The Relationship Of Psychological Hardness To Occupational Stability

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Abstract:

This study investigates the relationship between psychological hardiness and job stability among middle school teachers in Bou Saada/M'sila, Algeria, during the 2023-2024 academic year. A sample of 100 male and female teachers was selected using a simple random sampling method. Data collection involved the use of Kobasa's Psychological Hardiness Questionnaire and a job stability questionnaire based on previous studies by Heisz et al. (2012) and Mackenna et al. (2012). Descriptive statistics, including frequency, percentage, mean, and standard deviation, were employed, alongside inferential statistics such as t-tests and regression analysis. The results revealed a significant positive correlation between psychological hardiness and job stability, with gender also playing a role in both psychological hardiness and job stability. Furthermore, the key components of psychological hardiness—commitment, control, and challenge—proved to be strong predictors of job stability. These findings highlight the intertwined nature of psychological hardiness and occupational stability, with implications for improving both personal and professional well-being.

keywords: Psychological Hardiness; Job Stability; Quality of Life; Gender.

1. INTRODUCTION

Psychological hardiness is a contemporary concept in mental health that emerged from the broader framework of positive psychology. It was introduced by researcher Kobasa in 1979, following a series of studies conducted in collaboration with Maddi (Kobasa & Maddi, 1979). Their research aimed to understand the psychological variables that allow some individuals to maintain their mental and physical health under stress, while others succumb to illness and strain when exposed to the same pressures. Psychological hardiness was identified as one of the positive personal traits that help individuals buffer the psychological and physical impacts of stress. The absence of this trait diminishes one's ability to cope, increasing the likelihood of physical complaints and stress-related symptoms.

Numerous surveys have demonstrated that most workers consider occupational stability the primary contributor to job satisfaction. However, with occupational instability becoming increasingly prevalent in today's workforce, organizations must understand the conditions that allow employees to maintain productivity and how to mitigate the negative effects of job insecurity.

Prior research has yielded mixed results regarding the impact of occupational instability on performance. This has led many experts to call for further studies to examine the relationship between job insecurity and worker productivity. Findings suggest that when workers do not feel secure in their jobs, increased stress and negative emotions significantly impact their performance.

Moreover, today's work environments are characterized by constant change and pressure, making it impossible for individuals to avoid feelings of anxiety, failure, and frustration triggered by frequent obstacles and challenges. These rapid and successive events can disrupt an individual's psychological balance, challenging how they cope and adapt. This scenario often leads to the development of psychological hardiness—a key factor in fostering a sense of stability at work. Psychological hardiness serves as a defense mechanism, helping individuals resist the effects of stress, anxiety, frustration, and psychosomatic symptoms. It also fosters a sense of comfort, occupational stability, and satisfaction in the workplace. The Rush (1995) study, titled "Psychological Hardiness and Pressure of Change at Work," supported these findings, showing that

psychological hardiness has a direct negative impact on stress and a direct positive effect on job satisfaction.

In light of this, the current article explores the relationship between psychological hardiness and occupational stability, emphasizing the similarities between the two concepts. The primary goal of this analytical exploration is to illuminate how psychological hardiness influences occupational stability and contributes to improved job performance and satisfaction. Additionally, the study provides insights into how developing these traits in individuals can promote both personal and professional well-being, helping them achieve a balance between work and life.

1.1. Chapter one: study methodology

1.1.1. Study problem:

The set of intellectual premises and facts presented above, define the main features of the following research problem:

What is the nature of the relationship of psychological hardness

with occupational stability of individuals?

To support the main question, a set of sub-questions were raised as follows:

- What are the philosophical and conceptual foundations of psychological hardness and occupational stability?
- What are the theoretical attempts to determine the relationship between psychological hardness and occupational stability?
- To what extent does psychological hardness contribute to enhancing the occupational stability of individuals?
- Are there differences in the relationship between psychological hardness and occupational stability attributed to gender and marital status?

1.1.2. Study objectives:

The present research paper seeks to achieve the following objectives:
- Explore the relationship between psychological hardiness and occupational stability.
- Understand how the components of psychological hardiness (commitment, control, challenge) affect job stability and individuals' ability to adapt to increasing work pressures.
- Examine whether there are gender differences in the relationship between psychological hardiness and occupational stability.
- Provide practical recommendations that can help individuals enhance psychological hardiness, thereby improving job stability and achieving a better balance between personal and professional life.

1.1.3. The significance of study:

The significance of this study lies in its focus on the relationship between psychological hardiness and occupational stability, two key concepts in occupational psychology and mental health. In the face of rapid changes and increasing pressures in modern work environments, understanding how psychological hardiness influences individuals' job stability is crucial for ensuring effective performance and achieving job satisfaction. This study also contributes by clarifying how positive psychological factors can help individuals adapt to work challenges and pressures, thereby enhancing both personal and professional quality of life.

1.1.4. The hypothetical model for the study:

The hypothetical study model represents the development of a detailed plan for the study to achieve its objectives, and accordingly the study variables were determined as in Figure (01).

- **Independent variable**: Represented by "Psychological Hardiness," encompassing three key dimensions: challenge, commitment, and control, as measured by the scale developed by Kobasa (1988).
- **Dependent variable**: Represented by "Occupational Stability," which refers to an individual's stability in their work, including their ability to adapt to the work environment and maintain consistent performance without disruption or significant negative changes. The scale for this variable was developed based on previous studies, including Heisz et al. (2012) and Mackenna et al. (2012).

1.1.5. Study Hypotheses:
The current study is based on the following hypotheses:

- **The first main hypothesis**: There is a statistically significant correlation at the significance level ($\alpha \leq 0.05$) between Psychological Hardiness and its dimensions (challenge, commitment, and control) and Occupational Stability for individuals.

The following hypotheses emerge from the first main hypothesis:
a) **H1:** There is a statistically significant correlation at the significance level ($\alpha \le 0.05$) between the challenge dimension and job stability for individuals.
b) **H2:** There is a statistically significant correlation at the significance level ($\alpha \le 0.05$) between the commitment dimension and job stability for individuals.
c) **H3:** There is a statistically significant correlation at the significance level ($\alpha \le 0.05$) between the control dimension and the job stability of individuals.
- **The second main hypothesis**: There are statistically significant differences at the significance level ($\alpha \le 0.05$) in the nature of the

relationship between psychological resilience and job stability from the point of view of male and female teachers according to the variables (gender, marital status).

The following hypotheses branch out from the first main hypothesis:
a) **H1:** There are statistically significant differences at the significance level ($\alpha \le 0.05$) in the nature of the relationship between psychological resilience and job stability from the point of view of male and female teachers according to the gender variable.
b) **H2:** There are statistically significant differences at the significance level ($\alpha \le 0.05$) in the nature of the relationship between psychological resilience and job stability from the point of view of male and female teachers according to the marital status variable.

Fig.1. The hypothetical model for the study
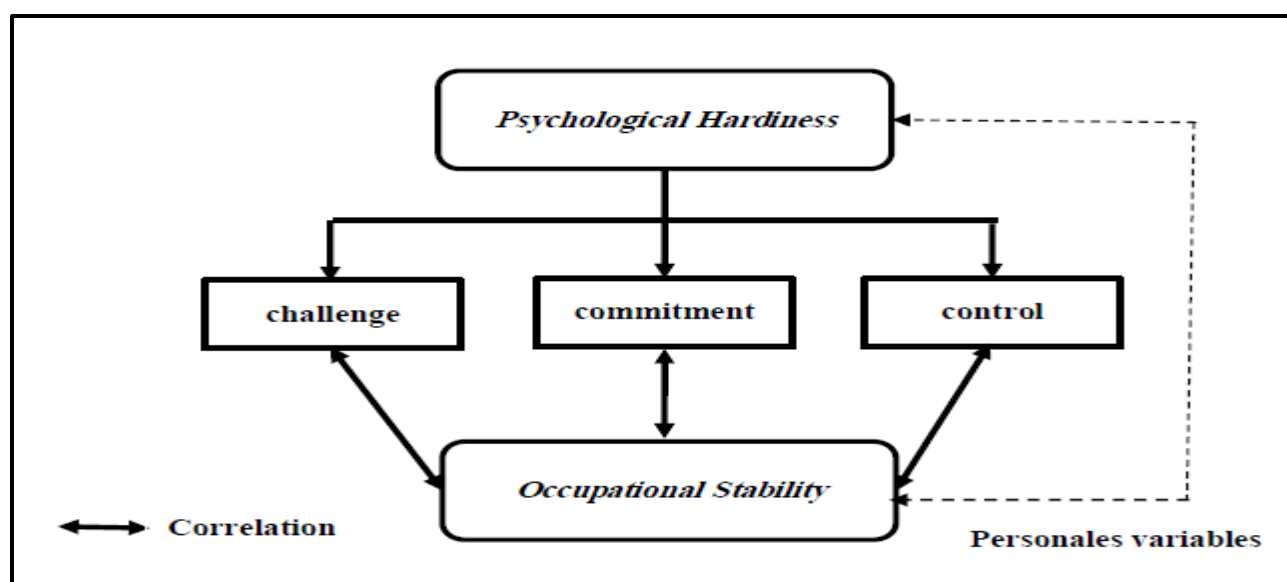
Source: Prepared by the researcher based on previous studies.

1.1.6. Study population and sample:

The descriptive study was conducted on a sample of middle school teachers in educational institutions active in the city of Bousaada, M'sila Province, Algeria, during the academic year 2023-2024. The study population consisted of 200 teachers (110 male and 90 female). A random sample of 100 teachers was selected using Cochran's formula, with 50 male and 50 female teachers. Among the male participants, 64% (32 teachers) were married, and 36% (18 teachers) were unmarried. As for the female participants, 41% were married, while 59% were unmarried.

1.1.7. Study tool (Questionnaire):

The current study relied on several questionnaires as the primary tool for collecting data related to the practical aspects of the research. A four-point

Likert scale was used, one of the most commonly utilized tools in behavioral and psychological studies due to its ease of application and precision in measurement. Responses on this scale range from 1 = "Never" to 4 = "Always," allowing for the evaluation of the frequency of behaviors or feelings related to the subject. Participants who did not complete the questionnaires were excluded to ensure the reliability of the data.

The researcher applied a scale to determine the response level based on the arithmetic mean as follows:

- **Low**: if the arithmetic mean is less than (2.33).
- **Medium**: if the arithmetic mean is between (2.33) and (3.67).
- **High:** if the arithmetic mean is greater than or equal to (3.67).

Questionnaires used in the study:

- **Kobasa's Psychological Hardiness Questionnaire (1988):** This questionnaire was designed to assess individuals' levels of psychological hardiness and consists of 50 items distributed across three key dimensions: challenge (17 items), commitment (16 items), and control (17 items). Each item is rated on a four-point Likert scale ranging from 0 (false) to 3 (true). The results showed good internal consistency for each dimension, with 72% for control, 78% for commitment, and 77% for challenge. The overall reliability of the questionnaire was high, at 85%.

- **Occupational Stability Questionnaire:** This questionnaire was developed based on previous studies, particularly Heisz et al. (2012) and Mackenna et al. (2012), to measure individuals' stability in the workplace. The questionnaire consists of 10 questions, with responses rated on a four-point Likert scale ranging from 1 = "Never" to 4 = "Always." The questionnaire demonstrated high reliability, with a Cronbach's alpha of 86%, and its validity was supported by a correlation

coefficient of 69%, confirming the tool's effectiveness in assessing job stability.

1.1.8. Validity and reliability of the study tool:

To ensure the content validity of the tool, the researchers submitted it to a panel of experts and specialists in the field to assess the appropriateness of the questionnaire for the study's questions and objectives, as well as its ability to accurately measure the study's variables. To confirm the reliability of the tool, specifically for the variables of Psychological Hardiness and Occupational Stability, it was tested on a sample of 20 individuals from the study population who were not included in the main sample. The reliability coefficient, "Cronbach's Alpha," was calculated, with a value of 0.60 or higher being deemed acceptable, as per Hair et al. (2018). The results of the statistical test showed that the overall reliability coefficient of the questionnaire was high, reaching 0.898, indicating a strong level of reliability and that the tool is suitable for the study's purposes. Table 1 presents the Cronbach's Alpha values for the study variables.

Table 1. Cronbach's Alpha Values for the Study Variables

Variables	Cronbach's Alpha value	Nº. Of items
Psychological Hardiness (PH)	.914	50
Challenge (CH)	.899	17
Commitment (CO)	.903	16
Control (C)	.961	17
Occupational Stability (OS)	.889	12
All items	**.898**	72

Source: Prepared by the researcher based on the outputs of the program (**SpssV.27**).

1.2. Chapter two: Literature review

1.2.1. psychological hardness:

The modern era has witnessed a lot of pressure, tension and conflict resulting from the change that has occurred and included various aspects of individuals' lives, and this change was not simple in its type and significance, but fast, complex and sequential. This compounded its direct and indirect impact on the psychological structure of the individual, and led to his mental ill health, all of this reflected negatively on various aspects of the individual's life, including the quality of his life and psychological, social and professional satisfaction, which prompted him to search for certain sources that contribute to his psychological immunization.

Quality of life is an important indicator of how satisfied an individual is with his life and the extent to which he achieves the desires and goal he seeks to achieve. Psychosomatic studies have indicated the need to include individual cognitive, psychological or social factors in the assessment of the condition of individuals, thus becoming the quality of life of the individual an important factor in the comprehensive assessment of his psychological, social and health status. Based on this analysis, individuals and communities can work to enhance the quality of life of individuals by supporting positive factors, improving self-control, and fostering supportive social relationships.

With the increasing interest in the well-being of the individual and his satisfaction with his life,

the concept of psychological hardness has emerged, which is closely related to quality of life. Where psychological hardness is one of the qualities and skills that enable an individual to adapt positively to the difficulties and challenges, he faces in his life.

Rady (2008, p. 22) believes that psychological hardness is a source of self-personal to resist the negative effects of life pressures and mitigate their effects on mental and physical health, as the individual accepts the changes and pressures he is exposed to. He sees it as a challenge, not a threat, and focuses his efforts on actions that serve a particular purpose and benefit him.

Individuals who are high in rigidity tend to take stressful situations and unwanted experiences as normal features of life rather than viewing them as threatening situations, or viewing them as opportunities for challenge. These individuals also feel committed to their work and life, and believe in their ability to adjust their lives and evaluate stressful situations as potential powerful opportunities for change (Eid, Jonsen, Bartone & Nissestad, 2007).

Psychological resilience provides courage and motivation to use social support and health care, through confrontation, with which individuals deal with stressful life events is considered a wide range of issues in transformative confrontation, so that threats are transformed into opportunities through promising assessments of issues. Individuals compensate for their relationships with relatives through social support, as well as the encouragement they receive from relatives, until individuals feel as if stressful events have become less threatening (Ahmad, et al., 2013).

1.1.1. Kobasa's explanatory theory of psychological hardness:

The theory of "Kobasa" relied on a number of theoretical and experimental foundations that were represented in the existence of a goal for the individual or the meaning of his difficult life, depends primarily on his ability to exploit his personal and social potential well, as the theory of "Kobasa" is based on the fact that exposure to difficult daily life events is necessary for the growth of the individual and his emotional and social maturity, and that the psychological and social resources of each individual may increase when exposed to these events. "Kobasa" presented a model that includes a direct relationship between the perception of stress and exposure to it and its products, on mental and physical health and mental and physical illness, and the existence of an indirect relationship between the perception of

stress and exposure to it, and between its outcomes, as the intermediate variables represented in genetics, childhood experiences, personality variables and social sources, affect the perception of pressures and stress products. Kobasa also pointed out that psychological Occupational acts as a protective variable, reducing the incidence of stress due to exposure to stress, and increasing the individual's use of appropriate personal and social resources towards stressful conditions in life (Abu Hussein, 2012, p67).

1.1.2. The concept of psychological hardness

Psychological hardness is a relatively new concept that has been added to the field of psychology and social sciences. It reflects the individual's awareness of all available personal, environmental, psychological and social resources to effectively interpret and confront stressful life events and achieve achievement and excellence (Maddi, 2006, p. 161).

Recently, interest in the concept of psychological hardness has increased due to its importance in improving the quality of life and promoting the mental health of individuals. This concept focuses on several factors and components related to abilities, personality traits and social interactions that help the individual adapt to life changes and challenges.

Kobasa (1979, pp. 4-5) indicates that psychological rigidity is a belief or general trend of the individual in his competence and ability to exploit all available psychological and environmental resources and capabilities in order to have the ability to perceive difficult vital events undistortedly, and can also interpret them realistically, objectively and logically and adapt positively to them.

Through a brief description of psychological hardness, and based on what researchers found for the concept of psychological hardness, it can be defined as the ability of an individual to face stress with the following coping skills: logical analysis, cognitive avoidance, emotional discharge, surrender (Gerson, 1998, p. 120).

For his part, Maddi (2006, p160) defined psychological hardness as a set of behaviors that give boldness and motivation to do hard work, transforming stressful events from disasters into opportunities for growth.

Konstantinova (2005) believes that psychological hardness is actions on the part of the individual that evaluate and confront stressful events that may affect his health, so its components can prepare the individual to evaluate stressful events and make them less threatening. So that he

can see himself as more efficient in the face of those events.

It is noted through the previous multiple definitions, that psychological hardness is an indicator of the mental health of individuals and a sign of psychological normality that determines not only the features of strength and endurance, but also the orientation towards the future with a positive outlook that makes the individual defy the obstacles of life, welcoming and accepting every change.

Accordingly, psychological hardness can be defined as: "One of the personality traits that help an individual to deal well with various pressures and problems, and thus maintain psychological and physical health and not be exposed to various disorders. Where the solid personality is characterized by optimism, emotional calmness, and effective and direct dealing with life events".

1.1.3. The significance of psychological hardness:

Psychological hardness has an important impact on the mental health of the individual, as it constitutes a shield that relieves pressure, its importance can be summarized in the following points:

- Modifies the perception of events and makes them appear less stressful on the individual.
- Lead to effective coping methods and help to move from case to case.
- Affect the way the individual is confronted indirectly through its effect on social support.
- Lead the individual to change in healthy practices.
- Protects humans from the effects of various life pressures.
- Make the individual more flexible, optimistic and able to overcome his stressful problem.
- Acts as a protective agent against physical illnesses and mental disorders.

1.1.4. Dimensions of psychological hardness:

Individuals with a high level of psychological hardness have the ability to recognize and transform stressful situations and circumstances into opportunities for growth and development, so the personal actions behind this lie in three components or dimensions: commitment, control and challenge, which interact together synergistically to motivate the individual with positive coping behaviors that help manage change (Cole, et al., 2004).

These dimensions can be described as follows:

a. **Commitment:** The dimension of commitment is one of the most dimensions of psychological

hardness linked to the preventive role of psychological hardness as a source of resistance to psychological stress stimuli, and the absence of this dimension is associated with the detection of some mental disorders such as anxiety & depression (Johnson & Sarson, 1979). Kobasa (1982, p. 8) suggests that commitment is a type of psychological contract that an individual commits to himself, his goals, values, and others around him. Maddi (2006, p160) argues that those who are high in psychological hardness feel better at jobs, feel better control over their lives, and believe they can influence unwanted events and consequences.

b. **Control:** is one of the important personal variables that protect against the psychological effects caused by stressful events, it reduces and modifies the relationship between stressful events and symptoms of anxiety and depression (Lefcourt, et al., 1984). Kobasa (1982, p. 8) points out that control is "the extent to which an individual believes that he has the ability to control the events he encounters and that he is personally responsible for what happens to him, and control includes the ability to make decisions, the ability to interpret events, and the ability to effectively cope with pressure. (Ahmad, et al., 2013) argue that individuals with a sense of control over events have a positive and powerful influence on their life events. They believe that initiatives may help them find solutions to personal and professional problems to turn stressful situations into opportunities to learn new lessons.

c. **Challenge:** This dimension is important to maintain the individual's health towards change and high levels of stress & pressure, individuals who have a high level of challenge, tend to receive new situations and consider them an opportunity to learn, grow and develop rather than respond to new expectations & possibilities as a threat. Kobasa (1982, p. 8) points out that a challenge is "a person's belief that changing aspects of their life is more exciting & necessary for growth than a threat. This helps him to take initiative, explore the environment and identify the psychological & social resources that help him cope with stress effectively." (Stek, 2014, p53). (Ahmad, et al., 2013) argue that individuals engaged in a challenge (which is the opposite of danger or fear) believe that positive or negative life events are opportunities to enhance the spirit and increase health, leading to sustainable personal and professional growth.

As a conclusion, it can be said that for the individual to be in a state of psychological hardness and have the courage and motivation to deal with stressful life events, commitment, control and challenge must be present, and it is not enough for the individual to have one or two without the other (Maddi, 2006).

1.2. Occupational stability:

Contemporary occupations are characterized by rapid social, economic and technological changes (Greenhaus & Kossek, 2014); therefore, individuals need to adapt to changing work environments throughout their careers (Jansen & Shipp, 2019). In this context, institutions today seek to maintain their position in the labor market with various methods and technologies, but this position can only be permanent if these institutions seek to ensure the stability of the human element. The latter is an important and sensitive source in the life of the institution, and this is due to the formation of various relationships during the performance of his duties, whether these relations are between workers and between them, or between the worker and management. Therefore, working to provide as much organizational justice as possible for the working individual, in order to make him feel comfortable and belonging to the institution, is what makes him settle in his job, and not resort to changing it and replacing his place of work, no matter how tempting there are in other institutions.

However, research suggests that jobs still show significant degrees of stability for many employees, for example, when individuals remain in the same occupation, despite changing jobs and organizations (Zimmerman et al., 2020).

On the other hand, quality of life coupled with occupational stability are interrelated aspects that significantly affect the lives of individuals. Professional stability can be the basis for improving the quality of personal life of individuals, and conversely, enjoying a good quality of life can positively affect an individual's work performance and professional satisfaction. Thus, professional stability is associated with many positive outcomes through strong professional identities, such as effective performance and psychological well-being (Baruch & Cohen, 2007). Based on this analysis, it becomes clear that individuals and communities can work to enhance the quality of life of individuals by achieving professional stability, where individuals will have the ability to achieve a healthy balance between their professional and personal lives, positively impacting their quality of life, and achieving their personal and professional goals.

1.2.1. The concept of occupational stability:

Many social researchers in the industrial field have been interested in the issue of occupational stability, and often link it to the factors of job satisfaction and its incentives, as it has become and is still worthwhile as it generates among individuals a high sense of security and integration, and the absence of occupational stability leads to a decrease in high effectiveness, and in order to satisfy and make their employees happy and increase their sense of integration into their careers, institutions need the utmost awareness and responsibility and absorb their programs and goals in improving the quality of work life.

Metlaoui (2017, p263) argues that occupational stability refers to the internal balance between a large number of variables, depending on each other in the organism's response to external effort, this balance between internal & external active factors, without which there can be no stability at work. occupational stability also refers to the stability that an individual enjoys in his job or desires in the job or profession. Professional stability can also be understood as how long one envisions to keep their current job without external factors (MBA Skool Team).

For his part, Maher (2004, p. 34) defined occupational stability as the stability of the worker in his work and his non-movement to any other organization, if this organization constitutes a professional future for the worker according to tangible material factors and other socio-psychological concerted to achieve integration and stability.

Azawi & Al-Azhar, 2018 believes that occupational stability expresses the extent to which employees are satisfied with the conditions surrounding their work, which makes them feel comfortable, secure and free from fear of the future, in addition to the extent to which employees' goals match the goals of the organization, and increase the desire to continue working within it.

It is noted from the previous multiple definitions that occupational stability is an indicator of the state of satisfaction and balance in the working environment in which the individual works. It refers to the ability of an individual to remain in his job for long periods without significant fluctuations in his professional status. Occupational stability includes a sense of security and comfort in the workplace, the ability to adapt to different challenges and requirements, and a

balance between professional and personal life requirements.

Therefore, occupational stability can be defined as a state of balance and satisfaction felt by the individual in his workplace, where he enjoys confidence and security in his professional environment, and is able to adapt to the challenges and changes that may occur in the work environment.

1.2.2. The significance of occupational stability:

Occupational stability as one of the most important factors required by individuals working in their institutions provides a set of benefits, the most important of which can be summarized in the following points:

- The individual achieves material and moral gains as a result of his continuation and survival in his work.
- Providing the appropriate atmosphere that helps the individual worker to innovate and recharge his energies at work.
- It can be a basis for improving the quality of personal and professional life of working individuals.
- Promote a sense of organizational loyalty towards the organization in which he works.
- Giving the best opportunity for working individuals to think about their future careers and build their career path in a way that suits their future aspirations.

1.2.3. The main pillars of occupational stability

Occupational stability depends on a set of basic pillars that contribute to its achievement and maintenance. These pillars include: (Bakhli, 2020, p43)

- **Occupational development:** Providing opportunities to develop one's skills & increase his professional knowledge contributes to raising the level of confidence in self-abilities, which increases occupational stability. Opportunities for learning, training & continuous development enable an individual to adapt to the developments of his professional field & achieve lasting progress.
- **Support-oriented work environment:** The presence of a work environment that encourages communication and mutual support between colleagues and management contributes to improving professional relations and increasing the individual's sense of belonging and appreciation. This reflects positively on the level of satisfaction and Occupational stability.

- **Work-life balance:** The ability to achieve a healthy balance between the requirements of professional life and attention to personal and family aspects contributes to enhancing occupational stability. The opportunity to spend time with the family and practice hobbies that contribute to creating a balance that promotes overall satisfaction.
- **Motivation and recognition:** Performance appreciation and the provision of appropriate motivation positively affect occupational stability. Recognition of an individual's efforts and public recognition enhances their sense of value and motivates them to perform better.
- **Development of social relationships:** Building positive social relationships within the workplace enhances occupational stability. Social support and positive interaction with colleagues and managers contribute to creating a positive environment that contributes to improving satisfaction and stability.

2. The relationship of psychological hardness to occupational stability within the framework of quality of life:

The relationship between psychological hardness and occupational stability within the framework of quality of life represent interrelated and mutual aspects that affect the overall quality of life of the individual. This relationship is manifested by the factors that contribute to occupational stability and how it affects psychological hardness, and vice versa.

The researcher summarizes a breakdown of this relationship according to studies (Azawi & Al-Azhar, 2018; Metlaoui, 2017; Baruch & Cohen, 2007):

- **Enhancing psychological hardness through occupational stability:** occupational stability can be a source of enhancing an individual's psychological hardness. When a person feels that they are in a stable and supported work environment, their sense of ability to adapt to professional challenges and pressures improves. Professional stability gives the individual the opportunity to develop his skills and increase his confidence in his abilities, which contributes to building psychological resilience that enables him to face challenges effectively.
- **Impact of psychological hardness on professional stability:** Psychological hardness plays an important role in achieving occupational stability. Individuals with higher psychological hardness are more likely to cope with changes in the work environment & deal

with career challenges positively. This endurance & adaptability contribute to maintaining a high level of performance & professional engagement, which ultimately leads to occupational stability.

- **Balance of influencing factors:** Psychological hardness and occupational stability can jointly affect an individual's quality of life. The balance between these two factors contributes to improving the overall quality of life.

- **Impact on individual satisfaction and well-being:** occupational stability and psychological hardness contribute to achieving individual satisfaction with his life and professional status. An individual who feels stable in his job and has the ability to adapt to changes can feel satisfied and happy. This positive effect is reflected in his overall quality of life.

1.3. Chapter Three: results and outcomes

The results of descriptive statistics are presented below that include the value of mean, standard deviations, and the rate of importance.

1.3.1. Description and Diagnosis of Psychological Hardness Dimensions and Occupational Stability:

Table 2: Means and standard deviations of resilience scores, subscales, and job stability

Variable	Mean	Standard Deviation
Occupational Stability	74.093	3.85
Commitment	60.118	4.03
Challenge	59.303	3.92
Control	65.407	4.09
Psychological Hardness	66.101	3.88

Source: Prepared by the researcher based on the outputs of the program (**SpssV.27**).

Table 2 shows the mean and the standard deviation from Psychological Hardness and Occupational Stability scores in which the maximum mean relates to the Control element by 65/407(4/09) value.

1.3.2. Testing study hypotheses:

To test the study hypotheses, Pearson's correlation coefficient was calculated to determine the relationship between the variables (Table 3), and linear regression analysis was used to predict Occupational Stability based on the subscales of Psychological Hardness (Table 4).

a. Analyzing correlation hypotheses:

Table 3: Correlation Coefficients Between Psychological Hardness, Its Subscales, and Occupational Stability

Variable	Occupational Stability	Commitment	Challenge	Control	Hardness
Occupational Stability	1	0.613***	0.455**	0.709***	0.627***
Commitment		1	0.891***	0.903***	0.961***
Challenge			1	0.895***	0.907***
Control				1	0.933***
Psychological Hardness					1

Source: Prepared by the researcher based on the outputs of the program (**SpssV.27**).

Table 3 shows a significant positive correlation between commitment and occupational stability in both male and female teachers. The higher the level of commitment, the greater the occupational stability.

b. Analyzing Regression hypotheses:

Table 4: Regression Analysis Predicting occupational stability Based on Psychological Hardness Subscales

Variable	B	SEB	β
Occupational Stability	57.187***	3.051	-
Commitment	33.591	8.331	0.625***
Challenge	31.879	6.185	0.737***
Control	30.262	7.497	0.649***
Psychological Hardness	28.701	6.809	0.660***

Source: Prepared by the researcher based on the outputs of the program (**SpssV.27**).

Table 4 shows that the subscales of Psychological Hardness significantly predict occupational stability.

c.   Analyzing Differences hypotheses:

Table 5: Differences in Psychological Hardness and Occupational Stability Between Male and Female Teachers

Variable	Male (Mean)	Male (SD)	Female (Mean)	Female (SD)	df	t
Psychological Hardness	61.04	4.19	56.91	3.48	98	2.69
Occupational Stability	65.83	3.52	73.09	4.93	98	2.61

Source: Prepared by the researcher based on the outputs of the program (**SpssV.27**).

As shown in Table 5, there are notable gender differences in both psychological hardiness and occupational stability. Male teachers exhibit higher scores in psychological hardiness, while female teachers demonstrate greater levels of occupational stability.

Table 6: Differences in Psychological Hardness and Occupational Stability Between Married and Unmarried Teachers

Variable	Unmarried (Mean)	Unmarried (SD)	Married (Mean)	Married (SD)	df	t
Psychological Hardness	57.79	4.28	65.07	3.74	98	3.81
Occupational Stability	66.53	4.09	70.11	3.89	98	2.79

Source: Prepared by the researcher based on the outputs of the program (**SpssV.27**).

Table 6 reveals a significant difference in psychological hardiness and occupational stability between married and unmarried teachers, with married teachers achieving higher scores in both areas.

1.4. Discussion and conclusion

1.4.1. Discussion:

The results of this study affirm a clear positive relationship between psychological hardiness and occupational stability, highlighting that individuals with greater resilience tend to experience higher levels of job stability. These findings are consistent with previous research, indicating that those with stronger psychological fortitude are more capable of navigating and maintaining stable career paths. Furthermore, the study revealed that married individuals exhibited higher levels of psychological hardiness, likely due to the additional responsibilities and support systems associated with marriage. Gender-based differences were also observed, where men demonstrated higher psychological hardiness, while women showed greater occupational stability.

1.4.2. Conclusion:

This study provides meaningful insights with practical applications for workplace environments, particularly in identifying early indicators that impact job performance and stability. The findings emphasize the importance of considering personal, social, and familial challenges when addressing occupational stability, especially in high-stress or clinical settings. By implementing targeted interventions, such as counseling services, resilience training, and programs aimed at fostering psychological hardiness, organizations can significantly enhance employee adaptability and overall well-being. Moreover, cultivating a

supportive and growth-oriented work culture can contribute to long-term occupational stability, increased job satisfaction, and improved productivity. Promoting a healthy work-life balance and personal development opportunities will not only support employees in their professional lives but also enhance their quality of life, creating a sustainable, thriving workforce.

Acknowledgment:

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