

Psychological Hardiness as a preventive-developmental factor of the human resource

الصلابة النفسية كعامل وقائي- تنموي للمورد البشري

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Received date: 27 / 05 / 2021

Acceptance date: 27 / 11 / 2021

ملخص

لطالما كان الاهتمام كبيرا في العقد السابق من الزمن بالاضطرابات النفسية وكيفية علاجها، فكانت أغلب الدراسات تركز على أعراض الاضطراب النفسي وكيفية التخلص منها عبر البرامج العلاجية، إلى أن تبلور علم النفس الايجابي الذي قدم للعلوم النفسية منحيين آخرين وهما المنحى الوقائي والمنحى التنموي، وفي هذا المقال اخترنا أن تكون الصلابة النفسية هي العامل الوقائي والتنموي الذي نسلط عليه الضوء من خلال التطرق لجانبه النظري بصفة شاملة ودقيقة (من التعريفات الهامة له ونشأته كمفهوم، الأبعاد، الإطار النظري، الخصائص، وغيرها من العناصر النظرية) وكذلك التطرق لجانه التطبيقي عبر عرض عدد من الدراسات الميدانية التي تفيد كثيرا في إدراك أهمية المفهوم وقيمه في الجانب الوقائي والتنموي بالنسبة للمورد البشري.

-الكلمات المفتاحية: علم النفس الإيجابي، الاتجاه الوقائي والتنموي، الصلابة النفسية.

Abstract:

There has always been a great interest in the previous decade of mental disorders and how to treat them, so most studies focused on the symptoms of mood disorders and how to get rid of them through treatment programs, until the crystallization of positive psychology, which presented psychological sciences another aspect, which is the preventive-tribal approach and developmental approach , so in this article we chose to have psychological hardiness as the protective and developmental factor that we shed light on by addressing its theoretical aspect in a comprehensive and accurate manner (from the important definitions of it and its origin as a concept, dimensions, frame Theoretical, characteristics, and other theoretical elements) as well as addressing its implementation committees by presenting many applied studies which greatly benefit in realizing the importance of the concept and its value in the preventive aspect of psychological and physical disorders.

Key words: Positive Psychology, Preventive and developmental trend, Psychological Hardiness.

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Introduction:

"Over the past two decades, the hardiness construct has received considerable attention as a personality variable which potentially moderates the effects of stress on physical health".¹

Introduced by Kobasa (1979), "hardiness is considered a personality style consisting of the interrelated orientations of commitment (vs alienation), control (vs powerless) and perception of life changes and demands as a challenge (vs threat). If you are strong in commitment you believe it is important to remain involved with the events and people around you, no matter how stressful things becomes. It seems like waste of time to withdraw into alienation and isolation. If you are strong in control, you want to continue to have an influence on the outcomes going on around you, no matter how difficult this become. It seems like a mistake to let yourself slip into powerlessness and passivity. If you are strong in challenge, you see stresses as a normal part of living, and an opportunity to learn, develop, and grow in wisdom. You do not believe that easy comfort and security is a birthright. These various beliefs and tendencies are considerably very useful in coping with stressful events, as these 3Cs of hardy attitudes provide the courage and the motivation to do the hard work of turning stressful circumstances from potential disasters into growth opportunities".²

The effects of hardiness on various outcomes have been investigated mostly in the work context. "In one of the first studies dealing with this topic, Maddi and Kobasa (1984) tried to identify managers that proved to be successful when working in the stressful work conditions and to differentiate them from those who manifest problems at the individual as well as job level. Hardiness was found to be a key variable that differentiates these two groups of managers. Studies dealing with the effects of hardiness on health outcomes showed that hardiness is negatively related to physical symptoms in highly stressed individuals".³ And prospectively related to the lower probability of symptom appearance. Furthermore, "the main effect of hardiness on subjective physical symptoms depends on the job stressfulness. Since theoretical model of hardiness implicates that it may be learned, from the beginning the research had practical implications in the domains of work and organizational psychology mainly aimed at planning stress management programs".⁴

First. The theoretical side of psychological hardiness: this theoretical element is presented by presenting a set of sub-elements, according to the following.

1. What's psychological hardiness: Psychological hardiness is defined as follows.

- Kobasa (1982) defines it "as a group of features represented in the general belief or tendency of the individual in their effectiveness, and ability to exploit all available psychological and environmental resources, in order to effectively perceive the stressful life events in a non-deviant or distorted perception, and interpret them

realistically, objectively and logically. They coexist in a positive way, and include three dimensions: commitment, control, and challenge".⁵

-Funk (1992) defines it as "a general personality trait that works in order to form and develop the various "enhanced" environmental experiences surrounding the individual since childhood".⁶

- Gerson defines it as "the individual's ability to face stress using the following skills: Logical analysis - Cognitive avoidance - emotional discharge".⁷

-Brooks (2005) defines it as "the individual's ability to effectively deal with psychological stress. The ability to adapt to daily challenges and difficulties and deal with frustration, mistakes, and psychological trauma and everyday problems".⁸

Thus, it can be understood that psychological toughness is a personality trait that is based on the individual's cognitive element: that is, the individual's awareness of themselves and their effectiveness in withstanding and confronting pressures, three-dimensionally: commitment, control, and challenge.

After having introduced the concept, it is now possible to progress to the beginnings of the concept of psychological hardiness.

2. How Psychological Hardiness Started: This element is discussed in detail, relying on the original references for psychological hardiness, as we decided not to reformulate the paragraphs in this element in order to preserve the factor of originality in conveying the story of the beginning of psychological hardiness. "The seeds of hardiness were planted in 1974 when a graduate student of mine at the University of Chicago brought me an article she had found in *Family Circle* magazine about how it is best to avoid stress, lest it kill you. I was at the time so preoccupied with my work on creativity that I had not become aware of the trend in research and practice concerning the debilitating effects of disruptive changes on which the magazine article was based. As I quickly discovered, this trend presented a challenge to my contention that creative people actively search for changes, finding them more stimulating than debilitating. The disagreement between the two positions seemed to highlight an issue of individual differences to me: Although stressful changes may be debilitating for some people, perhaps they are developmentally provocative for others. My research team and I at the University of Chicago discussed this issue, and before long we decided to collect some relevant research data".⁹

2.1. The Illinois Bell Telephone Research Project
"in looking around for a sample of highly stressed people, we hit upon Illinois Bell Telephone (IBT), a company that had used me from time to time as a creativity consultant. Decision makers at IBT were delighted at our interest in researching stress reactions in their managers, as its parent company, AT&T, was facing federal deregulation and mandated divestiture of its subsidiaries. In 1975, we began our 12-year longitudinal research program in which managers in the sample were tested

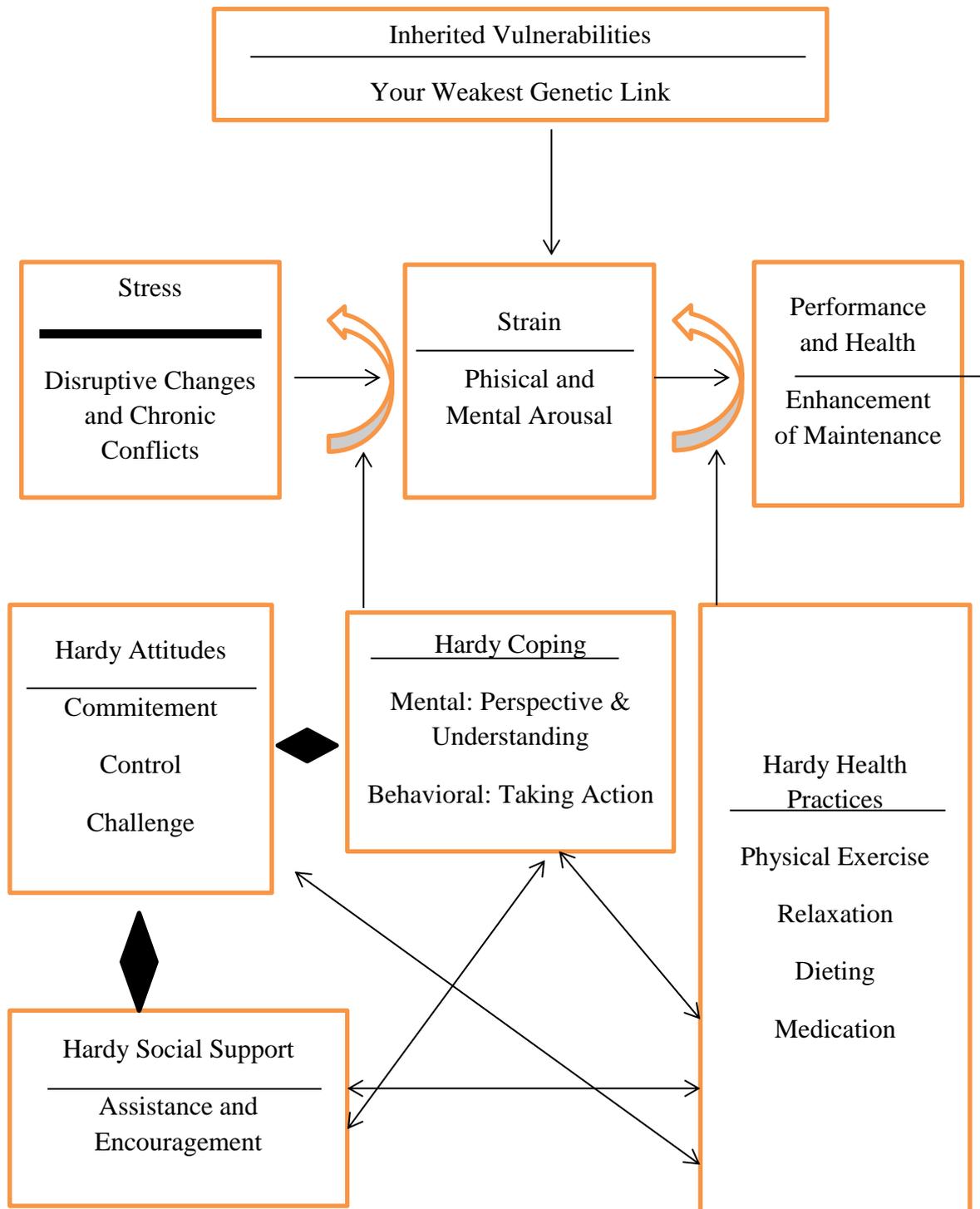
psychologically and medically every year. In 1981, the cataclysmic deregulation and divestiture took place and is still regarded as the greatest upheaval in corporate history. In barely a year, IBT decreased its workforce by almost half. One manager told me that he had had 10 different supervisors in one year, and that neither they nor he knew what they were supposed to do. Several studies at IBT demonstrated that hardiness moderates the stress– illness relationship. In her dissertation, Kobasa (1979) found through a retrospective design that among managers, all of whom were high in stresses, those who showed certain attitudes experienced fewer mental and physical illness symptoms. Subsequent IBT studies (Kobasa, Maddi, & Courington, 1981; Kobasa, Maddi, & Kahn, 1982; Kobasa, Maddi, & Puccetti, 1982) used prospective designs to show that these attitudes, along with social support and physical exercise, did indeed provide causative protection against stress related illnesses, despite the fact that inherited vulnerabilities increase the risk of such illnesses.

Measured by a number of existing scales, the attitudes that emerged as stress buffers seemed to be well conceptualized as commitment, control, and challenge. What we called commitment was a predisposition to be involved with people, things, and contexts rather than be detached, isolated, or alienated. Control involved struggling to have an influence on outcomes going on around one self, rather than sinking into passivity and powerlessness. Challenge signified wanting to learn continually from one's experience, whether positive or negative, rather than playing it safe by avoiding uncertainties and potential threats. Before long, we were calling these interrelated attitudes the 3Cs of hardiness. As we tried to learn more about stress management at IBT, two additional studies stimulated thought on the larger picture of hardiness. In one study (Kobasa, Maddi, Puccetti, & Zola, 1986), hardiness, social support, and physical exercise were compared in their stress-management effectiveness. Among managers who were all above the sample median in stresses, hardiness was roughly twice more effective in decreasing the subsequent risk of illness than were social support and physical exercise. Of particular interest was the synergistic beneficial effect of these three stress-buffering variables: Managers with two stress buffers did somewhat better than those with only one, but those with all three stress buffers did remarkably better than those with only two. The other study was Khoshaba's dissertation, which concerned the early development of hardiness. A subsample of managers selected to be either very high or very low in hardiness were interviewed blind concerning their early life experiences. Content analyses of their statements showed that by comparison with the others, the managers high in hardiness remembered not only a disruptive, stressful early family life, but also that they were selected by their parents to be successful nonetheless, accepted that role, and worked hard to justify being the family's hope".¹⁰

3. Overall conceptualization of Psychological hardiness: "Psychological Hardiness has been conceptualized as a combination of the three attitudes (3Cs) of commitment, control, and challenge (Kobasa, 1979; Maddi & Kobasa, 1984). If you are strong in commitment, you believe it is important to remain

involved with the events and people around you, no matter how stressful things become. It seems like a waste of time to withdraw into alienation and isolation. If you are strong in control, you want to continue to have an influence on the outcomes going on around you, no matter how difficult this becomes. It seems like a mistake to let yourself slip into powerlessness and passivity. If you are strong in challenge, you see stresses as a normal part of living, and an opportunity to learn, develop, and grow in wisdom. You do not believe that easy comfort and security is a birthright. These 3Cs of hardy attitudes provide the courage and motivation to do the hard work of turning stressful circumstances from potential disasters into growth opportunities instead. As such, hardiness is a pathway to resilience under stress. Conceptually, it is insufficient to have only one, or even two of the hardy attitudes. All three are needed in order to be courageous. As conceptualized, the attitudes of hardiness are a cognitive/emotional amalgam constituting a learned, growth oriented, personality buffer. That this fits into positive psychology is clear in that hardiness is believed to facilitate turning stresses to advantage".¹¹

Figure1: The hardiness model for performance and health enhancement cc.1986-2006,
 Hardiness Institute, Inc.

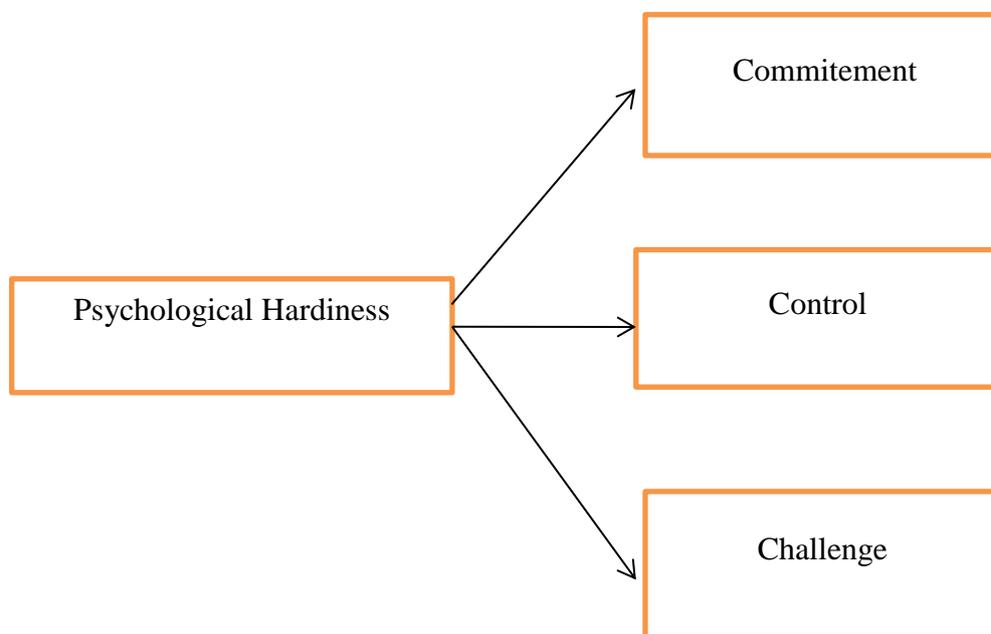


Source: (Maddi, S. 2006. P161).

So the dimensions of psychological toughness are discussed in detail according to the following.

4. Dimensions of psychological hardiness: it is as follows

Figure 2: Dimensions of mental toughness



Source: (Personal preparation)

4.1. Commitment: is the individual's ability to set achievable beneficial goals that satisfy them and their community in addition to dealing with stressful events in a positive and effective manner.

"Obligation is a psychological contact, through which an individual is committed to themselves, their goals, values, and others around them.

It is the path taken by said individual towards knowing themselves, defining it, its goals, and values in life. By extension, the individual would take responsibility for the latter aspects of their life. Commitment also indicates the individual's belief in usefulness of the work they perform of themselves.

Kobasa believes that committed people have a strong belief system that allows them to be aware of the threats surrounding them, and they face them without retreating or withdrawing from social circles in the most difficult times. In addition, they feel integrated with others, and they get a great social support, which is one of an individual's fundamentals, in addition to their other obligations to those around them.

4.2. Control: as the individual's belief that they can have control over the events they encounter and bear personal responsibility for what happens to them. It includes control, ability to make decisions, withstand events, to effectively face pressures".¹²

As indicated by Kobaza (1979): describing it to be the individual's belief that life's changing events to which they are exposed are predictable and can be controlled.

4.3.Challenge: Cobaza and Busetti (1983) define it as "the individual's belief that a renewed change in the events of life is a natural, inevitable, matter for their advancement rather than a threat to their security, self-confidence and psychological well-being.

It also refers to the individual's belief that the change that occurs to aspects of their life is an exciting and necessary for growth rather than a threat, which helps the individual to initiate and explore the environment and get to know the psychological and social resources that might help them to effectively face pressures. The challenge takes form of a torrent of problems to solve and the ability to persevere, unafraid to face problems".¹³

Once acquainted with the concept of psychological hardiness in terms of definition, emergence, and basic dimensions, we then unfold the theoretical framework of psychological hardiness. is discussed below.

5. Theoretical framework of the concept of psychological hardiness: it is presented by a number of theories about the concept of psychological hardiness.

5.1. Kobasa theory (1979): "Kobasa, a pioneer in the field, was amongst the first to present a theory in prevention, which began with the problematic raised in her doctorate thesis: What about people who do not fall sick under pressure? In this regard, she indicated that all previous studies focused on diseases resulting from facing stressful events, whereas she conducted a study on executives who work in middle and upper management levels. And it divided them into two categories: executives who were exposed to a lot of pressure during the past three years, and managers who were exposed to less pressure. She then focused her attention on the group that was exposed to severe stress, and then compared those who suffer from many diseases with those who have relatively few of them, to see what distinguishes the first group from the second. She found that those who were exposed to severe stress while in good health had a set of traits, which she dubbed the rigid pattern".¹⁴

Kobasa set the bases in theory in the field of preventing mental and physical disorders, in which she dealt with the relationship between psychological hardiness as a modern concept and the potential for disease. "Kobasa relied in formulating its theory on a number of theoretical foundations, represented by the opinions of some scholars such as Maslow, Rogers, and Frankville, which indicated that the existence of an individual's goal or meaning for his life makes him bear the frustrations of life, and accept them, and that the individual endures the frustration resulting from difficult life circumstances, relying in that on his ability and exploiting his personal and social potential in a good way.

Kobasa also relied on Lazarus' cognitive model, which states that stressful life events result from acute experience or painful circumstances that have a negative impact on behavioral responses to the stressful situation or event. In addition, it is important in determining the adaptation pattern of the organism. Its weakness and its inadequacy to deal with difficult situations is something that makes an individual feel threatened, and thus frustrated, including the feeling of danger that they actually takes place".¹⁵

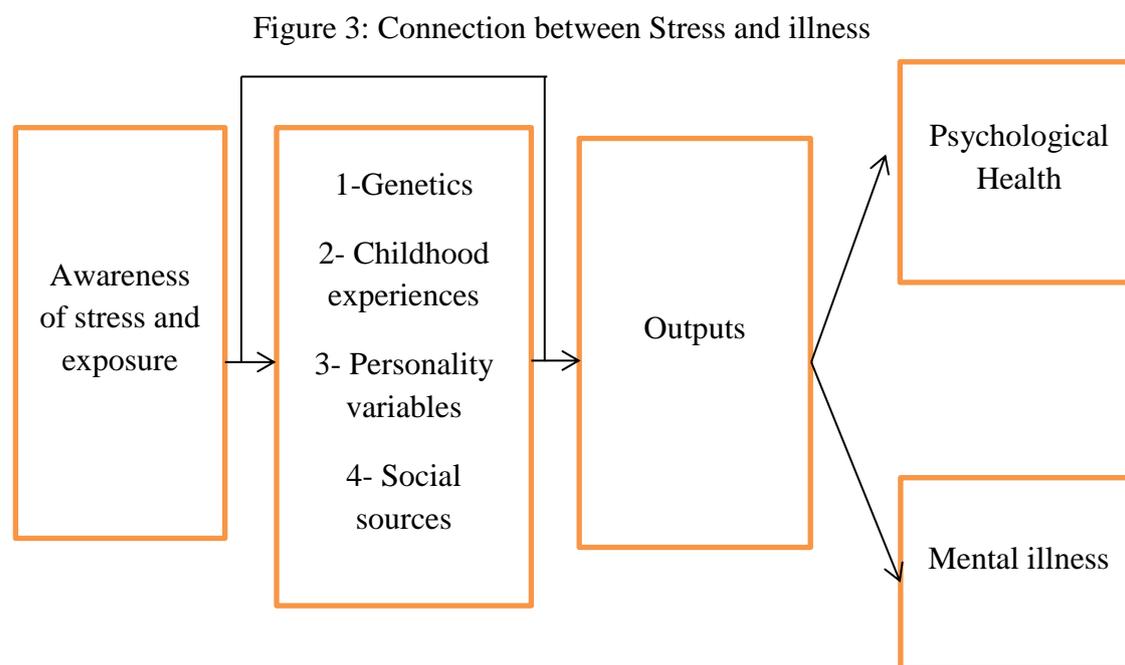
The Lazarus model is considered to be one of the most important models on which this theory was based, as it was discussed through its association with a number of factors and identified them in three main factors:

- "the individual's internal environment.

- Perceptual cognitive style.

- "Feeling threatened and frustrated".¹⁶

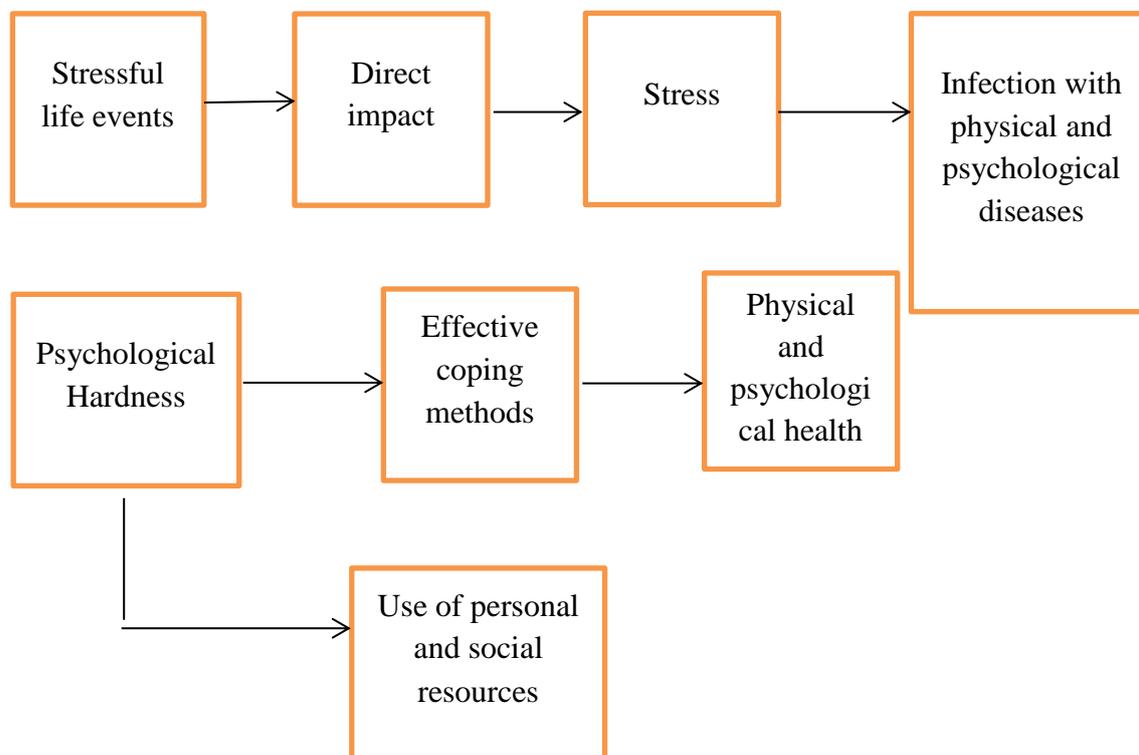
5.1.1. The Kobasa Model in Psychological Hardiness: Kobasa argued that the reason people are not affected by stress is the mediating factors between exposure to stress and its outcomes, and Kobasa presented the first model between stress and illness connection in 1979 as follows:



Source : (العيافي، 1433هـ، ص22)

In 1983 Kobasa provided a model of the relationship between psychological hardiness and stressful life events as follows:

Figure 4: The relationship between psychological hardiness and stressful life events.



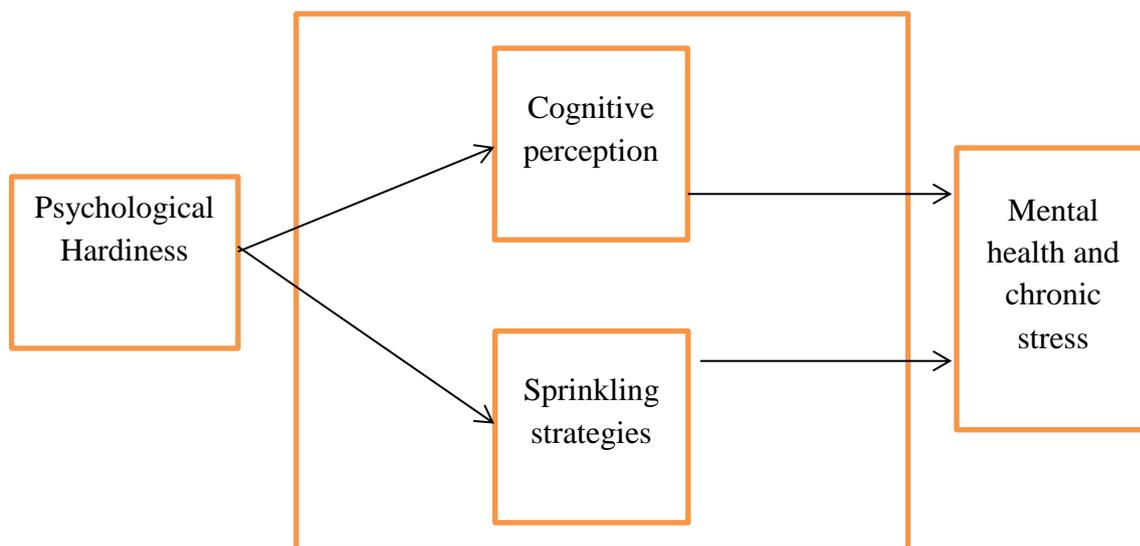
Source : (العيافي، 1433هـ، ص23)

5.2. Fennec modified model of Kobasa's theory: This model presented an amendment to Kobasa's through the study conducted with the aim of establishing a relationship between psychological rigidity and cognitive perception, and effective coexistence. "The study was conducted on a sample of (167) soldiers, where the researcher relied on arduous and realistic situations in his determination of the role of stiffness, then measured the variable of rigidity, cognitive perception of stressful situations, and coexistence with them before the training period given to the participants.

Once the training period ended, the two components of commitment and control were linked to good mental health of the individuals. Commitment was intrinsically linked to mental health, and that is by reducing the feelings of threat, and using effective coping strategies, especially that strategy of controlling emotions. After control was also associated with mental health by perceiving situations as less of a hardship and using a problem-solving strategy to coexist.

Moreover, Funk conducted another study in (1995) bearing the goal – upon which the first study was based – on a sample of soldiers, and the use of violent training for a four-months period during which the participants in this study carried out orders required of them, even if it contradicted their preferences and preparations, and that on a continuous basis. The study took place in order to measure psychological hardiness, and how cognitive perception of real hard events, and ways of coexistence before the training period, and after its completion, reached to the same results of the first study".¹⁷

Figure 5: Fennec put forth his modified model of the Kobasa theory for dealing with, and resisting hardship



Source : (راضي، 2008، ص40)

The concept of psychological hardiness is related to personality traits that are able to withstand stress and continue exerting effort in facing them. It is a term used by Kobasa (1979) to explain why some people are able to maintain a good health even when they are under severe stress and tension.

- "Each of (Clough, Earl & Sewell, 2001) added a fourth component of rigidity, which they called mental toughness, which is based on the theory of Muddy and Kobasa. The mental toughness model requires confidence as an important factor which they reached through their study of athletes' performance.

The 4Cs Model of psychological hardiness describes the four components of mental toughness as being sociable, able to maintain calmness and relaxation, possessing a competitive spirit, and having low levels of anxiety and a high sense of self-confidence, which emanates from the unwavering belief on their destiny, as they are unaffected. Individuals are relatively affected by competition and adversity.

Researchers have developed a questionnaire to measure mental toughness, and the results have proven its association with the component of mental toughness of Maddi and Cobaza".¹⁸

6. Characteristics of psychological hardiness: it is displayed accordingly.

6.1. Characteristics of people with high psychological hardiness: Kobasa concluded through her studies (1979, 1982, and 1983) as well as Maddi (1998) that the most important characteristics of people with high psychological stiffness are the following:

- "The presence of a religious value system that protects them from falling into delinquency, diseases, and addiction.

- Having goals in their lives and meanings that they cling onto and are associated with.

- Commitment and support to others when needed.

- Initiation and activity.

- Perseverance, effort, endurance, and work under pressure.

- The ability to achieve and innovate.

- Tilt to drive.

- Optimism and a positive attitude towards life.

- The ability to make decisions and choose between multiple alternatives.

- Calm and the ability to organize emotional and control impulses.

- Realization of inner control.

- In the same context, classify individuals who are distinguished by psychological toughness as follows:

- Committed to the work they should do instead of feeling alienated.

- They have the ability to control events instead of feeling powerless.

- They view change as a normal challenge rather than a feeling of threat.

- They find, in their awareness and evaluation of stressful life events, an opportunity to practice decision-making".¹⁹

- Delad (1990), Cozy (1991), and Krelestor (1996) indicated that people with high mental stiffness have few psychological and physical symptoms, and they have a focus on social endurance, high motivation towards work, and they have the ability to interact. Permanent, more life-oriented and confrontational to stressful life events, as they have the ability to relieve stress.

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6.2. Characteristics of people with low psychological hardiness:

- "Impaired ability to patience, and the inability to handle hardship.

- Impaired ability to take responsibility.

- Lack of flexibility in decision-making.

- Poor balance.

- Avoiding stressful events.

- Rapid anger, extreme sadness, a tendency to depression and anxiety.

- Weak adherence to values and principles.

- Avoidance and seeking social support.

- Impaired ability to self-control".²¹

In the last elements of the theoretical aspect of the concept, we present the element of measuring psychological hardiness in detail, according to the following.

7. Psychological Hardiness measurement: "Early researchers were found to integrate pre-existing scales of similar concepts to create a measure of hardiness, with some reporting the use of 19 sub-scales (Funk, 1992; Hull, Van & Virnelli, 1987). Many of these of sub-scales were also negative indicators of commitment, control, and challenge rather than assessing hardiness Per se. For example, a measure of alienation has often been used to assess commitment, or powerlessness to assess control. It is still unclear whether these negative indicators are valid reverse-coded measures of the attitudes of hardiness. Another measurement issue is that a number of the subscales used have not been consistent across studies, with some studies even using the same subscale to assess different hardiness attitudes. For example, the powerlessness scale was used to indicate commitment in some studies and control in other. This inconsistent use between researchers makes it challenging to compare findings across studies. Hull et al. (1987) reported, 'unfortunately, there now exist nearly as many ways to measure hardiness and its subcomponents as there are people conducting research on the topic. Obviously if progress is to be made in this area, this practice must stop' (p.521).

More recently, researchers have begun to account for previous measurement issues, leading to the second generation of hardiness measures : Dispositional Resilience Scale (DRS : Bartone et al.,1989),personal views syrvey (PVS :Maddi & Khobaza,1994), personal views survey –II(PVS-II : Maddi,1997). And personal views survey-III (PVS-III: Maddi &Kobaza, 2001). With regard to the DRS, for example, despite some concerns (e g, the majority of the items are negative indicators and there is no information on its test-retest reliability). the DRS has demonstrated several advantages over previous scales : (a) it includes positive indicators of hardiness ; (b) it uses equal numbers of items to measure commitement , control, and challenge ; and (c) the items and scoring of the scale are readily available. In contrast, the PVS and its subsequent versions are only available through the hardiness institute as commercial psychometric instruments, making it difficult for researtchers to assess their psycholometrics properties and those with limited funds. In contrast, Barton et al (1989) demonstrated evidence of criterion (i.e., predictive and councurrent) and construct-relative validity (i.e., convergent, discriminant, and factorial). High internal consistency for the composite hardiness score and its subscales has also been found. With cronabach alpha coefficients all being above.85 for hardiness, .75 for commitment, .66 for control, and .62 for challenge".²²

Second. The applied field of psychological Hardiness: it is dealt with according to the following two elements.

1. Field studies on psychological Hardiness: this element is addressed by presenting each study separately, according to the following.

- **Study (Kobaza, 1979):** "The study titled "The Relationship between Stressful Life Events and Personal Hardness" was aimed at Verify the following assumptions: That people who experience high degrees of stress do not they suffer from mental and physical diseases. They have a personal structure or a strong personal structure that differs from those who become ill when exposed to the same conditions. This structure is called the concept of personal hardiness which acts as a mediating variable between stressful life events and mental and physical illness.

The study sample consisted of (161) government employees, and the researcher used the same criteria List of (Holmer and Rahey) of the events of prepared life (in 1967), and the test of (Wicker), (Masuda) and (Holmes) To assess the severity of the disease, and measures of internal and external control to know the degree of control, commitment and challenge And the alienation test prepared by the researcher herself, and has relied on the following statistical methods: The test T, Pearson Correlation Coefficient, and Discriminant Correlation to Achieve Research Objectives. The study found that individuals who were exposed to high pressure without becoming ill They possessed a strong personal build called toughness, thus emphasizing that personal toughness is a variable Mediator between illness, stress and mental and physical illness of individuals".²³

- **(Kobasa, 1982):** "In this study, Copaza postulated that psychological rigidity is a component of (control perception) Challenge and commitment (acting as a psychological variable that reduces the impact of stressful events on health Psychological and physical.

The sample of the study reached (259) adults, and they occupy positions of upper and middle management.

Their ages ranged between 65 - 32 years, with an average age of 40 years. As for the tools that have been applied On them, Cobaza has applied the same tools as the previous study, namely the Holmes and Rahi scale of life events Compressor, Wailer Disease Questionnaire, and Hardness Scales to measure adherence, control, and challenge.

The results of the study indicated that rigidity does not reduce the impact of stressful events on me the individual, but it acts as a source of resistance, resilience, and prevention of the impact of stressful events on physical and psychological health".²⁴

-(**Gerson, 1998**): "It aimed to demonstrate the relationship between psychological hardiness, coping skills and stress among students Postgraduate studies, as the study sample amounted to (101 postgraduate students from the Department of Psychology,

The study found that students who scored high in psychological toughness were They use coping skills that are more effective and effective than those with lower stiffness scores, though Stress is positively related to the following coping skills: logical analysis, cognitive avoidance, and voiding Irritable, surrender. The study also found that total rigidity and cognitive avoidance and analysis Rationale is important predictors of stress, and finally the study found a negative relationship between rigidity And the stresses where it was found that students who scored high in rigidity were aware of the triggers The stresses are less stress than students who do not have high rigidity scores".²⁵

- (**Maddi et al ,1999**): "The study aimed to investigate the relationship between psychological rigidity and alcohol use at a stage Adolescence.

The study sample amounted to (226 members of the university students, whose ages ranged between (18-37 years).

Apply to them an investigation that shows the extent of their alcohol and drug use during adolescence and a scale psychological hardiness.

The study indicated that there is an inverse relationship between the degree of hardiness and previous alcohol use. Where it was found that individuals with high mental toughness reported less alcohol abuse than individuals with high mental health Reduced mental toughness, and they reported a greater degree of alcohol abuse, both in the past and now.

of A statistically significant relationship between mental toughness in its three dimensions and methods of coping with stress, the existence A statistically significant." ²⁶

-The importance of the psychological hardiness variable is evident through previous studies, as it has been studied in its association with several variables on different groups, in order to reach several procedural goals. So psychological hardiness represents an important variable in the development of the human resource personality.

Finally, an important component is touched upon, which is training in psychological hardiness, and it is determined according to the following:

2-Psychological Hardiness training: Researchers have shown that hardiness can be learned or developed through hardiness training.

"Maddi (1987) was the first to develop and test a hardiness training program, which taught individuals how to cope more effectively with stressful circumstances and use the resultant feedback from this process to enhance their commitment, control and challenge. Maddi found hardiness training to significantly increase individual's hardiness and decrease signs of strain (e.g., anxiety and depression) in a sample of 46 managers within a utility company. To further substantiate these findings, Maddi (1998) attempted to further evaluate the efficacy of the hardiness training in comparison to two other conditions: relaxation/meditation and passive listening. Findings revealed that hardiness training significantly increased levels of hardiness, job satisfaction, and perceived social support levels in comparison to the other groups. Those who received hardiness training also showed a greater decrease in strain and illness severity, compared to those who were in the relaxation/meditation or passive listening group. Maddi, Khoshaba, Jensen, Carter, Lu, and Harvey further evaluated the efficacy of hardiness training with 40 undergraduate students.

Hardiness was conceptualized as something that develops, rather than is inborn. The initial view, that youngster whose parents expose them to a wide range of experiences, and encourage them to learn from these experiences by putting them together into patterns through exercising imagination and judgment, was then tested in the IBT study. That study included interviews on the early history of the participating employees, conducted before the deregulation upheaval. Comparison of the data given by those who thrived in the upheaval with those whose performance and health was undermined largely supported the hardiness conceptualization, but highlighted the importance of dealing with stressful circumstances. Specifically, those who thrived described their early life as stressful, and their parents as supportive and encouraging of their efforts to do well nonetheless. Convinced by their parents of the importance of, and their capability in, coping and thriving they worked hard in school and were also therefore supported and admired by their teachers". ²⁷

"These results suggesting that hardiness is learned prompted and guided the development of a hardiness-training program. Briefly, the training program is based on a workbook that includes hardy coping, social interacting, and self-care exercises, plus a procedure for using the feedback from these efforts to deepen hardy attitudes. Typically, there are several weekly sessions in the training, so that trainees can carry out planned exercises in their lives, and report back on the results of this. By now, there are several evaluation studies of this hardiness training showing that it not only increases hardy attitudes and actions, but also improves performance and health in working adults (Maddi, 1987; Maddi, Kahn, & Maddi, 1998) and college students. In working adults, the training increased not only their hardiness levels, but also their job satisfaction, and constructive involvement with fellow employees. The training also decreased the number of employees in the sample whose blood pressure was too high. As to college students, the training not only increased their hardiness levels, but also their retention rates and grade point averages over the next 2 years".²⁸

General production: After relying on a set of the theoretical and practical side on the subject, we conclude that stressful events are a natural stimulus in an individual's life due to changes in life events. However, the difference lies in response to this stress, which is what calls for interest in scientific research. It is for said reason that most important factors of resistance to pressures currently invested in by scientific research is psychological hardiness. Here we conclude that it is a preventive factor of stress, and it is evident in the various definitions and dimensions of mental hardiness and the characteristics of high / low psychological hardiness, and the theoretical proposition of Kobasa and her material.

And in conclusion, since psychological toughness is a measurable and training concept, then it is one of the variables that must be focused on, in order to build healthy individuals, physically and psychologically.

In addition to the latter conclusion, the family, and the environment within which a person grows and receives their education, plays a major in the individual's low/high psychological hardiness.

Conclusion

The subject of psychological hardiness was dealt with by presenting a number of elements that we deemed to be important to readers and researchers in this concept. Our goal through this article was to introduce the concept of psychological hardiness in theory through familiarity with all elements related to it, and that by looking at previous references and providing them to the reader. Finally, in hopes that, by the end of reading this article will be a new beginning in the context of interest and development of the concept of psychological hardiness, theoretically and in practice.

- Recommendations:

- Interest in the concept of psychological hardiness in theory and its development.

- Conducting scientific studies on the concept of psychological hardiness.
- Working to develop measures of psychological hardiness.
- Holding training programs on psychological hardiness in early life stages.
- Attention to developing the preventive trend from mental and physical disorders.

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