

Psychological security indicators and the most important determinants of job performance in the National Electricity and Gas Distribution Company in Laghouat

Dr. Soumia Djekidel

Laboratory of Mental Health, University of Laghouat (Algeria), E-mail: so.djekidel@lagh-univ.dz

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Abstract:

The current study aimed to reveal the level of psychological security and its most important indicators, and to identify the determinants of job performance in the Sonelgaz Foundation - Laghouat, by relying on the descriptive approach, and applying the questionnaire after arbitration to measure the indicators of psychological security in the study sample prepared by researchers(2022), And the job performance questionnaire authored by Nasser Mohammad Ibrahim Al-Sakran (2004) to collect data on the variables of the study and distribute it to a sample of 70 workers in the Electricity and Gas Distribution Company (Sonelgaz) in a crosswise way. After confirming the psychometric properties of the study tools and statistical processing of the data, the following results were reached:

- The workers of the Sonelgaz company in Laghouat enjoy a high level of psychological security.
- The important indicators of psychological security among the workers of Sonelgaz company - Laghouat is self-satisfaction.
- The important determinants of job performance among Sonelgaz company workers is Realizing the job role.
- Psychological security indicators contribute to achieving the required job performance at Sonelgaz Company -Laghouat.

Keywords: Psychological security - Functional performance -self-satisfaction- Realizing the job role - Sonelgaz Company.

Introduction:

Talking about the rapid social, cultural, and economic changes and transformations that the world is witnessing in our modern era leads us to explore many positive aspects, which are countered by numerous negative aspects that pose a real threat to the security and safety of individuals. Perhaps one of the most negative aspects of these transformations and changes is an old and new phenomenon at the same time, a human, social, and psychological phenomenon, which is the feeling of insecurity and psychological instability. Employees are among the most exposed groups to this phenomenon, especially those working in the service sector and dealing with customers, or those working in our social and economic institutions.

With the advent of the third millennium, the foundation for the success of business organizations' management began to shift towards "competitive advantage," which primarily depends on the organization's and its employees' ability to achieve excellence, innovation, creativity, and renewal. This necessitates that these organizations' management develop their concepts and administrative methods to create conditions for human minds to continually innovate and renew their capabilities by providing a suitable organizational climate and an interactive, safe environment that helps in connecting and transferring accumulated knowledge and experiences.

Currently, organizations strive to adapt to complex and intertwined global and local factors and variables, and they must face and coexist with the challenges accompanying these factors and variables. To achieve this, they must rely on human resources, as employees cannot constructively participate in achieving the organization's goals without feeling secure and supported by the organization.

The psychological and social factors and variables that organizationally affect individuals have increased and intertwined significantly, especially in the last two decades. The relationship between these factors and variables has become complex internally, although they all aim to develop and improve performance to achieve organizational, individual, and societal goals together. These factors allow for the fulfillment of employees' needs and motivations, including psychological security, organizational justice, leadership support, organizational support, participation in decision-making, social competence, employee empowerment, self-affirmation, and increasing the degree of autonomy in work, among other factors and variables.

Herein lies the secret of the success of many global companies in achieving harmony between their culture, objectives, and customer satisfaction. They are concerned with empowering employees, giving them vision and satisfaction, and instilling a culture that enables them to achieve alignment with the organization's goals through their security and well-being. This makes the employee feel in harmony and alignment between their role in dealing with customers and the connection point with them on one side, and their role in dealing with management and their positive feeling towards the institution on the other.

1-Study Problem:

The human element is considered one of the most important elements of the production process in the field of work and a fundamental reason for the development of the institution. Therefore, it is necessary to understand the professional conditions surrounding work and to provide safety and security measures for the worker on one hand and to address the worker's psychological aspects on the other. Despite this, attention has been given to workers' needs by improving work conditions and reducing physical effort with the advent of machines. Supervisors and management have realized that workers perform their tasks accurately and successfully, maintaining high performance levels and adhering to work rules and schedules, in search of psychological stability and job security.

Business organizations strive to maximize the utilization of the creative energies and capacities of their human resources. The distinction of organizations relies on the knowledge, skills, and innovations produced by the human element, achieved by spreading shared values supported by a culture of trust and empowering employees (Amal Othman Rashwan, 2019, pp. 38-42).

Fenniman (2010) in his study on the perceived emotional listening effects on psychological safety in the supervisor-subordinate relationship aimed to understand the relationship between subordinates' sense of psychological safety and their perceptions of it. He concluded that psychological safety is an individual's feeling of being able to take risks without fearing the consequences and results.

Meanwhile, the study by Hanan Hashash and Ahmed Boudchicha (2021) on psychological safety and its relationship to organizational loyalty—a field study at the Directorate of Algerian Communications—concluded that the psychological aspect of employees and their feeling of satisfaction and comfort enhances their emotional loyalty. The sense of belonging and compliance with legal regulations nurtures normative loyalty, and continuance loyalty is embodied through the desire to continue working in the institution.

Furthermore, the study by Bouamama Senqari and Abdel Rahman Beqadir (2022) titled "Analysis of the Level of Psychological Safety Among Patrol Workers - A Field Study at the Algerian Pipe Manufacturing Company Alfa Pipe in Ghardaia" found that psychological safety is linked to organizational aspects and social status, as well as personal traits and their moral and material needs, and is not related to educational level or age.

Interest in performance and the effectiveness and efficiency of institutions in fulfilling their functions and achieving their goals has been increasing, whether these institutions are educational, commercial, or craft-based. Thus, managing these institutions in a way that ensures they achieve their goals by raising performance levels is necessary for their continuity, growth, and development. The current global competition and focus on performance require institutions to focus on the human element to achieve their goals through effective resource utilization and the exploitation of available opportunities and capacities. All these factors necessitate raising human performance and institutional performance levels to provide services quickly and with high quality to meet the needs and expectations of employees (Al-Balawi, 2008).

Based on the above, we see that psychological safety has indicators and dimensions on which individuals' lives in the workplace depend, reflecting positively on their productivity and performance. This also affects the individuals working with them, influenced and influenced by these factors. Therefore, the study problem can be posed in the following questions:

- What is the level of psychological safety among Sonelgaz workers in Laghouat?
- What are the main indicators of psychological safety among Sonelgaz workers in Laghouat?
- What are the key determinants of job performance among Sonelgaz workers in Laghouat?

2. Objectives and Importance of the Study:

Based on the theoretical considerations mentioned in the introduction and the study's problem, the study's objectives can be identified as follows:

- To reveal the level of psychological security among Sonelgaz employees.
- To identify the main indicators of psychological security among Sonelgaz employees.
- To identify the key determinants of job performance among Sonelgaz employees.

The importance of the study lies in:

- Providing decision-makers at Sonelgaz with a clear understanding of the concept of psychological security and the determinants of job performance.
- Contributing new findings to the accumulated knowledge on the concepts of psychological security and job performance for researchers.
- Highlighting the importance of psychological security, which is considered a fundamental concept in mental health, and its impact on the lives of individuals and groups, ensuring the stability of individuals at work.
- Guiding public institutions on the importance of human resources and maintaining workers' safety by providing conditions that contribute to improving performance effectively and efficiently.
- Emphasizing the positive achievement of good performance by employees and its importance in creating a distinguished career path.

3. Definition of Terms and Concepts:

3.1. Psychological Security:

Adler defined it as a situation where an individual feels safe and free from threat and danger in life, allowing them to be in a strong position without challenges (Fatil & Keddy, 1985, p. 12). It is also referred to as "emotional security," "personal security," and "private security." Psychological security is a basic concept in mental health, linked to social security and mental health, with a fundamental relationship between religious orientation and feelings of security as a personality factor that determines mental health (Hamed Zahran, 2003, p. 85).

Adas (1996) views psychological security as the balance between the individual and themselves and between them and their surroundings. When these balanced relationships are present in an individual's behaviour, they tend to stability, becoming more capable of work and production, free from anxiety and disorder (Adas, 1996, p. 40).

Adler also believes that human security lies in the ability to achieve adaptation and happiness in the workplace. This is achieved through the ability to overcome feelings of inferiority, as any social or moral shortcoming results in a lack of security. Therefore, an individual's psychological security depends on their perception of feelings of inadequacy and their lifestyle driven by a reasonable level of ambition (Saad Ali, 1999, p. 27).

A. Fundamental Dimensions of Psychological Security:

Psychological security includes multiple dimensions such as psychological, educational, cultural, social, economic, and military. Security involves trust, calm, and psychological reassurance resulting from not fearing any danger or harm.

A person is secure when they have peace of mind regarding their physical and physiological needs, justice, freedom, equality, and dignity. Without this security, a person remains anxious, lost, and fearful, unable to settle down or feel at ease in life (Hamed Zahran, 2002, p. 84).

Psychological security for an individual affects the following primary dimensions:

- The feeling of acceptance, love, and warm relationships with others (evident in stability, marriage, and parenthood).
- The feeling of belonging to a group and having a place in it (achieving self-realization and work that provides a decent life).
- The feeling of safety and peace, with the absence of threats like danger, aggression, hunger, and fear.

Secondary dimensions of psychological security include (Saad Ali, 1999, p. 18):

- Perceiving the world and life as a pleasant and warm environment, feeling dignified, just, reassured, and comfortable.
- Being tolerant of others and free from prejudice.
- Being open, liberated, and centered around others as well as oneself, feeling social responsibility and practicing it.
- Being free from psychological disturbances, feeling normal, compatible, and mentally healthy.

B. Operational Definition of Psychological Security:

It is the employee's feeling of stability, reassurance, and lack of fear in life situations at Sonelgaz. This is demonstrated through key indicators such as competence, self-confidence, self-satisfaction, the ability to relieve psychological pressure, and a sense of social security. It is measured by the total scores the employee obtains from responding to the proposed study questionnaire statements.

3.2. Job Performance:

Job performance refers to the degree of achievement and completion of the tasks that make up an individual's job. It reflects how these tasks are accomplished or how the individual satisfies their job requirements. There

is often confusion and overlap between performance and effort; effort refers to the energy expended, while performance is measured based on the results achieved by the individual.

It is also described as the net effect of an individual's efforts, which start with abilities and understanding of the role or tasks. Therefore, it indicates the degree of achievement and completion of the tasks that make up the job (Mohammed, 2001, p. 209).

A. Determinants of Job Performance:

There are two types of determinants that affect job performance: internal determinants, which are related to the employee themselves and their control over them, and external determinants, which are related to the surrounding environment and beyond the employee's control. The details of these determinants are as follows (Al-Mahasneh, 2013, p. 113):

Internal Determinants:

- **Effort:** The energy resulting from the support and motivation an employee receives, which translates into physical, motor, and mental energy exerted to perform their task.
- **Capabilities:** These are the personal characteristics and skills necessary for performing the job, referred to as personal competencies, such as ability, endurance, and quick thinking.
- **Role Perception:** This refers to the direction an employee believes their efforts should be guided in their work. It means that performance is determined by their understanding of their role, which includes translating efforts and capabilities into work.

External Determinants:

- **Work Requirements:** These involve the duties, responsibilities, tools, and expectations from the employee, as well as the methods, techniques, and equipment used in performing their tasks.
- **Organizational Environment:** This refers to the prevailing organizational environment within the institution where the job is performed. It typically includes work environment, supervision, resource availability, administrative systems, organizational structure, communication system, authority, leadership style, incentive system, rewards, and punishments.
- **External Environment:** The external environment of the organization, such as external competition and economic challenges, affects employee performance.

The researcher believes that achieving a satisfactory level of performance requires the minimum proficiency in all performance determinants. This means that individuals with great capabilities but poor understanding of their role will not have acceptable performance nor will it be in the right direction, despite their significant effort in completing the work. At the same time, individuals who work hard, understand their work, and have the ability to complete it, but lack the necessary work requirements like tools, equipment, and resources, or lack a motivating organizational or external environment, are expected to have low performance. Therefore, the researcher believes that effective job performance is achieved through the availability of both internal and external performance determinants (Al-Mahasneh, 2013, p. 114).

Performance can also be viewed as the result of the interrelationship between the following:

- The effort exerted at work, which reflects the individual's enthusiasm for the job and their motivation to perform.
- The individual's capabilities and characteristics, which include individual abilities and previous experiences that the effort exerted depends on.
- The individual's perception of their job role, which manifests in their personal behaviour during performance according to their perceptions and impressions of how they practice it within the organization (Abu Swairah, 2010, p. 159).

B. Operational Definition of Job Performance:

It is the employee's execution of various activities and tasks that comprise their job at Sonelgaz to perform their duties, measured through three dimensions: duties, capabilities, and role perception. It is assessed by the total score the employee obtains after answering the questionnaire.

4. Research Methodology:

The methodology is the path through which accurate scientific descriptions are gathered about the phenomenon to reach the truth. This research employs the descriptive analytical method to study the phenomenon of the research topic.

According to Kashroud (1994), it involves clarifying the reality of events and things. This clarification or description does not stop at reporting the present facts as they are but also analyzes and interprets them to draw useful conclusions to correct, modernize, complete, or create new knowledge about this reality (Amar Al-Tayeb Kashroud, 2007, p. 228).

5. Study Boundaries:

Human and Spatial Boundaries:

The human and spatial boundaries of the study are represented by the employees of Sonelgaz in Laghouat, specifically in the Pine area, at the two branches "Central Town and Dhalia," where the data was collected.

Temporal Boundaries:

This study is temporally defined during the 2023 season, from the beginning of March until May 20, 2023.

6. Study Population and Sample:

The original population consists of 640 employees, while the study sample consists of 70 employees at Sonelgaz, chosen randomly (incidentally).

- Description of Sample Characteristics:

Table (1): Distribution of the Sample by Gender and Seniority

		Gender		Seniority	
	Frequency	Percentage %		Frequency	Percentage %
Male	44	%62.9	10 years or less	27	%38.6
Female	26	%37.1	11 years or more	43	61.4%

Based on the table, it is evident that the number of males represents 62.9% and the number of females represents 37.1%. Additionally, the distribution of the study sample according to seniority shows that the category of 10 years or less accounts for 38.6%, while the category of employees with seniority of 11 years or more accounts for 61.4%.

.7-Data Collection Tools:

The data collection tool is a questionnaire designed for the study, divided into dimensions as shown in the following table:

Table (2): Distribution of Dimensions and Statements of the Study Tools

Questionnaire	Dimensions	Number of Statements
Psychological Security	Competence and Self-Confidence	05 statements
	Self-Satisfaction	05 statements
	Freedom from Psychological Pressure	05 statements
	Social Security	05 statements
Job Performance	Performing Job Duties	06 statements
	Employee's Abilities and Personal Characteristics	06 statements
	Employee's Perception of Their Job Role	07 statements

Table (3): Answer Alternatives and Weights for the Study Questionnaire:

Part One (Psychological Security) Statements	Opposed	Neutral	Agreed
Part Two (Performance) Statements	Low	Medium	High
Weights of the Questionnaire	1	2	3

8. Psychometric Properties of the Study Tools:

To ensure the validity of the questionnaire items, we relied on two methods: expert validity and internal consistency.

Expert Validity:

To verify the content validity of the tool, it was presented to three professors from the Department of Work and Organizational Psychology at Amar Thelidji University. Their opinions and observations were sought regarding the tool's ability to measure the intended aspects. Based on the feedback from these expert reviewers, some statements in the psychological security questionnaire were rephrased.

Internal Consistency Validity:

The validity of the scale was calculated using internal consistency validity. This involved calculating the correlation between each item and the total score for the dimension, as well as between each dimension and the total score for the questionnaire.

Table (04): Results of Construct Validity for the Psychological Security Questionnaire

First Dimension		Second Dimension		Third Dimension		Fourth Dimension	
Statement No	Correlation	Statement No	Correlation	Statement No	Correlation	Statement No	Correlation
01	0,740**	06	0,692**	11	0,709**	16	0,499**
02	0,611**	07	0,797**	12	0,774**	17	0.307 Non-significant
03	0,712**	08	0,418*	13	0,648**	18	0,774**
04	0,575**	09	0,654**	14	0,852**	19	0,734**
05	0.090 Non-significant	10	0,707**	15	0,495**	20	0,820**

From the table, it is clear that the correlation values range between 0.09 and 0.82. Most of the tool's statements are significant at the 0.05 and 0.01 significance levels. Therefore, statement 05 from the first dimension and statement 17 from the fourth dimension are to be removed, leaving 18 statistically significant statements.

Table (05): Results of Construct Validity for Dimension Correlation with Total Score of the Psychological Security Questionnaire

First Dimension	Correlation	Second Dimension	Correlation	Third Dimension	Correlation	Fourth Dimension	Correlation
Competence and Self-Confidence	0,753**	Self-Satisfaction	0,805**	Stress Relief	0,579**	Social Security	0,714**

From the table above, it is evident that the correlation values range between 0.58 and 0.80. All tool statements are significant at the 0.01 significance level.

Table (06): Results of the Construct Validity for the Job Performance Questionnaire

First Dimension		Second Dimension		Third Dimension	
Item No	Correlation Coefficient	Item No	Correlation Coefficient	Item No	Correlation Coefficient
01	0,509**	07	0,613**	13	0,691**
02	0,833**	08	0,677**	14	0,757**
03	0,841**	09	0,769**	15	0,845**
04	0,790**	10	0,586**	16	0,882**
05	0,689**	11	0,853**	17	0,784**
06	0,730**	12	0,550**	18	0,739**
				19	0,633**

From the table above, it is evident that the correlation values for job performance range between 0.509 and 0.882. All the items are significant at the 0.01 significance level.

Calculation of Reliability Using Cronbach's Alpha for the Questionnaires:

Cronbach's alpha coefficient is one of the indicators of internal consistency for a questionnaire. The data were processed statistically, and the following table shows the results of the Cronbach's alpha test for the significant items of both questionnaires.

Table (07): Results of Cronbach's Alpha Reliability Coefficient

Questionnaire	Number of Items	Cronbach's Alpha Value
Psychological Security Scale	18	0,81
Job Performance Scale	19	0,95

From the results obtained in the table, we observe that the reliability coefficient for the items of the Psychological Security Scale is 0.81, and the reliability coefficient for the items of the Job Performance Scale is 0.95. This indicates that both questionnaires have a high degree of reliability and can thus be applied to the sample.

9. Statistical Methods:

The questionnaire was analyzed using the Statistical Package for the Social Sciences (SPSS) version 25. The following statistical tools were used:

- Pearson correlation coefficient.
- t-test for one sample and for two independent samples.
- Arithmetic mean.
- Hypothetical arithmetic mean.
- Standard deviation.
- Percentages and frequencies.
- Cronbach's alpha test.

10. Presentation, Analysis, and Discussion of Study Results:

1. Presentation and Discussion of the First Question Result:

First Question Text: What is the level of psychological security among the employees of Sonelgaz Company?

Table (08): Significance of the Difference Between the Hypothetical Mean and the Arithmetic Mean of Psychological Security Scores

Variable	Number of Individuals	Hypothetical Mean	Arithmetic Mean	Standard Deviation	Mean Difference	"t" Value	Degrees of Freedom (df)	Statistical Significance "P"	Level of Statistical Significance
Psychological Security	70	36	40,55	5,58	4,55	6,10	55	0,000	0.01 Significant

From the table, it is clear that the difference between the hypothetical mean and the arithmetic mean for psychological security scores is 4.55, with a standard deviation of 5.58. The "t" value of 6.10 is statistically significant at the degree of freedom (55) and the statistical significance (0.000). This indicates that the difference between the two means favors the group with a high level, leading to the conclusion that the level of psychological security among Sonelgaz Company employees is high.

The table shows that the sample members have a high level of psychological security and tranquility. This reflects the degree of psychological security and tranquility felt by the employees at Sonelgaz Company. The researchers interpret that the target group in the study has had their physiological needs satisfied, which helps them to fulfill their need for psychological security. This is attributed to the benefits provided by Sonelgaz Company to its employees, satisfying their needs. Once an individual's physiological needs are met, they are prepared to satisfy the next level of needs, which is the need for psychological security and tranquility.

Psychological security is a primary and essential requirement for both individual and societal life. It is one of the most crucial life components as individuals cannot endure a life filled with fear, threats, panic, and anxiety. Hence, humans strive to combat these fears with all their might to enjoy a better life characterized by stability, calmness, and tranquility. The feeling of psychological security grows with the individual based on the relative satisfaction of needs according to Maslow's hierarchy of needs and is influenced by various sources of satisfaction and surrounding factors. These factors are intertwined, with no clear boundaries, having varying and strong impacts in different life stages.

According to (Samin, 1997), the need for psychological security is one of the foremost non-organic psychological needs and is generally of great importance. If this need is satisfied, a person will be prepared for other psychological and social needs. This need does not emerge in an individual until their physiological needs are at least partially met (Samin, 1997, p. 10).

2. Presentation and Discussion of the Second Question Result:

Second Question Text: What are the main indicators of psychological security among Sonelgaz Company employees?

To test the hypothesis, the arithmetic means and standard deviations of the dimensions of psychological security were calculated and ranked according to the mean, as shown in the following table:

Table (02): Arithmetic Means and Standard Deviations of the Questionnaire Dimensions and Their Ranking

Dimensions	Arithmetic Mean	Standard Deviation	Ranking
Dimension 1: Competence and Self-confidence	9.44	1.89	3
Dimension 2: Self-satisfaction	11.67	2.07	1
Dimension 3: Freedom from Psychological Pressure	10.33	2.20	2
Dimension 4: Social Security	9.08	1.95	4

From the table, it is evident that the highest arithmetic mean is for the dimension of self-satisfaction, followed by freedom from psychological pressure, then competence and self-confidence, and finally social security.

The highest indicator of psychological security among the sample members is self-satisfaction, followed by freedom from psychological pressure, competence and self-confidence, and lastly social security. This underscores the importance of psychological security for employees in all its indicators as a crucial condition in the workplace to ensure satisfaction and motivation towards work. Maslow, in his hierarchy of needs, indicated that security is a fundamental need that must be met before individuals can aspire to higher levels of needs. Proter supported Maslow in this view, considering that the need for security includes factors such as adequate income, job stability, fair evaluation, and objectivity.

This result, as indicated by the responses of the sample members, can be explained by the notion that an individual's sense of satisfaction may vary depending on personal traits, characteristics, values, ideas, and principles. The degree to which an individual's needs are met correlates with their sense of satisfaction, future outlook, and achievement. Satisfaction is influenced by various life and social factors experienced by employees both inside and outside the institution, along with psychological, physical inputs, and personal attributes such as religiosity, self-confidence, a sense of achievement, and societal appreciation.

Psychological security can be classified into two components: an internal one involving psychological adjustment with oneself, and an external one involving social adaptation and interaction with others, away from isolation and loneliness. These factors are crucial as they affect the psychological balance of youth and adolescents, influencing their level of social adjustment (Jaber, 1996, p. 80).

3. Presentation and Discussion of the Third Question Result:

Hypothesis Text: The main determinant of performance at Sonelgaz Company is the fulfillment of duties.

Table (11): Arithmetic Means and Standard Deviations of the Questionnaire Dimensions and Their Ranking

Dimension	Arithmetic Mean	Standard Deviation	Ranking
Dimension 1: Duties	15.81	2.97	2
Dimension 2: Capabilities	15.38	2.99	3
Dimension 3: Role Perception	18.52	3.31	1

From the table, it is evident that the ranking between the arithmetic means and standard deviations of the questionnaire dimensions shows:

- Dimension 1 (Duties): The arithmetic mean is 15.81, and the standard deviation is 2.97, ranked second.
- Dimension 2 (Capabilities): The arithmetic mean is 15.38, and the standard deviation is 2.99, ranked third.
- Dimension 3 (Role Perception): The arithmetic mean is 18.52, and the standard deviation is 3.31, ranked first.

Thus, we conclude that role perception is one of the most critical determinants of performance that employees focus on.

From the results presented in the table above, it becomes clear that the most important determinants of job performance, ranked according to their arithmetic means, are:

1. Role Perception: Recognized as the most crucial determinant of job performance.
2. Duties: Comes second in importance.
3. Capabilities: Ranked third.

Job performance is one of the most significant aspects observed within an organization as it determines the harmony between workers and the work environment. It has multiple dimensions and determinants that must be adhered to and given the necessary importance. Thus, we conclude that job performance in the institution centers around role perception, meaning that each worker in the institution understands their tasks and responsibilities.

According to our observations within the institution, employees have a high level of performance primarily due to their understanding of their roles. This is a crucial determinant that can enhance the timely completion of tasks.

From the perspective of the HR management department head, "Each worker has full responsibility and awareness of the importance of the tasks assigned to them. Based on this understanding, they are evaluated and achieve both personal and institutional objectives."

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