

Positive Thinking for Human Resources and its role in reducing Job Frustration An analytical study of the opinions of a sample of employees at Al-Furat Al-Awsat Technical University

Assist. Prof. Dr. Amer Abed Kareem Al-Thabhawee*

Al-Furat Al-Awsat Technical University / Management Technical College/ Kufa

***Corresponding Author:**

Ak.amer@atu.edu.iq

Abstract

The current research aims to study the relationship and impact between positive thinking of human resources in its five dimensions (positive daily performance, positive self-evaluation, self-evaluation of others, positive future expectations, positive social performance) and job frustration in its four dimensions (aggressive job frustration, withdrawal, job rationalization, and fixation Career), where the research was applied to a sample of employees at Al-Furat Al-Awsat Technical University, which included (104) employees at different job levels. The data were collected by means of the questionnaire and analyzed by the program (SPSS v.23). The research has reached results confirming the existence of a statistically significant correlation and impact between positive thinking of human resources and job frustration, and that positive thinking of human resources contributes to promoting better relations with co-workers and encourages more positive interactions, and one of the most important conclusions reached by the research where The senior management at Al-Furat Al-Awsat Technical University should adopt a special philosophy in positive thinking of human resources based on the adoption of functional features of positive thinking of the human resource in a reflective manner and purposeful and logical awareness so that employees are able to control their actions towards indicators of job frustration.

Keywords: *Positive thinking of human resources, Job frustration, Al-Furat Al-Awsat Technical University*

INTRODUCTION

Positive thinking for the human resource is one of the most important factors influencing career life and the work environment. It helps to overcome many challenges, and helps the individual control and control many things and manage them to his advantage. Positive thinking is considered a sophisticated mental, cognitive and emotional process that builds and establishes the outcome of other psychological processes, such as perception. Sensing, collection, and creativity, as well as mental processes such as remembering, distinguishing, generalizing, comparing, inferring, and analyzing. Thinking comes at the top of mental and psychological processes, as it cannot be dispensed with in the processes of acquiring knowledge and solving problems facing employees. Thus, it is one of the positive strategies in the individual’s personality, and it is the inclination, desire, and inclination. To practice behaviors or actions that make an individual’s life successful and lead him to be a positive employee, and one of the most prominent characteristics of a positive thinker is his belief that nothing is impossible, and that he is able to exploit any situation to achieve the maximum benefit in performing his work tasks, and that positivity in the thinking of a human resource represents a state Maintaining a balance to realize all the problems facing the individual, in addition to choosing ideas that make the employee feel optimistic and happy, instead of allowing external factors to control the standards of his ideas. Positive states of thinking for human resources have an impact on confronting cases of job frustration that the individual notices through work managers’ actions. By appointing individuals who are not suitable for the job, and the same is true when promoting the wrong employee, the good employee feels weak and unfair, because he feels that he is more deserving of that promotion, and that feeling may create job frustration, and one of the most important reasons for job frustration is that many employees endure facing marginalization and misjudgment, and the flame is extinguished. Giving and creativity, and even gives free rein to some administrators to dominate them and control their professional future, confiscate the tools for their success, and deprive them of the job incentives they deserve. Sometimes some employees may become frustrated when they are not satisfied with the management, as management may be taken over by someone who does not understand anything about it or the work. It is practiced in a random, improvised, and confused manner, and as a result, some employees who are aware of the nature of the work become extremely frustrated because they are not convinced of the work that management is doing that is not based on planning or a system. One of the reasons for the researcher choosing this topic is that many public service organizations operating in the Iraqi environment suffer from cases of frustration in the employee’s performance of his job duties as a result of favoritism, weakness of senior management, and the lack of the appropriate person in his position or job position, as the research aims to reduce all matters. Negativity that leads to job frustration by relying on positive thinking, putting the right person in the right place, taking into account the scientific background and specialization, and involving employees in organizational decisions as one of the most important tools for success and avoiding cases of frustration. The research was applied at Al-Furat Al-Awsat Technical University, one of the formations of the Iraqi Ministry of Education, being one of The most important educational service organizations that provide their services without wages, being a governmental organization, and the sample was three main formations in this university, which are (the Kufa Administrative Technical College, the Health and Medical Technical College, and the Kufa Technical Institute), as the research was applied with its main variables, positive thinking for human resources. With its five dimensions (positive daily performance, positive self-evaluation, others’ self-evaluation, positive future expectations, positive social performance) and job frustration with its four dimensions (aggressive job frustration, withdrawal, job rationalization, job stabilization), according to the descriptive analytical research approach, and testing the correlation hypotheses. And the effect between the sub-dimensions of the independent variable at the overall and sub-dimensions levels. This research included four main sections: the first section is to present the scientific methodology of the research, the second section is to present the theoretical framework of the research, and the third section is for the practical aspect of the research, and finally the most important conclusions and recommendations for the research were put forward.

Section One: The Research Scientific Methodology

This research deals with identifying the research problem, its importance, its goal, the hypothetical plan, and the hypotheses, which are:

1. The Problem of Research

Positive thinking for human resources is linked to positive feelings such as optimism, hope, joy, and well-being. It is a term that refers to the general situation in which human thinking and behavior is reflected. Ideas that involve criticism or undervaluation of oneself dominate the perceptions of employees who think negatively. They do not expect things to go as they should. It is planned and therefore they expect poor results at work. Employees who suffer from high job frustration tend to have increased anxiety in the work environment and lower job satisfaction, and employees who receive negative feedback from their managers on their performance evaluations are more frustrated and more likely to engage in anti-organizational behavior. Such as sabotage and withdrawal. The problem of the research is that the lack of indicators of positive thinking that supports the organization creates a state of frustration among employees and their unwillingness to accomplish their job tasks. Thus, the main question of the research comes: Does positive thinking of human resources contribute to reducing job frustration? The following sub-questions emerge from this question:

- A. Do employees in the researched organization (Al-Furat Al-Awsat Technical University) feel the presence of dimensions of positive human resources thinking in their job environment (positive daily performance, positive self-evaluation, others' self-evaluation, positive future expectations, and positive social performance)?
- B. Does the work environment at Al-Furat Al-Awsat Technical University have indicators of job frustration?
- C. Does the positive thinking of human resources affect the reduction and reduction of job frustration?

2. The Importance of Research

The importance of the research comes from the importance of its variables that were addressed, as the importance of the research lies in the fact that organizations at the present time realize the importance of positive thinking for human resources and effective development, through which the phenomenon of job frustration is reduced and eliminated and exploited for the benefit of the organization, as positive thinking represents an essential source for the stability of the work environment and strengthening Relationships with coworkers and thus achieving excellence, as positive thinking for human resources is an essential source for developing the organization's capabilities by eliminating negative behaviors in the work environment, including job frustration, which in turn affects the efficiency and effectiveness of employees.

To achieve organizational capabilities and provide value to the organization among other organizations, as well as achieving distinguished work performance.

3. The Research Goals

The interest in the constructive and distinctive ideas possessed by the human resource and which the individual enjoys in assigning him work tasks so that he is able to complete them in record times and this is reflected in the field reality of the researched organization (Al-Furat Al-Awsat Technical University) and its excellence in the competitive environment, so the research aims:

- A. Analysis of the dimensions of positive thinking for human resources at Al-Furat Al-Awsat Technical University.
- B. Analysis of the reality of job frustration in the job environment at Al-Furat Al-Awsat Technical University.
- C. Testing the strength of the relationship between positive human resources thinking and job frustration.
- D. Testing the extent to which human resources' positive thinking affects job frustration.

4. The Research Hypotheses

The research hypotheses were formulated in light of the hypothetical research model and will be tested through correlation and impact relationships to prove their validity or otherwise.

1. The first main hypothesis: There is a significant correlation between positive human resources thinking and job frustration.
 - A. The first sub-hypothesis: There is a significant correlation between positive daily performance and job frustration.
 - B. The second sub-hypothesis: There is a significant correlation between positive daily evaluation and job frustration.
 - C. The third sub-hypothesis: There is a significant correlation between others' self-evaluation and job frustration.
 - D. The fourth sub-hypothesis: There is a significant correlation between positive future expectations and job frustration.
 - E. The fifth sub-hypothesis: There is a significant correlation between positive social performance and job frustration.
2. The second main hypothesis: There is a significant influence relationship between positive human resources thinking and job frustration.
 - A. The first sub-hypothesis: There is a significant influence relationship between positive daily performance and job frustration.
 - B. The second sub-hypothesis: There is a significant influence relationship between positive self-evaluation and job frustration.
 - C. The third sub-hypothesis: There is a significant influence relationship between others' evaluation of the self and job frustration.
 - D. The fourth sub-hypothesis: There is a significant influence relationship between positive future expectations and job frustration.
 - E. The fifth sub-hypothesis: There is a significant influence relationship between positive social performance and job frustration.

5. Search chart

To clarify the correlation relationships for the independent variable and all its subvariables and the dependent variable with all its subvariables, the research model was designed as a hypothetical model in accordance with the research problem, its importance, objectives and methodology, and this can be illustrated as in Figure (1).

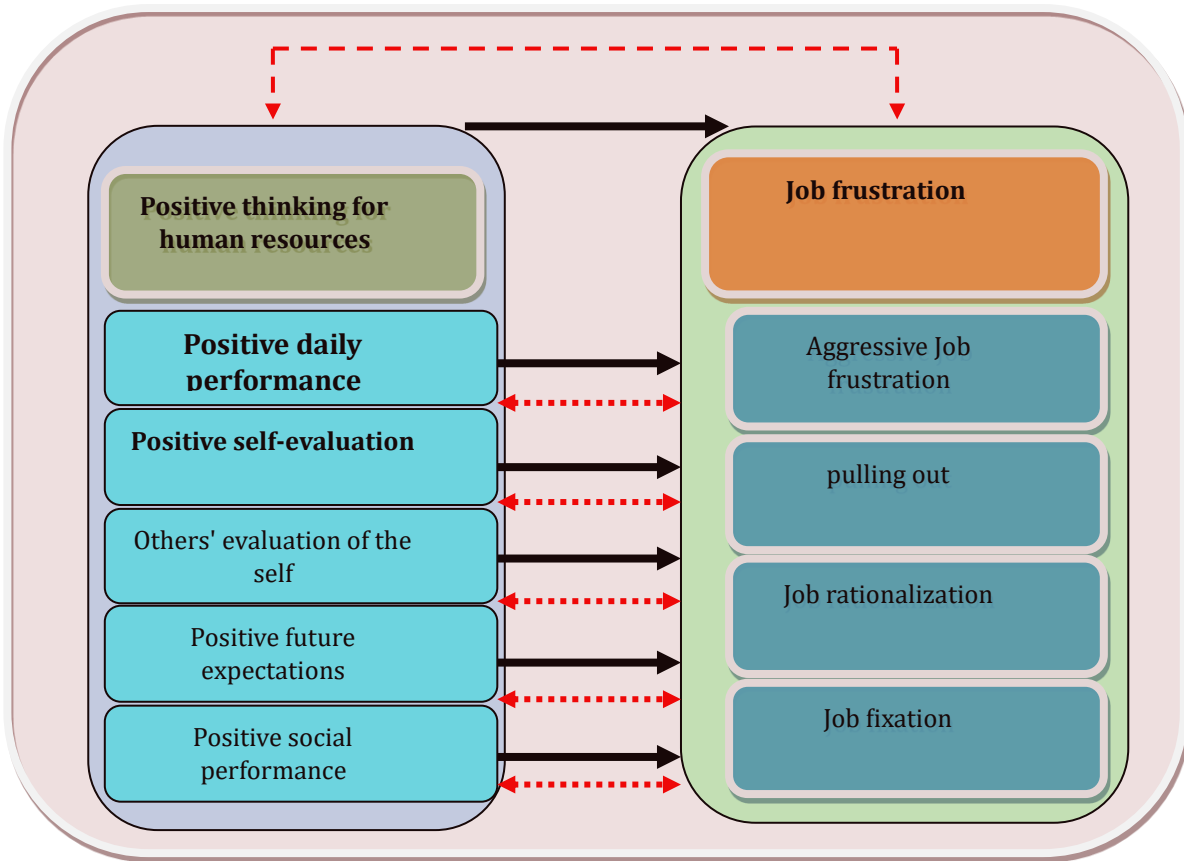


Figure 1. The descriptive research schema

6. The Research Community and Sample

The aim of the sample is to select a portion of the components and elements of the researched community so that it is valid from both a scientific and statistical standpoint to draw conclusions that apply to the entire community. Hence, the research included a survey of a sample of employees at Al-Furat Al-Awsat Technical University, where the size of the community was in three formations (159) The sample was n = (104) from employees in three formations of Al-Furat Al-Awsat Technical University. The following is a table showing the size of the population and a description of the research sample, as in the tables below:

Table 1. The total research community

No	Formation name	Total number of employees	Number of questionnaires distributed	Number of forms received	Number of questionnaires suitable for statistical analysis
1	Administrative Technical College, Kufa	44	40	40	39
2	Kufa Health and Medical Technical College	26	25	22	19
3	Kufa Technical Institute	89	50	48	46
Total		159	115	110	104

Source: Prepared by the researcher based on the administrative divisions in the aforementioned formations.

7. Limitations of research

- A. Human limits: They were represented by employees only in three formations at Al-Furat Al-Awsat Technical University, which are: the Administrative Technical College of Kufa, the College of Health and Medical Technology, and the Technical Institute of Kufa.
- B. Time limits of the research: The research limits extended the time period approved for conducting this research, which extended from 1/9/2022 to 27/8/2023.
- C. Spatial boundaries: Al-Furat Al-Awsat Technical University in Al-Najaf Al-Ashraf Governorate.

8. Validity and reliability of the research tool

For reaching the best results expected from the research, the questionnaire was designed in its initial form based on the theoretical side of the opinions and ideas of writers and researchers in this field, and for the purpose of reaching apparent validity and content validity, the research form was judged by (7) of Experts and specialists in the field of administrative sciences. As for statistical validity, it was reached using the Cronbach Alpha coefficient through the statistical program package (spss v.23), where the results were as in the table below:

No	Research variables	Number of paragraphs	Alpha Cronbach coefficient
1	Positive thinking for human resources	25	0.894
2	Job frustration	20	0.906
3	Total variables	45	0.913

Source: Preparation of researchers based on the outputs of the electronic calculator

The Corhbach Alpha coefficients in Table (2) indicate that the research measurement tool was characterized by great stability at the overall level, amounting to (91%), and that the coefficient values for the sub-dimensions ranged between (0.784 - 0.882). This is an indication that the approved measure for the variables in the research in all its dimensions The sub-section is characterized by a high degree of stability and internal consistency between its paragraphs.

Validity of the research scale:

It includes the following paragraphs:

Content validity of the current research scale

Factor analysis of the research scale occupies great importance in determining content validity because it reveals the extent to which the items relate to their dimensions, as well as the dimensions to their variables. On this basis, the researcher conducted this test using the program (SPSS V.26) as follows:

A. Exploratory factor analysis of the independent variable (positive thinking for human resources):

The results of the exploratory factor analysis in Table (3) showed that the saturations of the items of its dimensions (25) are all greater than (0.50), and this indicates that they are related to the dimensions of this variable and a function of them.

variable	The dimension	Symbol	saturations
Positive thinking for human resources	Positive daily performance	PDP1	.649
		PDP2	.706
		PDP3	.542
		PDP4	.692
		PDP5	.650
	Positive self-evaluation	PS1	.623
		PS2	.741
		PS3	.428
		PS4	.716
		PS5	.509
	Others' evaluation of the self	OS1	.780
		OS2	.682
		OS3	.627
		OS4	.611
		OS5	.550
	Positive future expectations	PEF1	.539
		PEF2	.540
		PEF3	.691
		PEF4	.591
		PEF5	.475
	Positive social performance	PSP1	.519
		PSP2	.607
		PSP3	.524
		PSP4	.643
		PSP5	.632

Source: Prepared by the researcher based on (SPSS V.26).

In addition to the above, Table (3) showed that the value of (KMO Kaiser-Meyer-Olkin) amounted to (0.806), which is significantly greater than (0.50), and this indicates the adequacy of the research sample size.

Table 4. KMO and Bartlett test for the human resources positive thinking variable

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	1020.039
	Df	300
	Sig.	.000

Source: Prepared by the researcher based on (SPSS V.26)

B. Exploratory factor analysis of the dependent variable (job frustration):

This variable consists of four dimensions: (aggressive job frustration, withdrawal, job rationalization, and job stabilization). The results of the exploratory factor analysis in Table (5) showed that the saturations of the items of its dimensions (20) are all greater than (0.50), and this indicates that they are related. The dimensions of this variable and a function of it.

Table 5. Results of exploratory factor analysis of the Job frustration

variable	The dimension	Symbol	saturations
Job frustration	Aggressive Job frustration	Ajf1	.616
		Ajf2	.618
		Ajf3	.685
		Ajf4	.813
		Ajf5	.771
	pulling out	Po1	.748
		Po2	.738
		Po3	.718
		Po4	.662
		Po5	.458
	Job rationalization	Jr1	.513
		Jr2	.795
		Jr3	.498
		Jr4	.625
		Jr5	.583
	Job confirmation	Ji1	.655
		Ji2	.672

	Ji3	.692
	Ji4	.538
	Ji5	.598

Source: Prepared by the researcher based on (SPSS V.26)

In addition to the above, Table (5) showed that the value of (KMO Kaiser-Meyer-Olkin) amounted to (.7390), which is significantly greater than (0.50), and this indicates the adequacy of the size of the research sample.

Table 6. KMO and Bartlett test for the job frustration variable

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.739
Bartlett's Test of Sphericity	Approx. Chi-Square	767.180
	df	190
	Sig.	.000

Source: Prepared by the researcher based on (SPSS V.26)

**Section Tow: The Research Theoretical Aspect
Positive thinking for human resources and job frustration**

1. Positive thinking for human resources

1.1. Positive thinking for human resources Concept

The concept of positive thinking for the human resource represents a mental attitude that expects positive results. It is not only capable of encouraging individual growth and amplifying mentality, beliefs, language and vision of success, it is also an important factor in determining the psychological adaptations facing individuals working within the organization (Chang et al., 2020: 2). While (M. Matel-Anderson & K. Bekhe, 2019:2) believe that positive thinking is a cognitive process that helps individuals obtain images that inspire hope in the future. (McCreddie et al., 2010:284) explained that positive thinking is a relatively vague concept to refer to a specific position, belief, or behaviour. Positive thinking includes positive feelings, emotions, behavioral traits, and assistance in solving problems facing individuals working in performing the work assigned to them within the organization. (Shahd, 2017: 320) believes that positive thinking represents the most prominent aspects of the ability of human resources, as it is undoubtedly the most effective tool in dealing with problems that may occur in the work environment and its challenges. Obstacles, difficulties, and negatives of all kinds cannot be solved except through positive thinking. (Yarrow, 2021: 410) refers to the concept of positive thinking as that thinking in which the individual uses his abilities to confront problems and how to overcome them, especially daily problems, and getting rid of destructive thoughts to replace them with positive thoughts and feelings. The researcher believes that the concept of positive thinking is a mental attitude in which you expect good and favourable results, and that positive thinking in reality deals with the challenges facing the organization with a positive outlook.

1.2. The importance of positive thinking in business organizations

The importance of positive thinking in business organizations lies in looking completely at its negatives and positives as a phenomenon at work at the same time and balancing them, and contemplating how it is possible to work to maximize the positive indicators in the functional work environment in that phenomenon and how its negatives can be reduced. Career success requires that the individual possess With a set of emotional capabilities, it motivates individuals to work, have self-confidence, overcome obstacles, explore the possibilities of solutions to problems, and thus extract the individual's latent energies in order to find a solution to the problems (Yahaya, 2008: 5).

While (McCreddie et al., 2010:288) believes that the importance of positive thinking is evident in the following points:

- A. Positive thoughts can help in psychological recovery from negative experiences in the organization.
- B. The positive thoughts that individuals have can reduce the stress they experience regarding the work situation.
- C. Positive thinking can help one's perception and ability to adapt to the organization.

- D. Positive thoughts can motivate functioning individuals while negative thoughts are associated with poor health outcomes and lower self-worth.
- E. Positive thinking can influence the way a situation is handled and have profound effects on an individual's life.

(Dhiab and Al-Kubaisi, 2020: 242) mentioned a number of types of positive thinking for individuals working in business organizations according to their importance to the organization or their effects, whether positive or negative, as follows:

- A. Positive thinking to support points of view: This type is used to support his personal point of view even if the results are negative.
- B. Positive thinking due to being influenced by others: An individual is positive because of being influenced by another person, whether it is his friends or other people.
- C. Positive thinking is linked to time: This results from positive behavior linked to a specific time and place. The thinking is repeated in similar circumstances and can be used to modify behaviors and build new positive habits.
- D. Positive thinking about suffering: When a person is afflicted with a difficult disease or loses one of his organs, he suffers from a bad psychological state that may last for a long time or end with acceptance and satisfaction. There are people who, if they encounter difficulties, make their thinking negative, which affects their behavior, and there are people who, when faced with difficulties, draw closer to God Almighty. And he thinks about how to turn it into a useful experience.
- E. Continuous positive thinking over time: This type is the best type of thinking because it is not affected by place and time, but rather is usually continuous over time.

1.3. Positive thinking for human resources Dimensions

Reaching a measure to measure the positive thinking of the human resource is one of the most important challenges facing human resources management, and this varies from one environment to another, each according to the nature of the laws, procedures, and rules that govern these organizations. In our research, we will rely on the model (Chang et al., 2020: 3) - 4) In defining the dimensions of positive thinking, which consist of five main dimensions: (positive daily performance, positive self-evaluation, others' evaluation of the self, positive future expectations, positive social performance), and these dimensions include positive thinking expectations towards a good future, as It aims to achieve gains in various aspects of career life, and the following is a brief explanation of each of these dimensions:

- A. Positive daily performance:** This dimension means that the daily performance of individuals working in the organization is evaluated positively by the direct manager, which gives them greater motivation to accomplish the work assigned to them well.
- B. Positive self-evaluation:** It means the individual's positive outlook towards the new and diverse ideas, capabilities, and high strength and beliefs he possesses that he uses within the organization.
- C. Self-evaluation by others:** This dimension means the high level of basic positive self-evaluations that people possess, which gives them a positive view of themselves and confidence in their abilities to accomplish the job tasks assigned to them in the organizational work environment.
- D. Positive future expectations:** In this dimension, there are three possible future expectations that may occur. The first expectation is that there will be more changes in the field of completing work, the second expectation that there will be greater competition in the field of completing tasks than before, and the third expectation that there will be many opportunities that give Positive future expectations.
- E. Positive social performance:** This dimension means positive social performance, which benefits other individuals or society as a whole. In other words, the contribution of individuals working in the organization by providing a service or contribution to society, such as assistance, participation, donation, cooperation, volunteering, compliance with ethical rules, and compliance with socially acceptable behaviors, and all of that is positive social behavior.

2. Job Frustration

2.1. Job frustration Concept

The presence of individuals working in the organization, whether individuals or groups, experiences many feelings, and these feelings can be of happiness and depression, of sadness, anxiety, love, frustration, and various other types of mental states, and that the employees of any organization are individuals who work to contribute to the economic system of the nation of the world and to improve Individual lifestyle and living standards, in short, the employees of any organization are considered as work tools by the organization. Human resources being work tools they cannot avoid emotions and therefore, employees deal with emotions in their work lives as well. Job frustration as a variable in the workplace is a very important issue for the organization, as (Ntsiful,2018) sees job frustration in the organization as a negative condition that has negative effects on the feelings of individual workers that result from undesirable results such as awareness of mistreatment and interference in specialty and tasks. Working in a way that is not consistent with the employee's vision and thus reflects on the organization's goals. While (Andalib et al., 2013) indicated that job frustration is a mental state that leads employees to emotional vibrations for everything negative, and job frustration occurs when the employee is forced to respond to something that he wants to avoid. While (Ashtalkosi, 2012) believes that the concept of job frustration can be expressed There are several ways in which the employee cannot complain and refuse part of his responsibilities

towards the organization except in the event of dissatisfaction and frustration. It consists of several ways, the most important of which are:

- A. Departure: Job frustration generates a feeling of behavior of leaving the organization.
 - B. Attachment: Job frustration is expressed through passive expectation of improvement in the organization's conditions and resistance to external criticism of the organization's management for "doing the right thing."
 - C. Not interested: Job frustration is expressed through negative award conditions including numerous absences or tardiness, decreased labor investment, and increased errors (Ashtalkosi, 2012).
 - D. Threat and conflict: The presence of cases of job frustration leads to an increase in conflict and threat among working individuals and increases conflicts between them within the organization.
- (Ugwu & Onyishi, 2017), (Ntsiful, 2019), and (J. Heacox, 2004) have indicated that there are a group of factors that affect job frustration in organizations, as follows:
- A. Job frustration affects the achievement of the organization's goals.
 - B. Job frustration will lead to adverse reactions and results, such as leaving the job and leading to decreased job performance.
 - C. Job frustration not only affects the performance of employees, but also affects the organizational framework of the organization (Ugwu & Onyishi, 2017).
 - D. Job frustration occurs when the flow of ideas is prepared in a way that makes the employee, instead of remaining motivated, become annoyed and unmotivated, and the formation of these barriers creates blockages and obstacles in a different way (Ntsiful, 2019).
 - E. The sources of job frustration include the organizational structure, the physical environment, the organization's rules and procedures, and individuals inside and outside the organization (J. Heacox, 2004).

2.2. Job frustration Dimensions:

Writers and researchers differed in defining the dimensions of job frustration according to their work environments. In this research, the main dimensions of job frustration will be determined based on the model (Andalib et al., 2013), which indicated four main dimensions: aggressive job frustration, withdrawal, job rationalization, and job fixation. Which we will explain briefly and as follows:

- A. Aggressive job frustration: When job frustration enters the fundamental psychological field, such that the causes of frustration have an impact on the psychology of workers as a result of bad working conditions, it becomes impossible to get rid of it. Only the individual is in an aggressive state of job frustration.
- B. Withdrawal: If job frustration enters a stage of irritation out of extreme aversion, it only turns into a state of withdrawal, terribly dissatisfied with the behavior of the supervisor and feeling intense hatred towards him, thus leading the individual to leave work as a result of negligence in the organizational work environment.
- C. Job rationalization: When an employee realizes that there is a state of frustration in performing his job duties, he searches for alternative ways to get out of job frustration, it leads to a positive situation within the organization.
- D. Job tenure: The situation in which the individual overcomes all aspects of negligence and problems in the work environment, and thus the employee has an actual will to correct and solve the problem of job frustration, so it is said that the levels of frustration have been effectively overcome by the individual.

Section Three

Analysis and Testing of Research Hypotheses

1. Testing the normal distribution of research variables

A. Testing the normal distribution of the independent variable (positive thinking for human resources)

Using the SPSS program, the sway and flatness indicators were tested for the human resources positive thinking variable. Table (7) below displays the results that were reached.

Table 7. Normal distribution of the human resources positive thinking variable

The dimension	Paragra ph	Skewness		Kurtosis	
		Std. Error	Statistic	Std. Error	Statistic
Positive daily	Pdp1	.237	-.958	.469	1.574
	Pdp2	.237	-.733	.469	.595

performan ce	Pdp3	.237	-.663	.469	1.074
	Pdp4	.237	-1.103	.469	2.583
	pdp5	.237	-.788	.469	.896
Positive self- evaluation	Ps1	.237	-.639	.469	1.212
	ps2	.237	-.091	.469	-.594
	Ps3	.237	-1.092	.469	2.570
	Ps4	.237	-.441	.469	.144
	Ps5	.237	-.488	.469	.851
Others' evaluation of the self	Os1	.237	-.687	.469	.174
	Os2	.237	-.814	.469	1.651
	Os3	.237	-.035	.469	1.913
	Os4	.237	-.497	.469	-.247
	Os5	.237	-.219	.469	.464
Positive future expectatio ns	Pef1	.237	-.894	.469	.464
	Pef2	.237	-.511	.469	1.858
	Pef3	.237	-.355	.469	.880
	Pef4	.237	-.320	.469	.714
	Pef5	.237	-.049	.469	1.177
Positive social performan ce	Psp1	.237	.054	.469	.419
	Psp2	.237	-1.190	.469	-.272
	Psp3	.237	-.312	.469	2.868
	Psp4	.237	-.958	.469	.712
	Psp5	.237	-.733	.469	1.574

Source: Prepared by the researcher based on the results of (SPSS V.26).

It is clear from Table (7) that the values of skewness and flatness for all vertebrae fall within acceptable limits. This indicates that the data for this variable is normally distributed, and this will support the results that will be reached.

B. Testing the normal distribution of the dependent variable (job frustration)

Using the SPSS program, the sway and flatness indicators for a variable were tested. Table (8) below displays the results that were obtained.

Table 8. Normal distribution of the job frustration variable

The dimension	Paragraph	Skewness		Kurtosis	
		Std. Error	Statistic	Std. Error	Statistic
Aggressive job frustration	Ajf1	.237	-.150	.469	-.400
	Ajf2	.237	-1.034	.469	2.141
	Ajf3	.237	-.476	.469	.688
	Ajf4	.237	-.197	.469	-.088
	Ajf5	.237	-.541	.469	.212
pulling out	Po1	.237	.034	.469	-.763

	Po2	.237	-.262	.469	.715
	Po3	.237	-.243	.469	-.040
	Po4	.237	-.907	.469	2.466
	Po5	.237	-.673	.469	1.495
Job rationalization	Jr1	.237	.048	.469	-.809
	Jr2	.237	-.120	.469	.061
	Jr3	.237	-.010	.469	-.196
	Jr4	.237	-.788	.469	1.705
	Jr5	.237	-.108	.469	-.147
Job confirmation	Ji1	.237	-1.272	.469	1.885
	Ji2	.237	-.915	.469	1.847
	Ji3	.237	-.386	.469	.925
	Ji4	.237	-.229	.469	.455
	Ji5	.237	-.365	.469	1.594

Source: Prepared by the researcher based on the results of (SPSS V.26).

From Table (8) it is clear that the values of skewness and flatness for all vertebrae fall within acceptable limits. This indicates that the data for this variable is normally distributed, and this will support the results that will be reached.

2. Descriptive analysis of research variables

A. Descriptive analysis of the positive thinking variable for human resources

Using the statistical program (SPSS), the arithmetic mean was obtained as an indicator of the central tendency of the data, in addition to analyzing the standard deviation as an indicator of the extent of dispersion of the data. Table (9) below reviews the results reached.

Table 9. Descriptive analysis of the positive thinking variable for human resources

The dimension	Paragrap h	Std. Deviatio n	mean
Positive daily performanc e	Pdp1	.84120	3.8269
	Pdp2	.74384	3.7596
	Pdp3	.73628	3.6442
	Pdp4	.73577	3.7019
	pdp5	.78826	3.5000
	Pdp	2.53383	15.6327
Positive self-evaluation	Ps1	.71472	4.1154
	ps2	.67378	4.0481
	Ps3	.71570	3.9519
	Ps4	.79955	3.9615
	Ps5	.75580	3.8558
	Ps	2.16279	16.8481
Others' evaluation of the self	Os1	.65751	4.0673
	Os2	.68912	3.9712
	Os3	.72965	3.8558

	Os4	.70994	3.7788
	Os5	.71883	3.6635
	Os	2.10786	16.4058
Positive future expectations	Pef1	.71053	4.0000
	Pef2	.60916	3.9135
	Pef3	.75115	3.8654
	Pef4	.66126	3.9038
	Pef5	.76023	3.8173
	Pef	2.00121	16.4462
	Positive social performance	Psp1	.57324
Psp2		.54442	3.9327
Psp3		.58732	3.8173
Psp4		.73016	3.7212
Psp5		.73424	3.5673
Psp		1.72119	16.1462
positive thinking for human resources		PTHR	6.91871

Source: Prepared by the researcher based on the results of (SPSS V.26)

The results presented in Table (9) indicate that the arithmetic mean values of most of the dimensional items exceed the hypothesized mean of the five-point Likert scale, which amounts to (3). This indicates the strength of the spread of this variable in the researched organization. Also, the results showed a low standard deviation, which indicates homogeneity and consistency of responses. It turned out that positive self-evaluation had the highest arithmetic mean (16.8481) and a standard deviation (2.16279), while positive daily performance had the lowest arithmetic mean (15.6327) with a standard deviation (2.53383). This indicates the great interest that the topic has received. Positive thinking for human resources at Al-Furat Al-Awsat Technical University

B. Descriptive analysis of the variable of job frustration

Using the statistical program (SPSS), the arithmetic mean was obtained as an indicator of the central tendency of the data, in addition to analyzing the standard deviation as an indicator of the extent of dispersion of the data. Table (10) below reviews the results reached.

Table 10. Descriptive analysis of the job frustration variable

The dimension	Paragraph	Std. Deviation	Mean
Aggressive job frustration	Ajf1	.69646	3.9808
	Ajf2	.75115	3.8654
	Ajf3	.67827	3.9231
	Ajf4	.71158	3.8077
	Ajf5	.77368	3.9423
	AJF	2.13167	16.3654
pulling out	Po1	.67489	3.9712
	Po2	.59552	3.9327
	Po3	.66716	4.0385
	Po4	.57972	3.8846

	Po5	.65921	4.0481
	PO	1.89178	16.6365
Job rationalization	Jr1	.68156	3.9615
	Jr2	.62966	3.8558
	Jr3	.67937	3.6538
	Jr4	.64641	3.9038
	Jr5	.68375	3.8077
	JR	.97681	16.13651
Job confirmation	Ji1	.60404	3.6865
	Ji2	.50571	3.9865
	Ji3	.48561	3.8673
	Ji4	.47460	3.9000
	Ji5	.42266	3.8000
	Ji	1.65314	16.2004
job frustration	JF	4.82383	53.1886

Source: Prepared by the researcher based on the results of (SPSS V.26)

The results presented in Table (10) indicate that the arithmetic mean values of most of the dimensional items exceed the hypothesized mean of the five-point Likert scale, which amounts to (3). This indicates the strength of the spread of this variable in the researched organization. Also, the results showed a low standard deviation, which indicates homogeneity and consistency of responses. It turned out that withdrawal obtained the highest arithmetic mean (16.6365) with a standard deviation (1.89178), while functional rationalization obtained the lowest arithmetic mean (16.13651) with a standard deviation (.97681).

2. Test correlations

The first main hypothesis:

The first main hypothesis (H1) states: There is no statistically significant correlation between positive thinking and functional frustration. With regard to proving the validity of this hypothesis, Table (13) related to the correlation matrix showed the existence of a significant correlation between (positive thinking and functional frustration). The value reached The correlation coefficient between them is (0.674) at a level of significance (0.01). This indicates acceptance of the hypothesis and that the dimensions of job frustration for human resources are related to job frustration. In other words, the more interest there is in positive thinking, the more this leads to reducing job frustration. Five branches branch out from this hypothesis. Sub-hypotheses are:

A. There is a statistically significant correlation between positive daily performance and job frustration:

From Table (11) it is clear that the value of ($p.v. > 0.0001$), which is very small, which means accepting the hypothesis and we conclude that there is a strong positive correlation between positive daily performance and job frustration was ($r=561$).

B. There is a statistically significant correlation between positive self-evaluation and job frustration:

Table (11) related to the correlation matrix shows that the value of ($0.0001 > p.v.$), which is very small, which means accepting the hypothesis and we conclude that there is a strong positive correlation between positive self-evaluation and job frustration, was a value of ($r=460$).

C. There is a statistically significant correlation between others' self-evaluation and job frustration:

We also note from the same table that the value of ($0.0001 > p.v.$), which is very small, which means accepting the hypothesis, and we conclude that there is a strong positive correlation between others' self-evaluation and job frustration. The correlation coefficient between them reached (.4900).

D. There is a statistically significant correlation between positive future expectations and job frustration:

We also note from the same table that the value of ($0.0001 > p.v.$), which is very small, which means accepting the hypothesis, and we conclude that there is a strong positive correlation between future expectations and job frustration, with the correlation coefficient between them reaching (515).

E. There is a statistically significant correlation between positive social performance and job frustration:

We also note from the same table that the value of (0.0001 > p.v) is very small, which means accepting the hypothesis and we conclude that there is a strong positive correlation between positive social performance and job frustration, the correlation coefficient between them reached (524).

Table 11. Correlation matrix between positive thinking for human resources and job frustration

Correlations

		pd p	ps	os	pef	ps p	Ajf	po	jr	ji	pt hr	jf
pd p	Pearson Correlation	1	.448**	.489**	.439**	.375**	.430**	.343**	.411**	.789**	.801**	.561**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	104	104	104	104	104	104	104	104	104	104	104
ps	Pearson Correlation	.448**	1	.477**	.368**	.438**	.372**	.304**	.277**	.738**	.750**	.460**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.002	.004	.000	.000	.000
	N	104	104	104	104	104	104	104	104	104	104	104
os	Pearson Correlation	.489**	.477**	1	.425**	.393**	.362**	.287**	.368**	.775**	.775**	.490**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.003	.000	.000	.000	.000
	N	104	104	104	104	104	104	104	104	104	104	104
pef	Pearson Correlation	.439**	.368**	.425**	1	.451**	.374**	.309**	.409**	.717**	.717**	.515**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.001	.000	.000	.000	.000
	N	104	104	104	104	104	104	104	104	104	104	104
ps p	Pearson Correlation	.375**	.438**	.393**	.451**	1	.317**	.375**	.457**	.583**	.574**	.524**
	Sig. (2-tailed)	.000	.000	.000	.000		.001	.000	.000	.000	.000	.000
	N	104	104	104	104	104	104	104	104	104	104	104
ajf	Pearson Correlation	.430**	.372**	.362**	.374**	.317**	1	.241*	.543**	.502**	.508**	.802**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.014	.000	.000	.000	.000
	N	104	104	104	104	104	104	104	104	104	104	104

	N	10	10	10	10	10	10	10	10	10	10	10
		4	4	4	4	4	4	4	4	4	4	4
p o	Pearson Correlation	.34 3**	.30 4**	.28 7**	.30 9**	.37 5**	.24 1*	1	.29 6**	.40 1**	.41 6**	.65 5**
	Sig. (2- tailed)	.00 0	.00 2	.00 3	.00 1	.00 0	.01 4		.00 2	.00 0	.00 0	.00 0
	N	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4
j r	Pearson Correlation	.41 1**	.27 7**	.36 8**	.40 9**	.45 7**	.54 3**	.29 6**	1	.49 6**	.49 0**	.80 9**
	Sig. (2- tailed)	.00 0	.00 4	.00 0	.00 0	.00 0	.00 0	.00 2		.00 0	.00 0	.00 0
	N	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4
j i	Pearson Correlation	.78 9**	.73 8**	.77 5**	.71 7**	.58 3**	.50 2**	.40 1**	.49 6**	1	.99 2**	.66 8**
	Sig. (2- tailed)	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0		.00 0	.00 0
	N	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4
p t h r	Pearson Correlation	.80 1**	.75 0**	.77 5**	.71 7**	.57 4**	.50 8**	.41 6**	.49 0**	.99 2**	1	.67 4**
	Sig. (2- tailed)	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0		.00 0
	N	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4
j f	Pearson Correlation	.56 1**	.46 0**	.49 0**	.51 5**	.52 4**	.80 2**	.65 5**	.80 9**	.66 8**	.67 4**	1
	Sig. (2- tailed)	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	.00 0	
	N	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4	10 4

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Prepared by the researcher based on the results of (SPSS V.26)

The second main hypothesis

The second main hypothesis (H2) states: (There is a statistically significant influence relationship for the independent variable positive thinking for human resources) on the dependent variable (job frustration). For the purpose of testing this hypothesis, simple regression analysis was used. In light of the hypothesis, the data was analyzed and on the basis of this analysis. A simple regression equation was formulated between the independent variable (positive thinking for human resources), symbolized (X), and the dependent variable (job frustration), symbolized (Y). Table (12) shows the results of the model of the influence of the independent variable positive thinking and its dimensions in the dependent variable, job frustration, according to the regression model. Simple linear.

Table 12. Results of the hypotheses model of the effect of the independent variable positive thinking and its dimensions on the dependent variable job frustration

The independent variable and its dimensions	Fixed limit α	t value Calculated	Marginal slope coefficient β	Calculated t value	The coefficient of determination R^2	F value	Sig	Conclusion
Positive daily performance	36.496	6.842	0.561	14.769	0.315	46.813	0.000	Moral
Positive self-evaluation	35.886	1.068	0.460	10.778	0.212	27.443	0.000	Moral
Others' evaluation of the self	34.797	5.239	0.490	10.650	0.240	32.202	0.000	Moral
Positive future expectations	32.771	5.675	0.515	9.669	0.265	36.823	0.000	Moral
Positive social performance	29.464	6.068	0.524	7.679	0.275	38.663	0.000	Moral
Positive thinking	20.987	9.205	0.674	5.970	0.445	84.740	0.000	Moral

Source: Prepared by the researcher based on the results of (SPSS V.26)

Table (14) shows the effect of the independent variable positive thinking for human resources on the dependent variable, job frustration, where the regression coefficient was (= 0.674), which is a significant value, as the value of (t) was equal to (16.532), which is greater than its tabular value at a degree of freedom (103) and a level of The significance of (0.05) from the result explains that a change in one unit of the positive thinking variable will cause a change in job frustration, and the value of (F) is equal to (84.740). It is also significant when the value is (0.05 =) where it was (0.000 = sig), which is less From the level of significance (0.05) and through the presentation of the results, we conclude that the main hypothesis is accepted, which states (there is a statistically significant relationship of influence to positive thinking on job frustration), and the sub-hypotheses branch out from it.

A. From Table (12), we notice the effect of positive daily performance (as a subvariable of the independent variable) on job frustration (as a dependent variable). It is noted that the regression coefficient is significant, as its value reached ($=0.561$), when the value was ($t=14.769$), which is greater than the tabular value reached ($t=6.842$) at the degree of freedom (103) and the level of significance (0.05). This means that changing one unit of positive daily performance leads to a change in job frustration. It is also noted that the calculated value of F for the influence model is ($F=46.813$). The significance reached ($Sig = 0.00$), which is less than the alpha value ($Sig = 0.05$), and the coefficient of determination () reached a value of (0.315), thus accepting the hypothesis. The first sub-hypothesis, which states (the existence of a significant, statistically significant influence relationship between positive daily performance and job frustration).

B. From Table (12), we notice the effect of positive self-evaluation (as a subvariable of the independent variable) on job frustration (as a dependent variable). It is noted that the regression coefficient is significant, as its value reached ($= 0.580$), when the value was ($t = 10.778$), which is greater than the tabular value reached ($t=5.239$) at the degree of freedom (103) and the level of significance (0.05). This means that changing one unit of positive self-evaluation leads to a change in job frustration. It is also noted that the calculated value of F for the influence model is ($F=27.443$). The significance reached ($Sig = 0.000$), which is less than the alpha value ($= 0.05$), and the coefficient of determination () reached a value of (0.212). Through the results of the table, the hypothesis is accepted which states (the existence of a significant, statistically significant influence relationship for the self-evaluation dimension Positive effect on job frustration).

C. From Table (12) we notice the effect of others' self-evaluation (as a subvariable of the independent variable) on job frustration (as a dependent variable). It is noted that the regression coefficient is significant, as its value reached ($= 0.490$) when the value was ($t= 10.650$), which is greater than the tabular value reached ($t=5.657$) at the degree of freedom (103) and the level of significance (0.05). This means that changing one unit of others' evaluation of the self leads to a change in job frustration. It is also noted that the calculated value of F for the influence model is ($F=32.202$). The significance reached ($Sig = 0.000$), which is less than the alpha value ($= 0.05$), and the coefficient of determination () reached a value of (2400.) Through the results of the table, the hypothesis is accepted, which states (the existence of a statistically significant moral influence relationship on the evaluation of others Self-help to career frustration).

D. From Table (12) we notice the effect of positive future expectations (as a sub-variable of the independent variable) on job frustration (as a dependent variable). It is noted that the regression coefficient is significant, as its value reached ($= 0.515$) when the value was ($t= 9.669$), which is greater than the tabular value reached ($t=6.068$) at the degree of freedom (103) and the level of significance (0.05). This means that changing one unit of positive future expectations leads to a change in job frustration. It is also noted that the calculated value of F for the influence model is ($F=36.823$). The significance reached ($Sig = 0.000$), which is less than the alpha value ($= 0.05$), and the coefficient of determination () reached a value of (2650.) Through the results of the table, the hypothesis is accepted, which states (the existence of a statistically significant, moral influence relationship on future expectations positive effect on job frustration).

E. From Table (12) we notice the effect of positive social performance (as a subvariable of the independent variable) on job frustration (as a dependent variable). It is noted that the regression coefficient is significant, as its value reached ($=0.524$) when the value was ($t=7.679$), which is greater than The tabular value reached ($t=6.218$) at the degree of freedom (103) and the level of significance (0.05). This means that changing one unit of positive social performance leads to a change in job frustration. It is also noted that the calculated value of F for the influence model is ($F=38.663$). The significance reached ($Sig = 0.000$), which is less than the alpha value ($= 0.05$), and the coefficient of determination () reached a value of (0.275). Through the results of the table, the hypothesis is accepted which states (the existence of a significant, statistically significant influence relationship for positive social performance on job frustration).

Section Four Conclusions and Recommendations

A: Conclusions

1. The positive thinking of human resources helps the individual in the environment to get rid of the anxiety and tension that afflicts him at times, which helps him perform his work tasks and adapt to his present and future work life.
2. Positive thinking among senior management reduces the psychological and social pressures facing employees and thus helps change the individual's perspective on matters from pessimism to optimism and hope and increases motivation and focus, which leads to improving the organization's performance.
3. The positive thinking of the human resource makes the individual able to ignore annoying situations and deal with them in a more positive and productive way. This creates an organizational atmosphere that believes that the best will happen and not the worst.
4. Positive thinking begins by making the individual always speak from himself, and this self-talk represents an endless flow of hidden thoughts that take place within the individual. These automatic thoughts may be positive and contribute to strengthening better relationships with others because positive thinking encourages more positive interactions. In the work environment.
5. Job frustration can be determined by the extent to which they perceive clarity in the job and the extent to which they perceive sufficient independence to carry out their roles.
6. Employees who have a high positive mindset towards their work and duties will have less job frustration.

7. High levels of employee job frustration typically result in employees being less effective in the workplace and feeling less satisfied with their jobs.
8. The results of the study proved that the more job frustration increases, the more it leads to a decrease in the employee's performance at work and thus a decrease in his productivity and leads to the employee feeling increasingly frustrated and tending to engage in negative behaviors such as sabotage, and not mastering his performance and job tasks, thus creating an atmosphere of conflict. The consequences of job frustration for the organization are Higher rates of absenteeism, tardiness and turnover.
9. The feeling of job frustration among the employees of the researched organization may portend dire consequences and harm the organization's performance and productivity. On the other hand, this feeling of frustration, despair, and loss of hope for a better career future can turn into aggressive behavior, such as carrying out many acts of sabotage in the organization, such as destroying outputs, , wasting the organization's time and resources, destroying buildings and equipment, reducing production and other behaviors.
10. In continuation of this research effort, this research came with the aim of revealing the relationship between positive thinking of leaders and its relationship to job frustration in a government organization that provides educational and academic services and identifying the role of positive thinking in influencing the strength and direction of this relationship.

B: Recommendations

1. The need for the researched organization (Al-Qurat Al-Awsat Technical University), the research sample, to pay attention to reducing indicators of job frustration by paying attention to the positive thinking of human resources and making them able to practice focusing on the good things in work life, increasing flexibility, and developing a general sense of well-being.
2. The need for the researched organization (Al-Qarat Al-Awsat Technical University), the research sample, to adopt the dimensions of positive thinking as a work method to support the organizational work environment, by developing an action plan to take steps towards achieving goals that help keep employees motivated and focused on positive things and away from situations of frustration.
3. It is necessary for the senior management at Al-Furat Al-Awsat Technical University to pay great attention to supporting indicators that support the work environment in order to reduce job frustration, such as aggressive job frustration that interferes with achieving the goal or goal-directed activity.
4. The senior management at Al-Furat Al-Awsat Technical University should adopt a special philosophy of positive thinking for human resources by focusing on the functional features of positive thinking for human resources so that these features are reflective, conscious, purposeful, and logical in a way that makes employees able to control their actions toward job frustration.
5. The researched organization should develop strong policies for positive thinking for human resources to reduce negative behaviors that lead to job frustration by laying foundations for the correct performance of complex tasks.
6. Senior management in the organization under study should increase interest in positive thinking practices for human resources, represented by its most important dimensions through the positive social performance orientation, because it represents a powerful tool that enables employees to achieve their goals, form healthy relationships, and nurture a more positive mentality.
7. An employee who suffers from job frustration must endure, be patient, and be content with hoping that the situation will improve and leave things as they are until the situation fades over time.
8. It is necessary to spread the principle of organizational justice, as it is the most important treatment for job frustration. It is also necessary to develop self-control, which is more effective than any law that regulates work and holds negligent people accountable. Self-confidence is also of great importance in getting rid of the scourge of job frustration.

References

- [1]. Ashtalkosi, Savo, and Irena Ashtalkoska,(2012)," Frustration of working as a problem of human resources management ", UTMS Journal of Economics, 3 (2): 193–198.
- [2]. Andalib, Tarnima Warda, Darun, Mohd Ridzuan & Azlinna Azizan,(2013)," FRUSTRATION OF EMPLOYEES: REASONS, DIMENSIONS AND RESOLVING TECHNIQUES, : <https://www.researchgate.net/publication/316454713>
- [3]. Chang, Shu-Hsuan, Shu, Yu, Wang, Chih-Lien, Chen, Mu-Yen,& Ho, Wei-Sho,(2020)," Cyber-entrepreneurship as an innovative orientation: Does positive thinking moderate the relationship between cyber-entrepreneurial self-efficacy and cyber-entrepreneurial intentions in Non-IT students?", Computers in Human Behavior, Volume 107, <https://doi.org/10.1016/j.chb.2019.03.039>.
- [4]. Dhiyab, Zainab Haider and Al-Kubaisi, Abdul Karim, (2020), "Positive thinking and its relationship to the personality dimension (extroversion - introversion) among graduate students," research extracted from a master's thesis, Anbar University Journal for the Humanities, Anbar University - College of Education for Sciences Humanity, Volume 2, Issue 1.
- [5]. J. Heacox, Nancy,(2004)," Organizational Frustration and Aggressive Behaviors", <http://www.haworthpress.com/web/JEA>.

- [6]. M. Matel-Anderson, Denise & K. Bekhe, Abir, (2019), "Psychometric properties of the positive thinking skills scale among college students", Archives of Psychiatric Nursing, Volume 33, Issue 1, <https://doi.org/10.1016/j.apnu.2018.10.005>.
- [7]. McCreddie, May, Payne, Sheila & Froggatt, Katherine, (2010) "Ensnared by positivity: A constructivist perspective on 'being positive' in cancer care", Contents lists available at ScienceDirect European Journal of Oncology Nursing journal homepage: www.elsevier.com/locate/ejon 1462-3889/\$ e see front matter 2010 Elsevier Ltd. All rights reserved. doi: 10.1016/j.ejon.2010.03.002.
- [8]. Ntsiful, Alex, (2019), Frustration at Work, Developmental Experience, Perceived Team Support and Employee Performance: Evidence from Emerging Economies, The Pan-African Journal of Business Management, Volume 2, Issue 2,
- [9]. Ugwu, O, Fabian, Onyishi, Ike E., (2017), "Linking Perceived Organizational Frustration to Work Engagement: The Moderating Roles of Sense of Calling and Psychological Meaningfulness, Journal of Career Assessment, 10.1177/1069072717692735
- [10]. Yahaya, Azizi, (2008), "The Understanding of Positive Thinking", [https://core.ac.uk/search?q=repositories.id,http://eprints.utm.my/6253/1/aziziyahpositive_thingkig .pdf](https://core.ac.uk/search?q=repositories.id,http://eprints.utm.my/6253/1/aziziyahpositive_thingkig.pdf)
- [11]. Shahd, Abbas Shamran, (2017), "Positive thinking and its relationship to age, gender, qualifications, and professional success among educational counselors," Journal of the College of Basic Education for Educational and Human Sciences / University of Babylon, Issue 33.
- [12]. Yaro, Ahmed Ajeel, (2021), Positive thinking and its relationship to future anxiety among students of the College of Education for Human Sciences, University of Kirkuk, College of Education for Human Sciences, Al-Faradis Journal of Arts, Volume 13, Issue 44.