62	21.10
	Over 15 Years Old	116	39.50
	Administrative	231	78.60
	Academic With A Management Position	63	21.40
Total		294	100.0

It is evident from the previous table that most of the study sample is male (75.90%), while the percentage of females is (24.10%), and this reflects the university's need for male employees more than females, because males are more able to withstand pressure and deal with students, in addition to accepting The males have more administrative specialization than the females. It is also clear from the table that the ages of the study sample differed, and most of them were from the age group (31-40 years) with a percentage (37.40%), which is a group that represents most members of the Palestinian community, while most of the sample members came from the study holders Higher education by (44.20%), because most universities rely on experienced, skilled, competent and scientific qualifications to recruit administrative cadres, and there is also a remarkable tendency for administrators to complete their education, in addition to their desire to obtain an academic position. The table also shows that most of them have High experience and that most of the sample members are administrators at a rate of (78.60%), and some of them work as an academic in a managerial position (21.40%).

Results of the First Question and Discussed

Q1-: What is the level of psychological capital in Palestinian universities in employees?

To answer the first question, the researchers used appropriate descriptive tests such as arithmetic means, standard deviations, relative weights and ranks for the domains and paragraphs of the psychological capital questionnaire, and the following is an explanation of the results:

Table 11: the arithmetic mean, standard deviation, relative weight and rank of the psychological capital domains and the total score of its paragraphs

Domains Of Psychological Capital	SMA	Standard Deviation	Relative Weight	Rank
First Dimension: Hope	7.975	1.095	79.75	3
Second Dimension: Optimism	8.205	1.153	82.05	1
Third Dimension: Self-Efficacy	8.075	1.119	80.75	2
Fourth Dimension: Flexibility	7.837	1.160	78.37	4
Total Marks	8.023	1.048	80.23	

It is evident from the table that the level of Psychological Capital was high in Palestinian universities, where the relative weight of the total degree reached (80.23%), and the field of optimism came first with a relative weight (82.05%), then the field of self-efficacy with a relative weight (80.75%) Then the field of hope with relative weight (79.75%), and finally the field of flexibility came with relative weight (78.37%). Researchers attribute these results to several factors, the most important of which is the degree of awareness of the administrative employees in Palestinian universities of the importance of hope, optimism, competence and flexibility to achieve personal goals and achieve university goals. Likewise, the employee's sense of his duty and responsibilities stemming from his national and moral duties makes him have hope, optimism, competence and flexibility, as well as the Palestinian universities, despite the difficult circumstances that they are going through, still pay great attention to their human cadres as they are an essential element in achieving goals, their most important resources and the most important inputs to administrative and academic work.

These results are consistent with the results of the study (Abu Saif, 2018), and the researchers believe that the reason for the agreement is that the study was conducted on academic institutions such as the current study, and therefore there is agreement in the study category, and it also agrees with the results of the study (Khamis, 2018). (Abdel Wahab, 2013). Perhaps the reason for the agreement is due to most of these studies using the dimensions of hope, optimism, flexibility and efficiency for psychological capital, such as the current study, in addition to the increasing importance of psychological aspects and the interest of most institutions in providing and developing them among Employees.

Results of the Second Question:

Q2-: What is the level of job engagement among the administrative employees in the Palestinian universities in employees?

In order to answer the second question, the researchers used appropriate descriptive tests such as arithmetic averages, standard deviations, relative weights and ranks for the paragraphs of the questionnaire of job absorption, and the following is an explanation of the results:

Table 12: The arithmetic mean, standard deviation, relative weight and rank of the paragraphs of work engagement and the total score of its paragraphs

#	Area Of Absorption Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
1.	While at work, I focus on my work without being distracted by other things.	8.228	1.537	82.28	4
2.	I do my job and not feel the passage of time.	8.225	1.635	82.25	5

3.	It's hard to separate myself from my job.	7.670	1.907	76.70	8
4.	I feel so absorbed in my work.	7.863	1.826	78.63	7
5.	I feel so happy when I work so intensely.	8.194	1.687	81.94	6
6.	I stand up to work pressure.	8.483	1.479	84.83	2
7.	Avoid making mistakes that you previously made.	8.636	1.462	86.36	1
8.	I work actively regardless of the work stress around me.	8.429	1.55	84.29	3
The Overall Degree Of Functional Mastery		8.216	1.333	82.16	

It is evident from the table that all the paragraphs have high relative weights, and it is also clear that Paragraph No. (7) obtained the first rank and states (to avoid making mistakes that I have made), with a relative weight (86.36%), and this is due to the fact that the administrative staff of Palestinian universities They have the abilities and qualifications that make them able to overcome obstacles and challenges, benefit from their previous experiences and avoid mistakes that were previously made, because this is one of the qualities and characteristics of a successful administrator, as well as paragraph No. (3) came last and states (It is difficult to separate myself from my job), With a relative weight (76.70%), which is also a high percentage, and it was found that there is a good level of job absorption among Employees, and that they have the ability to withstand pressures and continue to work regardless of the circumstances and frustrating factors. These results are consistent with the results of the study (Hamad and Dahlis, 2016). This agreement is due to the nature of the absorption itself, as it is one of the variables that has received the attention of most institutions, especially the academic ones, and these results are in agreement with the results of (Sugianingrat, et. Al., 2019; Sivapragasam & Raya, 2018), and perhaps this is due to the researchers' agreement with these studies in the procedural definition of absorption and building the study's questionnaire in light of it.

Results of the Third Question:

Q3-: Is there a statistically significant relationship between the psychological capital and the workout among administrative employees in the Palestinian universities in employees?

In order to answer the third question, the researchers used the Pearson correlation coefficients and verified the validity of the first main hypothesis and the sub-hypotheses emerging from it, as follows:

H0₁: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between psychological capital and job engagement among administrative employees in Palestinian universities in employees.

Table 13: Matrix of correlation coefficients between psychological capital and job correlation

Psychological Capital Variable	The Overall Degree Of Functional Mastery
Hope	**0.673
Optimism	**0.767
Self-Efficacy	**0.773
Flexibility	**0.791
The Total Degree Of Psychological Capital	**0.812

It is clear from the table that all the correlation coefficients were statistically strong, and this indicates the necessity of accepting the first main hypothesis, which states:

H0₁: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between psychological capital and job engagement among administrative employees in Palestinian universities in employees.

The sub-hypotheses emanating from it must also be accepted, meaning that the following can be concluded:

- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between hope and job absorption among administrative employees in Palestinian universities in employees.
- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between job turnovers among the administrative employees in Palestinian universities in employees.
- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between self-efficacy and job turnover among administrative employees in Palestinian universities in employees.
- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between flexibility and tenacity among administrative employees in Palestinian universities in employees.

The researchers explain these results in light of the fact that the availability of psychological capital in Palestinian universities gives the employee the freedom to express his opinion, participate in decision-making, and participate in administrative processes, and psychological capital includes hope, optimism, self-efficacy and flexibility, which is one of the requirements for improving the employee's enthusiasm and charging his energies towards his duties. Consequently, he becomes more absorbed in his job, and becomes more diligent and intent to exert the necessary effort to achieve the goals, especially since the psychological field has become extremely important in achieving employee welfare, achieving his personal goals and the goals of his organization, and these results are in agreement with the results of the study of each of (Sivapragasam & Raya, 2018), Which indicated that the employee's well-being influences his job readiness.

Results of the Fourth Question:

Q4-: Are there statistically significant differences between the respondents' responses about psychological capital among administrative employees in Palestinian universities in employees due to variables: gender, age, academic qualification, years of service, and work status?

To answer the fourth question, the researchers tested the second main hypothesis and the hypotheses emerging from it, using the Independent Samples T test according to the gender variables, the job description, and the One Way ANOVAs test for differences between three groups or more. Depending on the variables of age, academic qualification and years of service:

H0₂: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about the role of psychological capital in developing employee fatigue among administrative employees in the Palestinian universities in employees due to variables: gender, age, educational qualification, years of service, Job description.

The Second Main Hypothesis Stems From The Following Sub-Hypotheses:

H0_{2.1}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about psychological capital among administrative employees in Palestinian universities in employees due to the gender variable.

Table 14: T-test for the differences between the respondents' responses according to the gender variable

Section	Gender	Number of Items	SMA	Standard Deviation	T value	Probability Value
Psychological Capital	Male	223	8.012	1.103	0.306	0.760
	Female	71	8.056	0.860		

*Tabular t at degrees of freedom (292) and a level of significance (0.05) equal to (1.98)

It is evident from the table that the probability values were greater than the significance level (0.05), and the calculated t values were less than the tabular value of T, and this indicates that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about psychological capital. Among the administrative Employees in the Palestinian universities in Gaza Strip are attributable to the variable gender. The researchers explain these results in light of the fact that most academic institutions do not differentiate between male and female, and that all Employees have the same level of supervision and the nature and characteristics of the tasks assigned to them, and therefore the responses of the sample on the psychological capital variable were close and there were no differences attributed to the gender variable, and these results are consistent. With the results of the study (Po Derham, 2018) and (Al-Karawi, 2016).

H0_{2.2}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents regarding the psychological capital of the administrative employees in the Palestinian universities in employees due to the variable of age.

Table 15: The one-size-fits-all analysis test for the differences between respondents' responses according to the age variable

Section	The Source Of The Contrast	Total Averages	Degrees Of Freedom	Average Of Squares	F value	Probability Value
Psychological Capital	Between groups	9.208	3	3.069	2.847	0.038
	Within groups	312.626	290	1.078		
	Total	321.834	293			

* F Tabularity at degrees of freedom (290 - 3) and a level of significance (0.05) equal to (2.605)

It is evident from the table that the probability value on psychological capital was less than the level of significance (0.05), and this indicates that there are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about psychological capital due to the variable of age, and these results differ With the results of the study (Po Derham, 2018), which indicated that there are no differences in psychological capital due to the variable of age, and perhaps the reason for the difference is due to the different application environment, as the study of (Po Derham, 2018) was applied to health institutions, while the current study is concerned with academic institutions.

To clarify the nature and direction of the differences, the researchers used the Scheffe test for the dimensional comparisons, but did not discover the differences, so I resorted to the (L.S.D) test.

Table 16: (L.S.D) test for dimensional comparisons in psychological capital according to the age variable

Section	The Age	30 years or less	31 - 40 years old	41-50 years old	More than 50 years old
SMA		7.898	8.122	7.82	8.286
Psychological Capital	30 years or less	--			
	31 - 40 years old	//0.224	--		
	41-50 years old	//0.078	*0.303	--	
	More than 50 years old	//0.388	//0.164	*0.466	--

It is clear from the table that the differences came in favor of the group (over 50 years old), (31-40 years old), and at the expense of the category (41-50 years old).

H0_{2.3}: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between respondents' responses about psychological capital among administrative employees in Palestinian universities in employees, due to the educational qualification variable.

Table 17: The one-way analysis of variance test for the differences between the respondents' responses according to the scientific qualification variable

Section	The Source Of The Contrast	Total Averages	Degrees Of Freedom	Average Of Squares	F value	Probability Value
Psychological Capital	Between groups	9.138	2	40569	4.252	0.015
	Within groups	312.696	291	1.075		
	Total	321.834	293			

*F Tabularity at degrees of freedom (291 - 2) and a level of significance (0.05) equal to (2.996)

It is evident from the table that the probability value on psychological capital was less than the significance level (0.05), and this indicates that there are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about psychological capital among the administrative employees in the Palestinian universities in employees. Attributed to the scientific qualification variable. To find out the nature of these differences, the researchers used the (L.S.D) test, and the following table shows the differences:

Table 18: (L.S.D) test for dimensional comparisons in psychological capital according to the scientific qualification variable

Section	Qualification	Diploma	Bachelor	Postgraduate
Psychological Capital	SMA	7.668	8.124	8.10
	Diploma	--		
	Bachelor	*0.4563	--	
	Postgraduate	*0.4305	//0.026	--

It is clear from the table that the differences came in favor of undergraduate and postgraduate studies and at the expense of the diploma; Because those with bachelors and postgraduate studies have sufficient awareness about the concepts and factors of achieving psychological capital, and ways to exploit the available potentials in performing the tasks, and therefore the size and nature of the problems they face within the work is less, and they have acceptance of challenges and the ability to overcome them, and thus their sense of psychological capital increases .

H0_{2.4}: There are statistically significant differences at a significant level ($\alpha \leq 0.05$) between respondents' responses about psychological capital among administrative employees in the Palestinian universities in employees due to the variable of years of service.

Table 19: The one-way analysis of variance test for the differences between respondents' responses according to the variable of years of service

Section	The Source Of The Contrast	Total Averages	Degrees Of Freedom	Average Of Squares	F value	Probability Value
Psychological Capital	Between groups	2.343	3	0.781	0.709	0.547
	Within groups	319.492	290	1.102		
	Total	321.834	293			

* F Tabularity at degrees of freedom (290 - 3) and a level of significance (0.05) equal to (2.605)

It is evident from the table that the probability values on psychological capital were greater than the level of significance (0.05), and this indicates that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the respondents' responses about psychological capital among administrative Employees in Palestinian universities In Gaza Strip, they are attributed to the variable of years of service, and these results are consistent with the results of the study (Po Derham, 2018). The researchers explain these results in the light that the study sample and despite the different years of service, they work in academic institutions and have their own characteristics, and it is one of the leading institutions in Gaza Strip. The major Palestinian universities have buildings and laboratories that provide the necessary capabilities for their Employees. Consequently, no differences in psychological capital appeared due to years of service.

H0_{2.5}: There are statistically significant differences at a significant level ($\alpha \leq 0.05$) between the respondents' responses about psychological capital among administrative employees in the Palestinian universities in employees due to the variable of work status.

Table 20: T-test for the differences between the respondents' responses according to the job description variable

Section	Job Description	Number of Items	SMA	Standard Deviation	T value	Probability Value
Psychological Capital	Administrative	231	7.948	1.102	2.360	0.019
	Academic With A	63	8.297	0.769		

Management Position						
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* Tabular t at degrees of freedom (292) and a level of significance (0.05) equal to (1.98)

It is evident from the table that the probability values came less than the significance level (0.05), and the calculated t values were greater than the tabular value of t, and this indicates that there are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the responses of the respondents about the psychological capital of The administrative employees in the Palestinian universities in employees are attributed to the variable of the job status, and the differences came in favor of the academic in an administrative position, and perhaps this reflects that the academic has the advantages and characteristics of work more obvious than the administrative positions, and work in the academic field and administrative positions imparts sufficient knowledge to the employees and enhances their social status This reinforces their sense of psychological capital.

Conclusions

The following Results and recommendations were reached:

- The results of the study showed that the level of psychological capital in Palestinian universities was high, with relative weight reaching (80.23%), and the field of optimism came first with relative weight (82.05%), then the field of self-efficacy with relative weight (80.75%), then the field of hope with relative weight. (79.75%), and finally the elasticity field came with relative weight (78.37%).
- The results of the data analysis showed that the level of employee engagement among administrative employees in Palestinian universities in employees was high, reaching (82.16%),
- The results of the hypothesis test showed that there is a statistically significant direct relationship between psychological capital and job absorption among administrative employees in Palestinian universities in employees, and it also showed that there is a statistically significant positive relationship between the fields of psychological capital (hope, optimism, self-efficacy, and flexibility) and job absorption in Administrative employees in Palestinian universities in employees.
- The results showed that there were no statistically significant differences between the respondents' responses to psychological capital among administrative employees in Palestinian universities in employees due to the variable of gender and years of service.
- It was found that there are statistically significant differences between the respondents' responses to psychological capital due to the age variable in favor of the group (over 50 years and 31-40 years old) among the administrative employees in Palestinian universities in employees due to the age variable.
- There are statistically significant differences between respondents' responses about psychological capital due to the scientific qualification variable in favor of undergraduate and postgraduate studies among administrative employees in Palestinian universities in employees due to the scientific qualification variable.
- There are statistically significant differences between respondents' responses to psychological capital among administrative employees in Palestinian universities in employees due to the variable of work status, and the differences came in favor of the academic in an administrative position.

Hypothesis Test Results.

Through the following, the researchers presented the study hypotheses, the method of testing it, and the results related to each hypothesis:

- The existence of a statistically significant direct relationship between the domains of the psychological head and the total degree of its paragraphs, the paragraphs of functional absorption and the total degree of its paragraphs.
- There were no differences between the respondents' responses about psychological capital due to the variable of gender and years of service, while differences appeared due to the age variable in favor of the group (over 50 years and 31-40 years), differences in favor of bachelors and postgraduate studies at the expense of the diploma, and differences attributed to the variable of work status. For the benefit of an academic with an administrative position.

Recommendations

Although most of the ratios were high, and the results were positive, the researchers identified some of the lowest proportions with relative weight, and some recommendations were formulated in light of them, and the recommendations came as follows:

- Giving administrative employees in Palestinian universities skills in managing daily work situations and problems.
- Encouraging the employee on the principle of trial and error and ways to achieve feedback from failure situations
- Showing adequate attention to the feelings of employees, meeting their desires and needs, and providing support to overcome their problems
- Help employees overcome future challenges
- Spreading the spirit of optimism and hope among administrative employees.
- Building work teams within Palestinian universities with diverse capabilities and skills to accomplish difficult tasks.

- Designing training programs that meet the needs of employees and raise their capabilities and skills.
- Merging new employees with those with expertise in order to be able to benefit from their expertise.
- Making changes in line with the requirements of reality and using the latest devices and technologies that help the employee to perform his duties.
- Providing a work environment that supports creativity and developing creative ideas for employees.
- Granting incentives and rewards to employees who appear overworked.
- Formulating work policies that motivate employees and encourage them to make efforts.

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