"PSYCHOLOGICAL EMPOWERMENT AND ITS ROLE IN ENHANCING PERSONALITY TRAITS"

An exploratory and analytical study of the opinions of a sample of employees working in the College of Administration and Economics / University of Kufa

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ABSTRACT

The current research aims to uncover the role of psychological empowerment practices in enhancing personality traits in an organization. The research was based on the main hypothesis. There is a significant effect of Psychological Empowerment in enhancing the Personality Traits of employees in the research sample organization) ? That was formulated in light of its problem. The research sample consisted of(73) staff working in the College of Administration and Economics / University of Kufa, .The resuits of the research also reached a set of theoretical and applied from conclusions, the most important of which are which is that the dimensions of psychological empowerment at the level of practices occupied advanced degrees in light of the answers of the sample members, as the (dimension of Impact) and its ability to enhance personality traits its ranked first among the rest of the level of the organization the research sample.

Keywords / psychological empowerment, personality traits, College of Administration and Economics / University of Kufa

INTRODUCTION

Organizations, coinciding with the emergence of the fifth wave of the revolution, face numerous and successive circumstances and variables, especially in their pursuit of achieving their goals efficiently and effectively. Increasing the aspirations and expectations of employees, so organizations fall under a number of challenges that test the ability of their administrative apparatus to adapt to these conditions, which are summarized in the means and methods that they take to respond to such challenges, so we find attention focused on human resources and what they require in terms of creating an appropriate work environment that is considered The main factor on which the success of the organization depends and the extent of its development· The problem of the study was embodied after the phenomenon of employment by contracts or as a daily wage between organizations expanded, which reflected those effects on individuals working by contract in particular or on the relations between permanent workers in general due to their feeling of insecurity or weak real belonging to the organization and thus the concept of psychological empowerment emerges as one of the contemporary administrative methods in light of the environmental complexity in order to enhance the personal

characteristics of the employees and build their confidence in delegating powers and independence at work, which stimulates their sense of confidence to take responsibility and explode the latent energies that appear In the form of innovations and proposals that may increase the positive motivation towards importance Therefore, psychological empowerment is one of the contemporary concepts that elevates working individuals to high levels in terms of performance. Therefore, the essence of psychological empowerment revolves around giving the individual freedom to perform, as well as granting him broader participation in shouldering responsibility and greater awareness of the role he plays, as seen by some specialists. In

positive psychology, individuals cannot be empowered unless they empower themselves by themselves, while others believe that it is possible to enhance and develop a sense of psychological empowerment among individuals as one of the terms of positive psychology that contributes towards enhancing their personal Traits in empowering them at various levels.

First : THEORETICAL FRAMEWEWORK FOR RESEARCH VARIABLES

The concept Psychological Empowerment

The concept of psychological empowerment is one of the modern concepts in the literature of business administration, as it appeared in the nineties of the last century in the works of (Spreitzer,1996: 483-504) when he described it as the intrinsic motivation that is manifested in four perceptions that reflect the individual's orientation and role in the performance of work, and he identified them according to the following (meaning, competence, self-determination, and influence), the meaning is intended to be the degree of proportionality between work requirements and the person's beliefs and behaviors (Brief & Nord, 1990), while competence expresses the self-capability of work, i.e. the ability of the individual to perform work requirements skillfully (Gist, 1987) as for self-determination, it means a sense of choice in organizing work procedures, in a more precise sense, being independent in starting and continuing the desired behavior at work, i.e. the ability to make decisions that determine the style of

work and the effort required to accomplish it (Bell & Staw, 1989). As for the effect, it was described as The degree to which a person can influence work results at the strategic, administrative, or operational level (Ashforth, 1989), and thus it can be said that employees who have self-empowerment tend to find meaning in what they do, and feel that they can They have control over their work, and they also have the necessary ability to perform their work in the sense that they are determined to perform the roles and functions entrusted to them and therefore they can also influence the results of the work, and from here it can be said that psychological empowerment helps employees to become more integrated in their work, because psychological empowerment consists of Feeling that work is important in terms of (meaning), believing in the ability to perform it (competence) and having the freedom to carry out tasks (self-determination), and believing that one's behavior can make a difference In light of the foregoing, psychological empowerment has acquired a concept that is almost different from the traditional concept of empowerment, which is a set of administrative practices that focus on delegation of powers and responsibilities such as decentralization and the like (Whitaker & Westerman, 2014:237) (Kim etal., 2017:1022-1040) Therefore, several definitions of psychological empowerment were received, including it as the motivational process through which employees enhance their self-efficacy, or as defined by (Menon, 2001: 153-180) as a

state of cognitive states that is characterized by sensation, perceived control, and competence framed by the goal, which has multi-dimensional faces, which It makes the individual psychologically empowered, as described by (Ganle & Segbefia, 2015:46) as a process that enables individuals and groups to make a change in their lives so that they can obtain power, influence and power that can enhance their ability to exercise choice and freedom, which contributes positively In their well-being, and because psychological empowerment constitutes a psychological characteristic of individuals, which in turn leads to increased personal strength, self-efficacy, and self-control (Perry, 2013: 12), while others described it as the ability to make decisions and implement E through available sources (Patterson, 2013:43), and it can also be said that psychological empowerment is the important psychological state that reflects

important and fundamental incentives (Ugwu et al, 2014: 377-400) as an internal motivation for the individual that urges him to accomplish his personal mission and includes the beliefs of individuals about the meaning of their work and their ability to perform their tasks successfully and their awareness of autonomy in influencing the results of work (Moura, et al, 2015:125-134). Therefore, it expresses a sense of personal fulfillment or fulfillment of needs, which leads to the fulfillment of desires and pushes towards ability and Commitment to action (Ambad & Bahron, 2012: 73-81).

In the light of the definitions mentioned, we find that they all have the same meaning in that psychological empowerment reflects the degree of qualification and readiness that the individual obtains in the work environment and gives him the ability to perform his work with psychological comfort and complete satisfaction.

The Importance of Psychological Empowerment

The importance of psychological empowerment is embodied in being one of the elements of success in a turbulent environment, especially in our contemporary world, which requires giving workers a degree of freedom of action, impact, and competence that their work has meaning. Psychologically empowered employees are more positive, effective, and active, and they have job satisfaction and high organizational commitment (Lan & Chong, 2015: 185) today, organizations are looking for creative ways to respond to the challenges they face in the business environment, especially because environmental complexity has become a sustainable situation, so organizations are supposed to be interested in empowering their employees and involving them at the individual and organizational levels (Moura et al, 2015: 125- 134), it has been shown that employees feel happy when they are psychologically empowered towards their work, which motivates them towards higher commitment and shows strong intentions towards achieving positive goals at the individual and organizational levels (Jose & Mampilly,

2014: 93-104), so the results of studies showed that Each dimension of psychological empowerment (meaning, autonomy, impact, and worthiness) significantly affects business outcomes, and psychological empowerment is positively associated with various job outcomes. Positive such as organizational citizenship behavior, organizational commitment, creative behavior and job satisfaction.

Dimensions of Psychological Empowerment

There are four dimensions of psychological empowerment identified by (Afram et al, 2022: 96-119),(Lan & chong, 2015: 184-196) (Tumlpseed & Vandewaa, 2020: 1-16) according to the following:

Meaning (ME):

(judging the individual's work as being of value) is when the individual realizes that his work has importance and meaning, so the employees who find that the work they do is meaningful, which motivates them to use their positions and abilities more, which motivates them To exert more of their energies in order to accomplish the work in the best way, which is reflected in the achievement of the goals of the organization (Forrester, 2000:67-80), certainly there is no point in delegating some powers to employees without their feeling that their work has meaning and thus may affect their performance negatively Employees may tend to go towards the achievement of their personal goals away from the goals of the organization.

Autonomy (AU):

In the sense of (the individual's realization that he is free to choose how to carry out work tasks). The employee is able to complete his work, which makes him have the ability to act freely with regard to the completion of the tasks assigned to him, in the sense that gives him the freedom to choose the behavior that contributes to the completion of the task entrusted to him, through initiatives in light of the behaviors that are represented in making decisions related to work strategies, methods of performance and the amount of effort The employee possesses the capabilities that qualify him to present new ideas due to his self-

motivation towards achievement (Wall et al, 2004: 1-49), and from the foregoing about independence, it can be said that the potential employee "takes the initiative to make his decisions that are based on his personal assessments, which Encourage him to present new ideas as a result of individual initiatives in solving problems (Spreitzer,2017: 483–504).

Impact (IM):

Influence means (belief in the individual's ability to influence organizational results), that is, the individual's feeling that he is able to influence the results of his work, especially with regard to drawing policies and when setting decisions through the individuals' feeling of the impact of their work on the work of the organization as a whole, which contributes to this In drawing the directions of the organization and participating in the achievement of its strategic goals (Idris, 2019: 1-203), as a result of the employees using their capabilities in order to obtain the desired results, as well as the focus on their role in change, and in making important decisions that affect the future of the organization" (Spreitzer et al, 2017). Since the highly empowered individual will move towards enhancing work results to form a positive supportive attitude, quite the opposite of the employee who realizes that he is weakly empowered, then he will feel weak and helpless towards his tasks.

Competence (CM):

Means (belief in the individual's ability to succeed in performing his work tasks) in the sense that he possesses the ability, skill, and knowledge to do his work, "and that is through the growth of confidence in him well," (Idris, 2019: 1-203) know competence is a set of elements and qualities related to technical and administrative competence, work discipline, good handling and behavior. It is also a set of skills and knowledge that lead to effective job performance. It also includes the personal characteristics of the individual such as mental honesty and underlying motives that enable him to use them in achieving successful performance. Job competence is a professional mixture of knowledge, skill, behavior, and capabilities that are directly related to performance (Al-Fadala, 2018: 6-9). Therefore, empowerment, through the competency dimension, aims

to enable employees to fulfill their roles that can be variable features, as a result of changes in the work environment, whether Whether internal or external, merit contributes to the employees' possession of the skills and abilities that make them more flexible in facing challenges as well as their participation in problem-solving, and their drive towards creativity and innovation. Especially when these participations are in the form of continuous training and development programs, which helps in developing the efficiency of employees on an ongoing basis that enables them to carry out their work efficiently, because those who lack self-worth cannot be motivated by the organization and will not be able to perform their work efficiently.

Personality Traits

Psychoanalytic theories dealt with the subject of personality, especially behavioral theory, trait theory, and humanistic theory (Schultz & Schultz, 2004:8) as well as other psychological theories, each following their perspectives. Good or bad personality or arrogant or aggressive and so on. However, philosophers and behavioral scientists who dealt with the concept of personality tried to find ways to understand what is known as personality. Personality refers to those important and relatively stable characteristics of a person's behavior that provide consistency and uniqueness to his behavior in practice (Kaur, 2016:55- 58), so we find that

personality includes all the features that express the behavior of people, whether internal or external, including thoughts, memories, dreams, or the subconscious, as well as the processes formed by the person's experiences, so the personality traits are described as a set of characteristics that are based on determining the personality of the individual Which can be interpreted in the form of five characteristics (openness, conscientiousness, extraversion, agreeableness, and neuroticism) (Lim, 2020), so the personality of an individual can be an influential force not only in his neighborhood. In his own life, but in the lives of other people with whom he comes into contact, whether at work or the external environment, personality is the science of describing and understanding people and it is one of the most dominant factors in human life, like everyone's

constant pursuit of a good personality. Therefore, (All port, 1935) defined it as a dynamic process of organization within the individual in the sense of those psychophysical systems that determine his unique identity in adapting to his environment. (Ryckman, 2004) defines it as dynamic because it consists of an organized set of characteristics that a person possesses that uniquely affect his behavior and his different attitudes.

Determines of Personality

Personality is partially determined by nature or biological inheritance, as the genes we inherit from our parents affect the formation of our personality. Although no specific genes responsible for the formation of personality have been identified, psychologists have studied identical twins in an attempt to discover the degree to which personality is inherited. Their life experiences are almost different, as it also appeared through the research that was conducted and found that approximately (50%) of personality is the result of genetic factors, i.e. from nature, while the other half reflects the influence of upbringing or life experiences (George & Jones, 2012: 39).

Dimensions of Personality Traits

Psychologists have identified thousands of personality traits and dimensions that distinguish one person from another. In recent years, researchers have identified five basic personality traits that are relevant to organizations. Studies of personality dimensions that are known as the Big Five factors (Personality Model) emphasized the classification of personality traits after the theory of traits proved its existence after verifying the five major factors through various studies and research in different periods of time. It was adopted in research on personality traits during the past forty years. Where it proved its suitability through the results of research conducted in different languages and in many countries and cultures (Caligiuri, 2000:67-88).

Therefore, subsequent studies were able to identify many overlaps and specific features for each person, which allowed a review of the most intensive and comprehensive features of personality traits, as the five traits are still widely

used today as a basis for the study of personality at the level of organizations, as many modern and traditional studies in psychology refer to Five basic dimensions of personality I have developed on the basis of this theory over the years with the emergence of the principle theory in the year (1949). The five broad personality traits described by the theory are: extraversion, agreeableness, openness, conscientiousness, and neuroticism. In the sense that these five traits can be effectively used by business organizations, and these five factors can explain and predict personal differences in a wide range of conditions, including mental health, job satisfaction, and job performance. And the five features that were adopted in the current study came according to the researchers' agreement that they are the most agreed features (Lim, 2020), but they are according to the following:

Openness (OP):

Means the degree to which a person is bold, social, and self-confident, i.e. openness to experience, which is all about thought and imagination, as an extroverted person is confident in his relationships, creative, and curious, while an introverted person is withdrawn and secretive. Openness is a characteristic that includes imagination and insight. In the sense of the tendency towards learning new things, which leads to having a wide range of interests and being more adventurous when it comes to decision-making (Lim, 2020) may also lead to creativity, so openness has a big role, and this leads to a greater comfort zone when it comes to It's about abstract and lateral thinking and it's about the person who is always ordering the most outlandish things on the menu, going to different places and having interests you would never have thought of, this is the person who is high in extroversion so anyone low on this trait tends to be seen through Conventional approaches to life and may struggle when it comes to solving problems outside of their cognitive comfort zone.

Conscientiousness (CO):

The degree to which a person has a living conscience, as he is responsible for his behavior, dependent on him, cautious, diligent, and has effectiveness and organization, where the person focuses on what can be accomplished and fulfills his obligations, meaning that the person is passionate, friendly, and optimistic, and the person is The unconscientious is negligent and tries to do too much and fails or does too little. Conscientiousness describes a person's ability to regulate

his impulse control for correct behavior by going towards the goal (Grohol, 2019).

Conscientiousness is a trait that includes high levels of thinking, good impulse control, and goal-oriented behavior. A conscientious person regularly plans in advance and analyzes their behavior to see how it affects others, so business teams and HR departments regularly include highly conscientious people working in their teams to help balance structural roles within the overall development of the team. A good example of a conscientious person is someone who always plans ahead and at the same time loves to be organized. While a low conscientious person tends to dislike structure and schedules, procrastinate on important tasks and fail to complete tasks as well.

Extroversion(EX):

Extroversion means the tendency and intensity with which a person seeks to interact with his environment, especially on the social level. Extroversion means levels of comfort and firmness for people in social situations (John & Srivastava, 1999). , active in the field of social interaction, and the search for excitement, and enjoys being the center of attention, and open-minded) in the sense that the person is positive and socially open. He is, of course, the opposite of another introvert. He prefers solitude and has less energy in social situations Being the center of attention or making small talk is very stressful for him.

Agreeableness(AG):

Agreeableness refers to how a person deals with relationships with others that consists of the pursuit of relationships Agreeableness focuses on people's orientation and interaction with others (Ackerman, 2017) Trust (tolerant), straightforwardness, altruism (enjoys helping)), commitment, humility, cordial, compassionate. Compatibility means (good coven): it is the degree to which a person is cooperative and reliable, while a person who is not compatible is a source of conflict and annoyance to others. Sometimes referred to as extraversion, it is expressed as social, strong, energetic, excitement-seeking,

positive feelings, and warmth (John & Srivastava, 1999:102-138), a trait that many encounter in their lives. He can be easily and

widely identified as "a person who tends to cooperate when dealing with others". That is, they are people who show a high compatibility of signs of trust, altruism, kindness, and affection. Highly agreeable people also tend to have high prosocial behaviors, which means that they are more inclined to help others.

Neuroticism (NE):

This trait is related to emotional stability in the sense that he is confident and reassuring, and on the contrary, he has a negative emotion that is described as neurotic, while the positive aspect of this trait suggests the general emotional stability of the individual through how he perceives the world, taking into account the extent of the possibility A person's interpretation of events as threatening or difficult, it also includes the individual's tendency to experience negative emotions (John & Srivastava, 1999:102-138), and neurotic aspects also include anxiety, i.e. hostility and irascibility, meaning that he experiences a lot of stress, Self-consciousness (shy), vulnerability, and dramatic shifts in mood. Emotional stability expresses the degree to which a person is relaxed and not anxious, as an emotionally stable person is calm and self-confident, while a person who loses emotional stability is anxious, tense, and jittery.

Second: METHODOLOGY OF RESEARCH

1. Problem of Research

Recently, the phenomenon of employment by contract or as a daily wage has expanded among organizations, which is reflected in its effects on contract employees in particular and permanent employees in general, due to their feeling of lack of security or lack of a sense of true belonging to the organization, especially with regard to obtaining rights like their colleagues. Employment on a temporary basis may expose them to At any moment, there is no need for their services, in addition to that they do not feel obtaining the same privileges enjoyed by their permanent colleagues, such as annual leaves, sick leaves, participation in training courses, opportunities to complete their postgraduate

studies, and other privileges. Therefore, this phenomenon may be reflected in the general staff when it is not There is equal opportunity, and temporary boredom has become a phenomenon that has negative repercussions on the life of a significant segment of employees, who constitute a significant percentage in state institutions, and this has become a source of feelings of inability to complete the work as required and to spread a state of confusion, stress and psychological exhaustion among the general staff. . This situation temporarily puts the employees and the general staff under the burden of a group of psychological pressures that may negatively affect

their performance as well as an increase in their anxiety and may weaken their future orientations and limit their giving, so the current study came to measure the ability of psychological empowerment in building the personal characteristics of employees College of Administration and Economics / University of Kufa The problem of the study was summarized by the following main question (Does psychological empowerment enhance the personal characteristics of employees in the organization, the study sample)?

2. Research Objectives

In light of its problem, the current study aims to achieve the following objectives:

a. Provide a conceptual framework for the study variables, which are psychological empowerment as the independent variable and personality traits as the dependent variable.

b. Detecting the level of awareness among working individuals of the dimensions of psychological empowerment and its role in enhancing the personal characteristics of employees in the study sample organization.

c. Testing the effect of psychological empowerment on the personal characteristics of employees and indicating which dimension of psychological empowerment has a high impact capacity in light of the answers of the sample members.

d. To come up with a set of recommendations for the purpose of enhancing the personal characteristics of the employees in the organization, the study sample.

3. The Importance of Research

The current research is very important because it touches on the quality of working life through the employment of factors that seek to enhance personal characteristics in the work environment. There is no doubt that man, since his existence on the face of the earth, has been working hard to provide a decent living for him. Therefore, work is considered the basis of life because it secures it. A better life, in addition to giving the employee a sense of his value and capabilities when he works in the community in a safe way, and it also gives him a sense of social harmony, which makes self-confidence high as a person as a social being. Various aspects of life, enhancing and glorifying abilities, and raising morale for him. Certainly, achievement at work and with the group is considered a means to satisfy psychological needs within a person, satisfy many of his desires, and ward off the specter of isolation and loneliness, especially in terms of self-realization. The spirit of organizational citizenship is high because they do not feel the anxiety of work or psychological pressure, especially when they feel that the assigned tasks Where is the completion of it completely consistent with their motives and achieve a sense of psychological satisfaction for them, so the issue of psychological empowerment is one of the important topics in enhancing the personal characteristics of workers.

4. Population and Sample Research

Higher education has been chosen as a field of research based on the vital role played by this sector terms of economic, social and cognitive development, and the necessity of giving this sector sufficient attention, whether by administrations or researchers, so that it can perform its prominent role to the fullest in light of the current circumstances that It was manifested by facing environmental challenges, as was chosen (College of Administration and Economics / University of Kufa) as one of the strategic scientific institutions and it has been able to provide government institutions with many staffs since its first inception. It was of a random type, as the researcher distributed (80) questionnaires, and (73) questionnaires that were valid for statistical analysis were retrieved.

5. Data and Information Collection Tools

The current Research in Order to Achieve its Basic Objectives Relied on the Following Tools:-

a. Theoretical side: In order to enrich the theoretical side, the contributions of writers and researchers have been adopted in the subject of the current study, which were collected from scientific sources, books, magazines, letters, dissertations, research, scientific studies and conferences related to the subject of the study and published in both Arabic and English, as well as making use of what is available on the information network. global (internet).

b. The practical side: The questionnaire represented the main tool for collecting data and information, as it was designed to serve the solution of the study problem, answer its questions and achieve its objectives. Simplicity and clarity were taken into account in its formulation in the field of defining the study variables, noting that the paragraphs of the questionnaire were designed based on ready-made and tested standards in some Research and studies close to the subject of the current study after its modification and adaptation in line with its requirements, as it was based on determining its variables according to a study presented by each of (Afram et al, 2022) (Lan & Chong, 2015) with regard to the independent variable psychological empowerment. And the study presented by each From (McAdams, 1990) McMartin, 1995) with regard to the dependent variable personality traits, the five-point Likert scale was also adopted.

6. Research Framework and Hypotheses

For the purpose of addressing the problem of the study in the light of its objectives and according to the theoretical review and the practical framework of the study, a hypothetical scheme was adopted that shows the effect of psychological empowerment as the independent variable and the extent of the organization's ability to harness that in order to enhance the personal characteristics of employees as the dependent variable in terms of its dimension shown in (Figure 1) below.

Main hypothesis: There is a significant Effect of Psychological Empowerment in enhancing the personal Traits of employees in the study sample organization) ? They are divided into sub- hypotheses as following: -
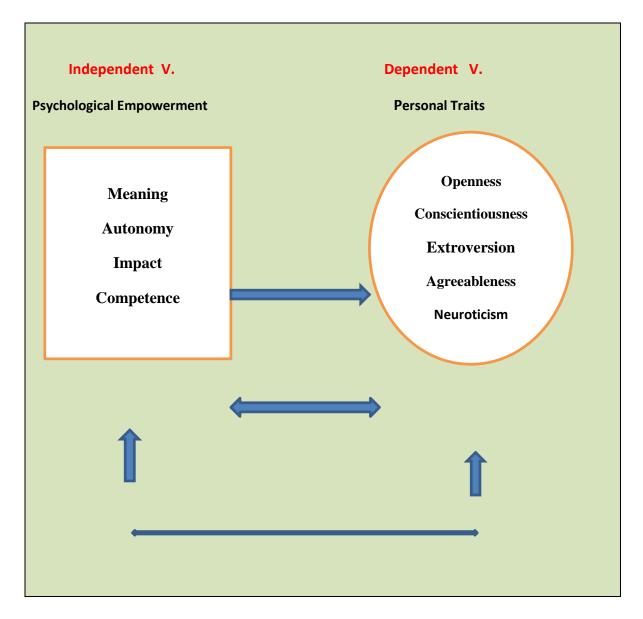
a. There is a significant effect of meaning in enhancing personal traits.

b.There is a significant effect of independence in enhancing personal traits.
c.There is a significant effect of the effect on enhancing personal traits.
d.There is a significant effect of aptitude in enhancing personality traits.

FIGURE1 THE CONCEPTUAL FRAMEWORK FOR PSYCHOLOGICAL EMPOWERMENT AND PERSONALITY TRAITS

Independent V.

Psychological Empowerment

Meaning

Autonomy

Impact

Competence

Dependent V.

Personal Traits

Openness

Conscientiousness

Extroversion

Agreeableness

Neuroticism

Source: Prepared by researchers based on previous study.

Third : PRACTICAL FRAMEWORK

DATA ANALYSIS AND FINDING

The descriptive analysis of the sample members' perceptions of the psychological empowerment variable:

Order	Relative Weight %	Standard Deviation	Mean	Number Paragraph	Sequence
1	44.6	1.27	2.23	ME1	3
2	37.8	0.95	1.89	ME2	4
3	74	0.68	3.70	ME3	2
4	74.2	0.87	3.71	ME4	1
Fourth	57.6	0.54	2.88	ME	MEANING
5	72.6	0.69	3.63	AU1	4
6	83	0.87	4.15	AU2	1
7	72.8	0.91	3.64	AU3	3
8	77.6	0.49	3.88	AU4	2
Third	76.5	0.49	3.82	AU	AUTONOMY
9	74.6	1.04	3.73	IM1	4
10	82.8	0.93	4.14	IM2	1
11	77	0.51	3.85	IM3	3
12	78.4	0.96	3.92	IM4	2

Table 1

MEAN, STANDARD DEVIATION,AND THE RELATIVE WEIGHT OF PHYCHOLOGICAL POWERMENT

First	78	0.96	3.90	IM	IMPACT
13	76.8	0.76	3.84	CO1	3
14	77.2	1.00	3.86	CO2	2
15	74.8	0.62	3.74	CO3	4
16	81	0.79	4.05	CO4	1
Second	77.4	0.48	3.87	CO	COMPETENCE
N=73	72.3	0.61	3.61		Psychological Empowerment

Source: Prepared by researchers based on computer outputs

The findings of the descriptive analysis of the psychological empowerment variable are shown in Table 1 above, where the variable obtained a percentage (72.3%) and an arithmetic mean of (3.61), which is greater than the fictitious mean of (3). Observe that the study used a pentagonal runway with a standard deviation of (0 .61), and that the following results were obtained for the sub-dimensions: -

Meaning (ME):

This dimension got the (fourth rank) with a level of importance in the researched organization of (57.6%), with an arithmetic mean of (2.88), and with a standard deviation of (0.54). Paragraph (ME4) recorded the highest contribution to the enrichment of this dimension. And its content (I feel that I am investing my time in carrying out an important work), as it came with an importance level of (74.2%), which indicates the extent to which participation in the decision

contributed to solving many problems that faced the college, while paragraph (ME2) recorded
the lowest level of importance among the rest of the paragraphs and its content (I have the powers to dispose of my work tasks), as it recorded an importance level of (37.8%), which indicates that workers need to acquire new skills commensurate with job data in the study sample organization.

Autonomy (AU):

This dimension got the (third rank) in terms of the level of importance in the researched organization, with a level of importance of (76.5%), an arithmetic mean of (3.82),and a standard deviation of (0.49), and paragraph (ME6) recorded the highest contribution In enriching this dimension and its content (I can express my opinion on matters related to the performance of my work), as it came with a level of importance (83%), while paragraph (ME5) recorded the lowest level of importance and its content (I have the freedom to choose the appropriate means to carry out the task assigned to me, I can influence Decisions in my department), as it recorded an importance level of (72.6%), which indicates the extent to which the study sample is aware of participation in decision-making.

Impact (IM):

This dimension obtained (first rank) in terms of the level of importance in the researched organization, with an importance level of (78%),an arithmetic mean of (3.90), and a standard deviation of (0.96). Paragraph (IM10) recorded the highest contribution to Enriching this dimension and its content (I have a great influence on what happens in my department) as it came with an importance level of 0% 82)), which indicates the extent to which the research sample agrees about their possession of the ability to influence matters related to the department to which they belong, while paragraph (IM9) was recorded The lowest level of importance at the level of this dimension and its content (I can influence the decisions in my department), as it recorded an importance level of (74%), which indicates that the administration still needs to enhance the confidence of the employees and take into account their personal goals at the level of the researched organization.

Competence (CO):

This dimension got the (second rank) in terms of the level of importance in the researched organization, with a level of importance of (77.4%),an arithmetic mean of (3.87),and a standard deviation of (0.84). Paragraph (CO16) was recorded as the highest. A contribution to enriching this dimension and its content (I have high confidence and determination to accomplish my work tasks efficiently) as it came with a level of importance amounted to (81%), which indicates that the respondents agree that they can express their opinions about the performance of their

work, especially with regard to positions related to important issues, while the paragraph was

recorded (CO15) is the least important level among the rest of the paragraphs and its content (mastering the skills necessary to carry out my work), as it recorded an importance level of (74.8%), which indicates that the research sample in the organization still aspires to choose the means that help them in accomplishing their work with competence.

Results of the Descriptive Analysis of the Personality Traits variable

Order	Relative Weight %	Standard Deviation	Mean	Number Paragraph	Sequence
		Table 2 MEAN, STANDARD DEVIATION, AND THE RELATIVE WEIGHT OF PERSONAL TRAITS			
1	79.4	0.33	3.97	OP1	1
2	44.8	1.27	2.24	OP2	2
3	38	0.95	1.90	OP3	3
Fourth	54	0.85	2.69	OP	OPENNESS
4	74	0.68	3.70	CN1	3
5	74.2	0.87	3.71	CN2	2
6	74.6	1.04	3.73	CN3	1
Third	74.2	0.86	3.71	CN	CONSCIENTIONSNESS
7	83	0.93	3.97	EX1	1
8	77	0.51	2.25	EX2	2
9	78.4	0.96	1.85	EX3	3
First	79.4	0.80	3.79	EX	EXTROVERSION
10	79.4	0.33	3.97	AG1	1
11	45	1.27	2.25	AG2	2

12	37	0.95	1.85	AG3	3
Fifth	53.8	0.85	2.69	AG	**AGREEABLENESS**
13	74	0.68	3.70	NE1	4
14	74.6	0.87	3.73	NE2	3
15	75	1.04	3.75	NE3	2
16	82.8	0.93	4.14	NE4	1
Second	76.6	0.88	3.83	NE	**NEUROTICISM**
N=73	67.5	0.84	3.37		**PERSONALITY TRAITS**

<u>Source</u>: Prepared by researchers based on computer outputs

According to Table (2) above, the results of the descriptive of the dependent variable Personal Traits Variable as a whole yielded a percentage (67.5%) with an arithmetic average of (3.37), which is higher than the hypothetical mean of (3) with a standard deviation of (0.84) less than (1.00), among the responses of the sample members. The results were as follows for the level of sub-dimensions: -

Openness (OP):
This dimension got (the fourth rank) with a level of importance in the researched organization of (54%) and with an arithmetic mean of (2.69) and a standard deviation of (0.85), paragraph (OP1) recorded the highest contribution to enriching this dimension and its content (I always
treat my colleagues in a friendly spirit), as it came with a level of importance amounted to (79.4%), which indicates that there is an agreement that the respondents answered about dealing in a friendly spirit with peers, while paragraph (OP3) recorded the lowest level of importance among the rest of the other paragraphs and its content (I always feel relaxed all the time) employees seem to suffer from work pressures, as it recorded an importance level of (38%), which indicates that workers need a comfortable organizational climate in the study sample organization.

This dimension obtained (the third rank) in terms of the level of importance in the researched organization, with a level of importance of (74.2%)and an arithmetic mean of (3.71) and a standard deviation of (0.86) Paragraph (CO6)

recorded the highest contribution In enriching this dimension and its content (I feel completely satisfied when I complete my work perfectly), as it came with a level of importance that reached (74.6%), while paragraph (CO4) was recorded with a lower level of importance and its content (I always take the initiative to provide my colleagues with information when they need it), since It recorded an importance level of (74%), which indicates the extent to which the study sample is aware of the content of this dimension.

Extraversion (EX):

This dimension got the (first rank) in terms of the level of importance in the researched organization, with a level of importance of (79.4%), an arithmetic mean of (3.97), and a   standard deviation of (0.80). Paragraph (EX7) recorded the highest contribution to Enriching this dimension and its content (I have a tender heart when I deal with my colleagues) as it came with an importance level of 83%), which indicates the extent of the agreement of the research sample about mercy in dealing with each other, while paragraph (EX8) was the lowest level of importance at the level of this dimension and its content (I enjoy a lot of talking with others during work), as it recorded an importance level of (77%), which indicates that some employees do not tend to talk during work at the level of the researched organization.

Agreeableness (AG):

 This dimension go the (fifth order) in terms of the level of importance in the researched organization, with a level of importance of (53.8%) and an arithmetic mean of (2.69) and a standard deviation (0.85). Paragraph (AG10) recorded the highest contribution to the enrichment of This dimension and its content (I often care about relations with co-workers) as it came at a level of importance amounted to (79.4%), which indicates that the respondents agreed on the existence of relations between employees, while paragraph (AG12) recorded the lowest level of importance among the rest of the paragraphs and its content (I have the ability to deal with different others), as it recorded an importance level of (37%), which indicates that the research sample in the organization is not completely in harmony with others who are different from their orientations.

Neuroticism (NE) :

This dimension got the (second order) in terms of the level of importance in the researched organization, according to a level of importance of (67.5%) and an

arithmetic mean of (3.37) and a standard deviation (0.84). Paragraph (NE16) recorded the highest contribution to

enriching this The dimension and its content (I always feel relaxed when performing my work) as it came with a level of importance amounted to (82.8%), which indicates that the respondents agreed to feel relaxed when completing the tasks assigned to them, while paragraph (NE13) recorded the lowest level of importance among the rest of the paragraphs

and its content (Sometimes I feel collapse if I am put under stressful conditions), as it recorded a level of importance of (74%), which indicates that the research sample in the organization needs an atmosphere of psychological comfort away from work pressures.

Correlation Test among Research Variables

This paragraph of the research deals with discussing and analyzing the responses of the sample members about the existence of a correlation relationship or not between the two research variables for each of the dimensions of the independent variable psychological empowerment and the dimensions of the dependent variable personality traits, as shown in Table (3), which indicates the existence of a positive correlation between meaning and openness. Its strength was (0.82) at a significant level (0.01), as it is also evident that there is a positive correlation also with statistical significance between autonomy and neuroticism, as its strength reached (0.66), and the strength of the relationship between affect and extraversion was (0.86), The relationship between the independent variables and the dependent variable, personality traits, was very strong, reaching (0.86), while the correlation between competence and conscientiousness as the strength of the correlation reached (0.74), which leads us to say that there is a positive correlation with statistical significance between the dimensions of psychological empowerment and personality traits.

		Table 3				
		CORRELATION AMONG THE RESEARCH VARIABLES				
Personal Traits Y	Openness	Conscientiousness	Extroversion	Agreeableness	Neuroticism	Variables
0.86**	0.82**	0.52**	0.28*	0.81**	0.39**	Meaning

0.49**	0.29*	0.54**	0.40**	0.29*	0.66**	Autonomy
0.66**	0.28*	0.53**	0.86**	0.27*	0.72**	Impact
0.49**	0.65**	0.74**	0.29*	0.35**	0.65**	Competence
0.86**	0.30**	0.78**	0.30**	0.30*	0.81**	Psychological Empowerment X

***Correlation is significant at the 0.05 Level (2- tailed)
**Correlation is significant at the 0.01 Level (2- tailed)
Source: Prepared by researchers based on computer outputs

Testing the Impact of Psychological Empowerment on Personality Traits

This section focuses on evaluating the impact of psychological empowerment on personality traits through its components (Meaning, Autonomy, Impact, and Competence). The coefficient of determination (R^2) was used to explain the percentage of change that the independent variable can causein the dependent variable , as was done because the calculated (F) value was greater than its tabular value and indicated that there is a significant effect of the independent variable on the dependent variable. using the regression coefficient (), which establishes the rate of change in the dependent variable when the independent variable changes by one unit. The results of table

(4) below demonstrated a significant effect relationship, as indicated by the calculated (F) value reaching (205.553), which is greater than is tabular value (3.97) at a significant level (0.05). Accordingly, the first sub-hypothesis, "There is a significant effect of meaning in enhancing personal traits," is accepted. As for the second sub-hypothesis, which states that autonomy has a

significant impact on enhancing personality traits, the results also revealed a significant effect relationship. The calculated value of (f) reached (25.419), which is higher than its tabular value , and accepts the second sub- hypothesis .The findings also revealed a substantial link between the sub-hypothesis and the effects.. The third one, which states (there is an effect of a significance effect of Influence in enhancing personality traits), as the calculated (F) value reached (53.334), thus accepting the third sub-hypothesis, and the results also showed a significant effect relationship with respect to the fourth sub- hypothesis ,which states (there is an effect of significance of Competence in enhancing personality traits, as the calculated (F) value reached(22.103) (which leads us to prove the validity of the main hypothesis of the study, which states (there is a significant effect psychological empowerment in enhancing personality traits).

Table4

THE LMPACT OF DLMENSIONS 0F PSYCHOLOICAL EMPOWEWRMENT ON PERSONALITY TRAITS

sig	F	B	R2	Independent V.X
0	205.55	0.694	0.743	**Meaning**
0	25.41	0.513	O.264	**Autonomy**
0	53.33	0.655	0.429	**Impact**
0	22.1`0	0.487	0.237	**Competence**
0	623.48	0.589	0.973	**Personality Traits Y**

<u>Source</u>: Prepared by researchers based on computer outputs

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

A. It was found through the current study that psychological empowerment with its dimensions (Meaning, Autonomy, Impact, and competence) at the level of

theory has a positive and significant relationship in enhancing the personal characteristics of employees.

B. The dimensions of psychological empowerment at the level of practices occupied advanced degrees in light of the answers of the sample members, as the (influence dimension) and its ability to enhance personal characteristics ranked first in the College of Administration and Economics / University of Kufa.

C. It was found that the merit dimension ranked second among the rest of the dimensions at the level of practices among employees in enhancing personal characteristics in the College of Administration and Economics / University of Kufa.

D. The rest of the dimensions of the psychological empowerment variable, namely (Meaning and Autonomy), occupied levels no less important than the rest of the dimensions among the answers of the sample members in the College of Administration and Economics / University of Kufa, so the relationships were positive and moral.

RECOMMENDATIONS

A. There are positive and moral indicators on the level of psychological empowerment in the College of Administration and Economics / University of Kufa, however, it needs support and promotion, especially at the dimensional level (Autonomy and Meaning) because of their role in enhancing the personal characteristics of employees.

B. Investing the positive results that have been reached in enhancing the work environment because of the spirit of harmony and consistency among the employees. Nevertheless, we recommend continuing to enhance the dimensions of psychological empowerment among the employees based on the requirements of the change environment and the prevailing organizational climate for the purpose of taking the initiative in enhancing the personal characteristics of the employees. At the level of the College of Administration and Economics / University of Kufa.

C. Despite the high positive indicators at the level of the field study in the College of Administration and Economics / University of Kufa, and in order to improve these practices in reaching the college at regional and global levels, we

encourage the college administration to continue to evaluate these practices periodically in order to support and motivate employees towards optimal giving.

D. Activate the mechanisms of communication with the employees through holding seminars and workshops to create a kind of constructive harmony and coexistence among them so that some phenomena that may disturb the personal characteristics of the employees do not take root in the future.

E. Activating the ideal or distinguished employee award that gives employees motivation towards achievement through a committee that is formed for this purpose in selecting the efficient employee through a bulletin displaying his achievement and the initiative to award him the award in a neutral and objective spirit far from bias.

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(Appendix)

بسم الله الرحمن الرحيم

التمكين النفسي ودوره في تعزيز السمات الشخصية

(دراسة تطبيقية على الأفراد العاملين في كلية الادارة والاقتصاد / جامعة الكوفة)

السيدة المحترمة ....   السيد المحترم ....

نهديكم خالص تحياتنا نرجو التفضل بالإجابة عن الاسئلة المدرجة ادناه بكل صدق وشفافية بما ينعكس على دقة النتائج وصدقها ، علما ان ما يرد من اجابات في هذه الاستبانة يكون لأغراض البحث العلمي حصرا لغرض معرفة التمكين النفسي عند العاملين في تحقيق طموحهم لذلك لا داعي لذكر الاسم او العنوان

مع خالص شكرنا وتقديرنا ،

أ.م.د فاضل عباس حسن   م.م وسن جواد كاظم   أ.م.د جاسم رحيم عذاري

5 اتفق تماما	4 اتفق	3 محايد	2 لااتفق	1 لااتفق تماما	الفقرات	ت
					المحور الاول التمكين النفسي	
					1. المعنى : (الحكم على عمل الفرد بأنه ذو قيمة)	
					تتوفر لدي الصلاحيات للتصرف في مهام عملي	1
					أبدي راي في الامور الخاصة في عملي	2
					أستطيع ان اقرر كيف انجز عملي	3
					اشعر بأنني استثمر وقتي بتنفيذ عمل مهم	4
					2. التأثير : (الايمان بقدرة الفرد على التاثير في النتائج التنظيمية)	
					أستطيع التأثير على القرارات في قسمي / كليتنا	5

					امتلك تأثير كبير حول ما يحدث في قسمي / كليتنا	6
						لدي قدر كبير من السيطرة على ما يحدث في قسمي/ كليتنا	7
☐	☐		☐	☐	لدي تأثير في التطورات التي تحدث في الوحدة التنظيمية / كليتنا .	8

3.الجدارة: (الايمان بقدرة الفرد على النجاح في اداء مهام العمل)

☐	☐		☐	☐	امتلك ثقة وتصميم عالي لا نجاز عملي بكفاءة.	9
☐	☐		☐	☐	لدي الخبرة الضرورية لأداء عملي بجدارة	10
					استطيع مواجهه التحديات اثناء قيامي بعملي	11
			☐		أنا واثق من قدراتي على أداء عملي	12

اتفق تماما	اتفق	محايد	لااتفق	لااتفق تماما	الفقرات	ت

4.الاستقلالية : (ادراك الفرد بانه حر في اختيار كيفية تنفيذ مهام العمل)

					استطيع ان اقرر كيف انجز عملي	13
					يجعلني عملي اشعر بالمسؤولية تجاه وظيفتي	14
					دائما ما اشعر بأنني امارس نشاطات ذات قيمة عالية	15
☐	☐		☐		أشعر بانني لدي الحيوية والايجابية تجاه عملي	16

المحور الثاني : السمات الشخصية

1.الانبساط : العاطفة الايجابية بمعنى ان يكون الفرد منفتح ايجابيا

					دائما أعمل بجد في سبيل تحقيق أهدافي	1
					استخدم أسلوب التحايل لتحقيق ما أريده إن لزم الأمر	2

| | | | أحرص على إنجاز أعمالي في وقتها المحدد | 3 |
| | | | أشعر في بعض الأحيان بالانهيار إذا وضعت تحت ظروف ضاغطة | 4 |

2. الضمير: يكون لدى الشخص ضمير حي بوصفه مسؤولا عن تصرفه ومعتمد عليه وحذر ومجتهد ولديه الفعالية والتنظيم .

				أشعر بأرتياح تام حين انجز عملي على اكمل وجه	5
				دائما ما اتعاطف مع مشاعر الاخرين	6
				لدي اهتمام كبير نحو حب النظام	7

3. التوافق: يقصد به كيفية تعامل الشخص بعلاقاته وانسجامه مع الآخرين

				لدي القدرة على التحدث مع الاخرين المختلفين	8
				استمتع كثيرا بالحديث مع الاخرين	9
				دائما ما اتعامل بروح ودية مع الاخرين	10
				اشعر بالارتياح والانسجام مع زملاء العمل	11

4.القبول : يقصد به درجة المقبولية من قبل زملاء العمل أي يكون فيها الشخص متعاونا وموثوقا به

				انا اهتم كثيرا بزملاء العمل	12
				دائما ما يصغي زملائي الى حديثي	13
				اشعر ان زملائي ياخذون بنصائحي	14
				هنالك تعاون ملموس من قبل زملاء العمل	15

5.العصابية : يقصد بها الاستقرار العاطفي بمعنى ان الفرد واثق ومطمئن

				لدي القدرة على معرفة ما يدور من حولي	16
				امتلك مشاعر ايجابية تجاه زملائي في العمل	17
				دائما ما اشعر بالأمان في وظيفتي	18