

Psychological Capital and Its Relationship to the Sense of Vitality among Administrative Employees in Universities

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Abstract: The study 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.

Keywords: Psychological Capital, Sense of Vitality, Administrative Employees, Palestinian Universities, Gaza Strip, Palestine.

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 scientists 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. 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, P: 117) .The results of the study (Erkus & Findikli, 2013) indicates that psychological capital directly affects employee performance.

Luthans, et al., (2008, p. 220) also indicated 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 (El shobaky et al., 2020) pointed out that improving psychological capital requires conscious leadership capable of understanding employees behavior, and working to improve working conditions.

Research Terminology

- **Psychological Capital:** a state of psychological development for Employees, whereby management gives them confidence in undertaking tasks, investing their efforts in achieving success, perseverance towards achieving employees' personal goals, aligning them with the achievement of the organization's goals, directing business paths towards achieving goals, and maintaining Employees' efforts and development of their capabilities in facing obstacles and difficulties (Luthans, Youssef, & Avolio, 2007: 3). (Shobaky et al., 2020) define Psychological Capital as the positive evaluation of administrative Employees

in Palestinian universities of the surrounding conditions, the probability of success based on perseverance, and motivating effort. It has four components: hope, optimism, efficiency, and flexibility.

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. 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 sense 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 a greater interest in its human cadres, through concern for psychological capital, and concern for the relevance of employees to their jobs, and the researchers did not reach many studies linking the variables of psychological capital and sense of vitality, and this is another motivation to conduct this study.

Research Questions

The problem of the study was to answer the following questions:

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

Q2-: What is the level of vitality among the administrative employees in Palestinian universities in Gaza Strip?

Q3-: Is there a statistically significant relationship between psychological capital and a sense of vitality among the administrative employees in Palestinian universities in Gaza Strip?

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 a sense of vitality among administrative employees in Palestinian universities in Gaza Strip.

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

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

H0_{1.2}: There is a statistically significant relationship at a significance level ($\alpha \leq 0.05$) between optimism and a sense of vitality among the administrative workers in Palestinian universities in Gaza Strip.

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

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

Research Objectives

The study seeks to uncover the role of psychological capital in developing a sense of vitality among administrative workers 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 sense of vitality among the administrative workers in the Palestinian universities in Gaza Strip.
3. Exposing the nature of the relationship between the psychological capital and Feeling Energetic among the administrative workers in the Palestinian universities in Gaza Strip.

Research Importance

The study derives its importance from its topic, 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, namely: psychological capital, and sense of vitality.
2. The study provides a theoretical explanation of the dimensions of psychological capital, which would enhance the well-being of administrative workers, according to their expectations.
3. The study examines the relationship of psychological capital and a sense of vitality, and this would enhance some concepts related to the congruence of the goals of the administrative workers with the goals of the Islamic University, and enhance the dedication and dedication of workers towards their work and responsibilities, and may contribute to understanding the behavior and behavior of workers 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 extract some methods and methods that help in developing a sense of vitality among administrative workers.
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 use of his capabilities, aptitudes and skills.
3. Palestinian university student's benefit from the results of the current study, as raising the sense of vitality of the administrative workers 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 workers 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 a sense of vitality.

Research Limits and Scope

The scope of the study shall be as follows:

1. **The Objective Limit:** The study dealt with the role of Psychological Capital in developing a sense of vitality among administrative employees in Palestinian universities.
2. **Time Limit:** The study was conducted during the academic year (2020).
3. **Spatial Limit:** the study was limited to Palestinian universities in the governorates of Gaza.
4. **Institutional Limit:** The study was applied to four Palestinian universities in Gaza Strip: the Islamic University, Al-Azhar University, University of Palestine, and Al-Quds Open University, considering that all of them are private universities.
5. **Human Limit:** all the administrative employees in the four Palestinian universities under study.

Literature Review

- 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.
- A 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.
- 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.
- A 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 sex, 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 (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 (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.

Theoretical Framework

First - Psychological Capital

Administrative sciences have overlapped with all other sciences. Administrative sciences have benefited from studies and research conducted in the field of positive psychology. Because it searches for variables that enhance the mental health of the individual, and help him to face challenges and accept risks in order to achieve goals, and meet needs. The psychological capital consists of four components related to positive psychology.

The Concept of Psychological Capital

Psychological capital is the individual's positive evaluation of circumstances and probability of success based on perseverance and motivating effort and has four components: hope, optimism, competence, and resilience (Luthans, Youssef, & Avolio, 2007, p. 55). It is also a group of positive psychological feelings that afflict. The employee makes him feel hopeful in achieving his goals, optimism about the future, raising the stamina and returning to a normal state in the event of exposure to challenges and crises, and the conviction in the ability to overcome those problems (Gohel, 2012, p. 36).

The researchers believe that psychological capital is multi-dimensional variable, and is affected by multiple factors, and that most studies and researchers agree that psychological capital forms emotional and emotional aspects, and includes cognitive abilities and skills, responsibilities and procedural skills related to the performance of tasks, as well as most definitions have shown that psychological capital It has four components: hope, optimism, self-efficacy, and resilience.

Ways to Enhance Psychological Capital

Universities can provide the organizational climate, adopting a culture, regulations and work policies that raise the level of psychological capital; Because the mood of workers has become of great importance in raising the level of efficiency, effectiveness and productivity, and many researchers and specialists have mentioned some methods that would enhance psychological capital as follows (Luthans, Avey, Avolio, & Peterson, 2010, p. 53):

1. Promote the spirit of cooperation and participation among the organization's personnel; And that by spreading the culture of dialogue and tolerance.
2. Provide as much security as possible within the work, and provide opportunities for promotion and career growth in accordance with clear-cut standards.
3. Influencing the personality of workers, and building a culture based on accepting change, especially since there are aspects of change that depend on psychological factors and variables such as attitudes, trends and tendencies.
4. Help workers develop their knowledge and skills, give them a measure of experience, and work to simulate the experiences of successful organizations in using modern technologies.

5. Developing the capabilities of workers to face the daily challenges and problems of work, spreading their enthusiasm, encouraging them to accept risks, reducing levels of tension towards crises, and enhancing ways to head towards the future.
6. Determine the most important types and sources of work stress, and the causes of job stress, and work to reduce and limit them.
7. Adopting training systems and programs to achieve professional growth commensurate with work conditions.
8. Giving workers tasks commensurate with their abilities, aptitudes and preferences; And that by studying the personal characteristics of the employees, and working to meet their personal needs.
9. Giving workers the freedom to express opinions and participate in the administrative process, in a way that ensures enhancing their sense of importance, and improving their administrative and organizational positions.

The researchers conclude from the foregoing that psychological capital consists of variables that can be achieved without high costs, as the administration can search for work policies and procedures commensurate with the characteristics, capabilities and preparations of workers, and provide them with a work environment commensurate with the nature of their tasks and responsibilities, and grant them Trust and enhance their spirit of cooperation and participation, and thus they are mechanisms and strategies that can be applied continuously, and for management to be close to employees, and to provide them with instructions and programs that enhance their ability to adapt to work conditions and the changing organizational environment.

Dimensions of Psychological Capital

After the emergence and spread of scientific research on psychological capital, there has become agreement about four dimensions of psychological capital, which are: hope, optimism, self-efficacy, and flexibility. The researchers present 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 Joudeh and Abu Jarad (2011, p.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 health. Where he defined (Bandura, 1997, p. 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, p. 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 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 (Al-Khatib, 2010, p. 166) .

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, p. 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, p. 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 - Feeling Energetic

Vitality can be described as high levels of energy, mental flexibility during work, and reward in the face of difficulties, while the concept of dedication refers to the individual being strongly contained in his work, his sense of its value and importance, the feeling of enthusiasm, inspiration, and challenge when practicing his work.

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.
2. **Al-Azhar University:** Al-Azhar University in 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 Buzing International University HR and strengthening its capabilities to access Palestinian, Arab, Islamic and international sources of financing.

- 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).
- 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.

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 in 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 / 2018 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.

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 workers.	**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 to 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).

Sense of Vitality Survey

The Validity of The Feeling Vivid Questionnaire: The researchers verified the validity of the Feeling Vital questionnaire through the following methods and steps:

- The Validity 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 honesty of the paragraphs of the feeling of vitality questionnaire

#	Items	Correlation Coefficient (R)	Probability Value (Sig.)
1.	When I wake up in the morning, I feel happy going to work.	**0.491	0.001
2.	I always persevere even when things don't go well.	**0.571	0.000
3.	I keep working for long hours without getting bored.	*0.402	0.010
4.	I am intellectually flexible when performing my duties (I think with an open mind).	*0.375	0.017
5.	I feel energetic on the job.	**0.407	0.009
6.	Feel the pleasure of working when the daily tasks are done.	**0.492	0.001
7.	I am energetic to provide assistance to co-workers.	*0.324	0.041
8.	I would like to work in a serious team.	*0.345	0.029

*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 the correlation coefficients are statistically significant and therefore the paragraphs of Feeling Energetic are valid and significant.

Stability Resolution for Feeling Energetic

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

Table 8: Cronbach's alpha coefficient for all dimensions of the feeling of vitality questionnaire and the total score of its paragraphs

Section	Number of Items	Cronbach's Alpha Coefficient
Feeling Energetic	8	0.855

It is evident from the previous table that the Cronbach alpha coefficients were high, 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 the coefficient (Spearman- Brown Coefficient) according to the equation $\frac{2R}{R+1}$. The results are as in the following table:

Table 9: The correlation coefficient between individual ranks and even ranks paragraphs shows the dimensions of the sense of vitality questionnaire and the overall 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
Feeling Energetic	8	0.692	0.765	0.706	0.827

The previous table shows that the correlation coefficients between the individual ranks paragraphs and the even ranks paragraphs are statistically significant, and the correlation coefficient for the total score reached (0.827), which is a high rate that reassures researchers of the stability and validity of results.

Correcting Feeling Energetic Questionnaire: Feeling Energetic 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 presented 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 sex, 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
	11 - 15 Years Old	62	21.10
	Over 15 Years Old	116	39.50
Job Description	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 Its Discussion

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

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 (Abu Saif, 2018) was conducted on academic institutions such as the current study, and therefore there is agreement in the study category, and it is also consistent with the results of the study (Khamis, 2018); And (Abdel Wahab, 2013); Perhaps the reason for the agreement is due to the use of most of these studies the dimensions of hope, optimism, flexibility and efficiency for Psychological Capital, such as the current study, in addition to the increase in the importance of psychological aspects and the interest of most institutions in providing and developing them among employees, and the researchers explain in the following an analysis of the data of Psychological Capital:

Table 12: the arithmetic mean, standard deviation, relative weight and rank of the paragraphs of the first field "hope" and the total score of its paragraphs

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
1.	I think of several ways to get rid of the daily work troubles.	7.765	1.750	77.65	10
2.	I am hopeful to achieve my goals.	8.252	1.530	82.52	5
3.	I use various means of communication to obtain useful information in facing challenges.	8.109	1.673	81.09	6
4.	I use my work time to perform the tasks required of me.	8.442	1.546	84.42	3
5.	I consider failure an experience to achieve success in the future.	7.983	1.722	79.83	7
6.	I see failure as failing to make the necessary effort.	7.191	2.186	71.91	11
7.	I seek to develop myself to face any renewal in the mechanisms of work.	8.317	1.399	83.17	4
8.	I believe every problem has a solution.	8.701	1.412	87.01	1
9.	Use my past experiences to achieve success in the future.	8.473	1.374	84.73	2
10	I consider myself capable of facing the challenges of the future, no matter what.	7.918	1.539	79.18	8
11	I see that there is an interest in the feelings of university workers.	6.952	3.084	69.52	12

12	I predetermine ways to achieve goals.	7.603	1.594	76.03	9
Hope		7.975	1.095	79.75	

It is clear from the table that most of the paragraphs received high relative weights, as Paragraph No. (8) Received the first rank and states (I believe that every problem has a solution), with a relative weight (87.01%). This indicates the motivation available to employees in Palestinian universities to find Solutions to problems, and this is due to the nature of universities 'work, as they are institutions that provide knowledge, information and expertise to students and all segments of society and are primarily responsible for scientific research processes, the basis of which is finding solutions to community problems, while Paragraph No. (11) got the last rank and states (I see that There is interest in the feelings of university employees), with a relative weight (69.52%), and perhaps this paragraph came last due to the conditions experienced by academic institutions in Gaza Strip, the low rates of salaries and disbursement rates, in addition to the weakness of the incentive and reward systems due to the financial crises facing academic institutions Of different types and sizes.

Table 13: the arithmetic mean, standard deviation, relative weight and rank of the paragraphs of the second field "optimism" and the total score of its paragraphs

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
1.	I start the daily work with energy and happiness.	8.357	1.505	83.57	5
2.	I am optimistic about my future goals.	7.935	1.633	79.35	9
3.	I see that I am able to overcome future challenges.	7.816	1.617	78.16	12
4.	My dedication to my work, whatever the size of the tasks.	8.289	1.551	82.89	6
5.	I know very well the level of my abilities and skills.	8.636	1.181	86.36	1
6.	I am bold enough to endure the consequences of the work I do.	8.473	1.313	84.73	3
7.	I consider myself persistent in accomplishing my assigned tasks.	8.367	1.397	83.67	4
8.	I have a high degree of determination to succeed.	8.483	1.541	84.83	2
9.	I use all sources to obtain information about my business.	8.10	1.506	81.00	8
10	I would like to work in a group to overcome some challenges.	7.912	1.656	79.12	10
11	My work gives me a positive view of the future.	7.898	1.601	78.98	11
12	I can count on myself in the face of hardships.	8.191	1.493	81.91	7
Optimism		8.205	1.153	82.05	

It is evident from the previous table that all the relative weights were high for the paragraphs of the field of optimism, and it appears that Paragraph No. (17) obtained the first rank and states (I know well the level of my abilities and skills), with a relative weight (86.36%), and this is due to the nature of academic work, and that Every employee has his duties and responsibilities, and he must be aware of his capabilities and skills and the extent to which they fulfill his responsibilities, so that he can perform his duties and be able to give and exercise the tasks, as it is evident that Paragraph No. (15) Gets the last rank and states: (I believe that I am able to overcome future challenges), with a relative weight (78.16%). Perhaps this paragraph ranked last for employee ignorance of the future, and the mounting challenges facing work in the administrative and academic field in universities in light of the exceptional circumstances experienced by the institutions of the Palestinian society, as the unknown future limits the effectiveness of the individual to predict challenges This reflects negatively on his optimism and his ability to face those challenges or feel frustrated as a result.

These results are consistent with the results of the study (Abu Saif, 2018), (Khamis, 2018) and study of (Abdel Wahab, 2013), and the researchers believe that the reason for the agreement may be attributed to several factors, the most important of which is the interest of most business organizations of all kinds in developing and providing the necessary standards to raise the level of optimism, in addition to the fact that all these studies were conducted on groups similar to the current study category, and most of the previous studies Similar questionnaires to the current study were used to measure optimism.

Table 14: the arithmetic mean, standard deviation, relative weight and rank of the third field paragraphs "Self-Efficiency" and the total score for its paragraphs

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
1.	I plan well before starting my daily work.	8.014	1.585	80.14	9
2.	I realize that I can complete all the tasks assigned to me.	8.439	1.376	84.39	3
3.	Best New Business Performer.	8.092	1.419	80.92	7
4.	I see that I am able to solve any problem that I encounter in my work.	8.170	1.342	81.70	5
5.	I am preparing to redouble my efforts to create unique work.	8.215	1.468	82.15	4
6.	I see good planning as a reason to be successful.	8.714	1.342	87.14	1
7.	I choose activities carefully when I undertake a new task.	8.130	1.442	81.30	6

8.	I have creative capabilities that match my work nature.	8.068	1.446	80.68	8
9.	I take responsibility for the business that I do.	8.609	1.375	86.09	2
10.	I enroll in all training programs that help me improve my effort.	7.510	1.731	75.10	11
11.	The university helps me develop my abilities and skills.	6.956	2.166	69.56	12
12.	I benefit from the experiences of others to improve my capabilities at work.	7.986	1.522	79.86	10
Self-Efficacy		8.075	1.119	80.75	

It is evident from the table that most of the paragraphs have high relative weights, and this indicates that the study sample has self-efficacy, as paragraph no. (30) Got the first rank and states (I believe that good planning is the reason for achieving success), with relative weight (87.14%) Planning is one of the most important pillars of an individual's success in achieving his goals and objectives of his organization, and belief in the importance of planning is part of achieving success. Paragraph No. (35) came in last place, which states (The university helps me develop my abilities and skills), with a relative weight (69.56%), and this This is due to several factors, the most important of which is that Palestinian universities prefer to choose a qualified and competent employee, and thus help him, in a small part, in developing his skills and capabilities.

These results are consistent with the results of the study (Abu Saif, 2018). (Khamis, 2018); (Abdel Wahab, 2013); The reason for the agreement is due to the convergence of the current study category with the categories of these studies, and the importance of self-efficacy in bearing work pressures, so most organizations are making great efforts to develop employees' self-efficacy, so that they can prioritize their work and carry out it according to standards and with high efficiency, as Self-efficacy expresses the capabilities and preparations of employees, and it is one of the aspects that most business organizations are interested in attracting and employing employees, and it also sets plans and policies in order to develop self-efficacy, so the relative weights of competency items are high and consistent with some previous studies.

Table 15: the arithmetic mean, standard deviation, relative weight and rank of the paragraphs of the fourth field "flexibility" and the total score of its paragraphs

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
1.	Arrange the positions according to their priority.	8.425	1.280	84.25	1
2.	I control my emotions when facing risks.	7.864	1.483	78.64	6
3.	I change my goals to be more in line with the requirements of reality.	7.691	1.653	76.91	10
4.	Move away from routine performance at work.	7.534	1.645	75.34	11
5.	I create flexible business plans that are applicable and change.	7.759	1.452	77.59	9
6.	I rely on effective communication and communication systems.	7.840	1.558	78.40	8
7.	I have the ability to convince others of my ideas.	8.088	1.337	80.88	2
8.	I change my thinking pattern to keep pace with internal and external changes.	7.840	1.525	78.40	7
9.	I clearly identify the sources of strength and weakness.	7.891	1.432	78.91	5
10.	I seek to remedy the weaknesses and shortcomings of my business.	8.048	1.518	80.48	3
11.	I am looking for new mechanisms to apply modern technologies at work.	7.939	1.588	79.39	4
12.	The university has a work environment that supports creativity.	7.119	2.096	71.19	12
Flexibility		7.837	1.160	78.37	

It is clear from the table that all the paragraphs came with high relative weights, as Paragraph No. (37) Ranked first and states (Arranging the positions according to their priority), with a relative weight (84.25%). Perhaps arranging the positions according to priority is one of the most important factors for success in overcoming obstacles and challenges. And achieving goals, as it is one of the skills of managing daily work and its procedures. Paragraph No. (48) came last and states (The university has a work environment that supports creativity), with a relative weight (71.19%). Perhaps the creativity environment needs great potentials, especially since there is Innovative ideas that can be developed through devices, equipment and equipment, and Palestinian universities provide an environment that supports creativity, but not at a high level, and these results are consistent with the results of the study (Khamis, 2018), (Abdel Wahab, 2013). The reason for the agreement is due to the convergence of the study groups, and the convergence of the tools used in these studies with the current study.

The Results of the Second Question, Which States:

Q2-: What is the level of vitality among the administrative employees in Palestinian universities in Gaza Strip?

In order to answer the second question, the researchers used appropriate descriptive tests such as arithmetic averages, standard deviations, relative weights and ranks for Feeling Energetic passages. The following is an explanation of the results:

It is evident from the table that the level of sense of vitality is of relative weight (80.88%), and therefore the administrative employees in Palestinian universities have a strong sense of vitality, and this is due to several factors, including the social position of the employee in academic institutions, in addition to the nature of work in academic institutions, which gives the individual knowledge and information that helps him to Managing the affairs of his profession and the affairs of his daily life, in addition to the innovation in academic work, which often does not follow routine work procedures due to the rapid development from one semester to another, and from one university year to another. The following is an explanation and analysis of vital paragraphs:

Table 16: the arithmetic mean, standard deviation, relative weight and rank of "feeling alive" and the total score of its paragraphs

#	Paragraphs	SMA	Standard Deviation	Relative Weight	Rank
1.	When I wake up in the morning, I feel happy going to work.	7.708	2.066	77.08	7
2.	I always persevere even when things don't go well.	7.864	1.751	78.64	6
3.	I keep working for long hours without getting bored.	7.652	1.842	76.52	8
4.	I am intellectually flexible when performing my duties (I think with an open mind).	8.140	1.826	81.40	5
5.	I feel energetic on the job.	8.180	1.656	81.80	4
6.	Feel the pleasure of working when the daily tasks are done.	8.361	1.735	83.61	2
7.	I am energetic to provide assistance to co-workers.	8.269	1.687	82.69	3
8.	I would like to work in a serious team.	8.548	1.597	85.48	1
Vitality		8.088	1.470	80.88	

It is evident from the table that Paragraph No. (8) attained the first rank and its text (I would like to work within a serious work team), with relative weight (85.48%), because seriousness in work saves effort and time, especially within a group and a work team, while the lowest paragraphs No. 3 came), And states (I continue my work for long hours without getting bored), with a relative weight (76.52%), and despite getting the last rank, it came with a high relative weight, because working in academic institutions requires great effort, and the use of time in order to complete tasks, and vitality The employee is to perform some tasks in time outside the official working hours and be late in his office.

The Results of the Third Question, Which States:

Q3-: Is there a statistically significant relationship between psychological capital and a sense of vitality among the administrative employees in Palestinian universities in Gaza Strip?

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 a sense of vitality among administrative employees in Palestinian universities in Gaza Strip.

Table 17: Matrix of correlation coefficients between psychological capital and a sense of vitality

Psychological Capital Variable	Vitality
First Dimension: Hope	**0.682
Second Dimension: Optimism	**0.748
Third Dimension: Self-Efficacy	**0.793
Fourth Dimension: Flexibility	**0.794
Total Marks	**0.815

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 a sense of vitality among administrative employees in Palestinian universities in Gaza Strip.

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

- There is a statistically significant relationship at a significance level ($\alpha \leq 0.05$) between hope and a sense of vitality among the administrative workers in Palestinian universities in Gaza Strip.
- There is a statistically significant relationship at a significance level ($\alpha \leq 0.05$) between optimism and a sense of vitality among the administrative workers in Palestinian universities in Gaza Strip.
- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between self-efficacy and a sense of vitality among the administrative workers in Palestinian universities in Gaza Strip.
- There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between flexibility and a sense of vitality among the administrative workers in Palestinian universities in Gaza Strip.

The researchers explain these results in light of the fact that the availability of psychological capital (Psychological Capital) in Palestinian universities gives the employee the freedom to express his opinion, participate in decision-making, and participate in

administrative processes, and the psychological capital (Psychological Capital) includes hope, optimism, self-efficacy and flexibility. Requirements for motivating the employee and charging his energies towards his tasks, and thus his sense of vitality increases, and he becomes more absorbed and intent to exert the necessary effort to achieve the goals, especially since the psychological field has become extremely important in achieving the employee's well-being, and achieving his personal goals and the goals of his organization.

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 (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 has a relative weight (79.75%), and finally the field of flexibility comes with a relative weight (78.37%).
- The results of the data analysis showed that the level of sense of vitality among administrative employees in Palestinian universities in Gaza Strip was high, reaching (80.88%).
- The results of the hypothesis test showed that there is a statistically significant positive relationship between Psychological Capital and Feeling Energetic among administrative employees in Palestinian universities in Gaza Strip.

Hypothesis Test Results

The researchers present through the following table the study hypotheses, the method of testing them, and the results related to each hypothesis:

- The existence of a statistically significant direct relationship between the domains of the psychological head, the total degree of its paragraphs, the areas of vividness and the total degree of its paragraphs.
- The existence of a statistically significant effect of Psychological Capital on the sense of vitality of the administrative employees in the Palestinian universities in Gaza Strip, and it was found that the field of flexibility is the most influential area on Feeling Energetic, while the least influential was the area of hope. Psychological Capital on feeling energetic.
- 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 category (over 50 years and 31-40 years), differences in favor of bachelors and postgraduate studies at the expense of the diploma, and differences There are no differences between the responses of the respondents about developing a sense of vitality among the administrative employees in the Palestinian universities in Gaza Strip due to the variable of gender, age, academic qualification, and years of service, only differences appeared attributable to the variable of the work status in favor of the academic in 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.
- 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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