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the effect of psychological empowerment on Cognitive participation : field study at Public Hospital Institution

Mohamed Boudiaf - El Bayadh

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Abstract

The study aimed to uncover the impact of psychological empowerment with its four dimensions (meaning, independence, competence, impact) on achieving cognitive participation, using a descriptive analytical approach. A survey instrument was utilized, distributed to a sample of 40 doctors within the public hospital institution, Mohamed Boudiaf in El Bayadh. The data was analyzed using the statistical software SPSS-23, employing various tests, predominantly the multiple regression equation

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The study concluded a statistically significant effect of psychological empowerment on cognitive participation. The findings indicated that independence and meaning did not significantly affect the achievement of cognitive participation within the study sample. The study recommended prioritizing the provision of a hospital environment that fosters psychological empowerment, particularly for doctors, given their substantial influence on communities.

Keyword : Psychological Empowerment; Cognitive Participation; Public Hospital Institution ; El Bayadh.

1. INTRODUCTION

Today, business institutions face exceptionally critical and modern challenges, with perhaps the most significant being their focus on human intellectual capital and emphasis on collaborative work in response to customer needs, independence, and increasing empowerment and initiative space. Human intellectual capital is considered the foremost and fundamental element that stands out and contributes to the success of institutional work in achieving its objectives. It is the sensitive, responsive, perceptive, and developmental element—the manager and the orchestrator—critical for sustainability and growth.

Among the essential empowerment types is psychological empowerment, often referred to as non-structural empowerment, playing a significant role in employees' sense of empowerment through their feeling of freedom in decision-making and influencing outcomes. What this empowerment fundamentally establishes is the encouragement of cognitive collaboration, built through the sharing of experiences, learning, adaptability, and innovation. The implementation of knowledge stands as one of the most effective ways to improve service quality, with a considerable impact on the human workforce. Possessing shared knowledge built through psychological empowerment enhances employees' ability to deliver better job performance and even fosters organizational commitment for institutions that encourage cognitive collaboration and empower their employees.

1.1. Study problem :

Based on the foregoing, our study aims to address the following main question:

What is the effect of psychological empowerment on achieving participation within the public hospital institution mohamed boudiaf in el bayadh ?

1.2. StudyHypotheses:

To answer the main question, study was anchored on the following main hypotheses :

- ❖ There is a statistically significant impact of psychological empowerment on achieving cognitive participation within the Public Hospital Institution Mohamed Boudiaf in El Bayadh;
- ❖ There is a statistically significant impact of the meaning dimension of work on achieving cognitive participation within the Public Hospital Institution Mohamed Boudiaf in El Bayadh;
- ❖ There is a statistically significant impact of the independence dimension on achieving cognitive participation within the Public Hospital Institution Mohamed Boudiaf in El Bayadh;
- ❖ There is a statistically significant impact of the impact dimension on achieving cognitive participation within the Public Hospital Institution Mohamed Boudiaf in El Bayadh;
- ❖ There is a statistically significant impact of the competence dimension on achieving cognitive participation within the Public Hospital Institution Mohamed Boudiaf in El Bayadh.

1.3. Study Approach:

To achieve the study's objectives, the descriptive-analytical approach was utilized, aiming to precisely and comprehensively understand and describe phenomena and cases. This method helps eliminate ambiguity surrounding certain concepts by analyzing and comprehending them in detail and qualitatively, precisely examining and organizing data and information.

1.4. Study Importance :

The importance of this study lies in assessing the impact of psychological empowerment on achieving cognitive participation and the effect of each of the four independent variables (meaning, independence, competence, and impact) that constitute psychological empowerment on cognitive participation in its various dimensions. This is accomplished by highlighting the theoretical aspects of these variables and examining the relationship between them through a survey-based study involving a sample of administrators (doctors) within the Public Hospital Institution Mohamed Boudiaf in El Bayadh.

1.5. Study Objectives :

- ❖ To delve into the theoretical aspects of psychological empowerment and cognitive participation ;
- ❖ To highlight the relationship between psychological empowerment and cognitive participation theoretically and empirically ;
- ❖ To determine the impact of psychological empowerment, considering its dimensions (meaning, independence, competence, and impact), on cognitive participation within the Public Hospital Institution Mohamed Boudiaf in El Bayadh."

1.6. Study Previous :

Several previous studies have addressed the topic of the current study, which revolves around exploring the relationship between both psychological empowerment and knowledge sharing. Below are some of these studies:

The study (by Zafar Adiguzel, Omar Khaled Bahati, et al.,2019) aimed to explore the impact of self-empowerment and collaborative leadership on employees and organizations. The research involved employees in the food industry, where continuous production to meet customers' nutritional needs was essential amidst the demanding work pace. The study sample comprised 365 administrative staff in food companies in Istanbul. IBM SPSS25 and AMOS were used for survey analysis and regression analysis to test hypotheses. The study concluded that self-empowerment and collaborative knowledge-based leadership positively influence innovation assurance. In a pivotal organizational context, employees feel a sense of purpose in their work by utilizing their knowledge, skills, and experiences to solve problems. Empowered employees, supported by the organization, feel competent, independent, and understand the value they bring to their roles. Both self-empowerment and collaborative knowledge-based leadership have a positive impact on employees, and this positive effect reflects well within the organization; The study (by Edi Bannani et al., 2019) titled "The Link between Self-Empowerment, Knowledge Sharing, and Innovative Work Behavior among Employees in Small and Medium-Sized Enterprises" aimed to experimentally verify the role of self-empowerment in contributing to innovative work behavior, with knowledge sharing as a mediating variable. This research was conducted in small and medium-sized enterprises located in Indonesia, using a quantitative approach and a questionnaire distributed among 500 employees from 50 small and medium-sized companies. Analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The study found that dimensions of self-empowerment positively correlate with innovative work behavior, with knowledge sharing partially mediating the relationship between meaning and destiny, while fully mediating the influence dimension; The study (by Helmi Buyong, Olya Savriazal, Anis Alyana, et al., 2020) titled "The Impact of

Collaborative Knowledge on Performance through Self-Empowerment and Supervisor Trust" was conducted to examine the effect of collaborative support on performance through self-empowerment. The primary method used was a preliminary qualitative approach and questionnaires distributed to employees at Petrochemical Grisek. The research sample comprised 38 employees from the Human Resource Development department and was analyzed using Structural Equation Modeling with the statistical software PLS. The study concluded that collaborative knowledge significantly influences performance, self-empowerment affects employee performance, and knowledge significantly impacts supervisor trust. Performance plays a pivotal role in ensuring organizational success;

Various studies have differed in approaching the topic that involves examining the relationship between variables across different countries and institutions. Some have shown a high level of correlation, while others have indicated a mediating relationship between these variables. Moreover, there are studies that have explored the impact of employee empowerment on their job commitment and performance within the organizations they work for. Most of these studies have been linked to the presence of mediating variables that can bring about this impact. These studies were beneficial in constructing a survey instrument divided into two axes: one related to the independent variable (employee empowerment) and the other connected to the dependent variable (knowledge sharing). Currently, this instrument is being applied to a sample of administrators (physicians) at the public hospital institution Mohamed Boudiaf in El Bayadh province, Algeria. The aim is to investigate the impact that the multidimensional employee empowerment has on achieving knowledge sharing within this study sample.

2. Literature review

2.1. Definition of a Psychological empowerment:

Psychological empowerment is defined as enhancing the necessary skills, knowledge, and confidence that enable a person to take control of their life and steer it in the right direction. It reflects the extent to which an individual controls their sources of power. Empowerment is associated with empowerment training aimed at assisting individuals in achieving empowerment, whether on a personal or institutional level, such as in their workplace.(Al-Hassan & Jihad , 2020, p. 140) .The concept of empowerment in English is linked to two concepts: self-realization or

what is applied as self-presence. It refers to awareness, knowledge, or the ability to possess the necessary elements for participation and resistance against social pressures. It can be a subject of control and dominance or a means of rejection and resistance through emotions and feelings.(Al-Hassan & Jihad , 2020, p. 141)

The concept of empowerment revolves around enabling individuals in what is known as Psychological empowerment, which becomes apparent when an individual's cognitive factors steer toward accepting responsibility and independence in decision-making. Conger & Kanungo (1988) are considered the pioneers of this term, defining it as a process that enhances an individual's sense of self-efficacy within an organization by identifying circumstances that lead to feelings of weakness and attempting to overcome them. This was followed by Thomas & Velthouse's (1990) expanded definition, making the concept of empowerment, as defined by Conger & Kanungo, more complex and not conclusively explained in a unidimensional concept. Therefore, they defined self-empowerment as a stimulation of internal tasks for the individual, instilling a sense of empowerment, encapsulated within four cognitive dimensions: the sense of meaning and value derived from one's work, the perception of impact within the organization, and the sense of freedom in choice or self-management. Then came Spritzer's model (1995), based on Thomas & Velthouse's (1990) proposal, which presented empowerment in its four dimensions and marked Spritzer as the first to develop a measure and evaluation of these four cognitive dimensions of self-empowerment.(Fouzia, 2018, p. 29).Psychological empowerment can be defined as an internal sense within an individual, whether at a professional, social, or personal level, characterized by their feeling of freedom and independence in decision-making and possessing self-efficacy. This is achieved through a sense of value and significance in what they do in life or at work, thereby feeling the impact on the outcomes achieved. With these four factors, an individual can have a high level of empowerment, which reflects on their performance or job commitment.

2.2. Dimensions of Psychological empowerment:

Several studies have addressed the concept of Psychological empowerment through four universally recognized perceptions perceptions encompass (meaning, independence (freedom), competence, influence). Mohammed Rafik Mohammed Al-Ahmad delved into these dimensions in his study in the following manner(Al-Ahmad & Mohammed , 2017, p. 16):

- ❖ **Meaning:** It refers to an employee's perception of the value and significance of the work they engage in. This involves the alignment between job demands and individual roles on one hand, and beliefs, values, and behaviors on the other. When these aspects are in harmony, the job holds value. However, if they are contradictory, this reflects a sense of meaninglessness for the employee. Routine tasks or jobs that do not align with their capabilities and principles often leave them feeling that their job lacks purpose ;
- ❖ **Competence:** It's the sense of empowerment, skill, and proficiency. It reflects an individual's belief and confidence in carrying out their work tasks with high skill ;
- ❖ **Self-Determination and Freedom:** This expresses an individual's sense of freedom and control. It's the autonomy that an individual possesses, drawing from their independent will, experience, knowledge, and internal drive ;
- ❖ **Impact:** It refers to the tangible effect, the sensory impact. It's the degree to which behavior is seen as capable of making a difference concerning accomplishing the task, thereby creating the intended impact in the work environment.

3. Definition of a Cognitive Participation

Cognitive sharing can be defined as the process of transferring and conveying knowledge (skills, expertise, and concepts) from one individual to another within an organization with the aim of achieving added value to knowledge. This term has been defined from an administrative perspective on a bilateral basis: the first side possessing knowledge and the second side needing it, which requires the creation of suitable conditions for the former to deliver knowledge in any form, and the latter to absorb and assimilate this knowledge.(Abdullah, 2018, p. 111).We find a distinction between the terms "information sharing" and "cognitive sharing" because information does not encompass the element of thinking, while cognitive sharing involves a manner and nature of collaboration based on the type of knowledge. It also involves a shift from individual work to collective work. There are two approaches addressing the concept of cognitive sharing: the perceptual approach and the constructivist approach. The former relates to observable knowledge that can be exchanged between individuals, while the latter emphasizes socially constructed knowledge usually formed through social interactions; Knowledge sharing among employees within an organization is essential as it helps enhance performance, reduces learning

efforts, and encourages a culture of cognitive sharing within the institution. This is achieved by incorporating knowledge into the institution's business strategy and changing employees' attitudes and behaviors to foster a desire to share knowledge. Marquardt (2002) pointed out that knowledge sharing within an organization occurs in two forms: intentional and unintentional sharing.(Droum, p. 259).

1.3. Dimensions of Cognitive Participation

Study (Khaled, Madouche, & Wasel, 2020, p. 10) on knowledge sharing addressed the following dimensions:

- ❖ **Knowledge Transfer:** It involves the process of innovation, organization, distribution, and reception of knowledge, ensuring its availability for new users. The process of knowledge transfer requires continuous planning and relies on the expertise of the involved individuals for its success ;
- ❖ **Knowledge Exchange:** It facilitates the sharing of explicit knowledge among individuals and is considered progressive when an individual is willing to assist and learn from others to enhance skills ;

Knowledge Transformation: The transfer of knowledge across various units, departments, and institutions, In the study (Jawad, Habib , & Abdulwadood, 2022, p. 520), the following three dimensions were relied upon :

- ❖ **Behavior:** It's one of the key components of knowledge sharing and a fundamental aspect in the process. Open behavior towards others positively correlates with the process of sharing and exchanging knowledge ;
- ❖ **Work Teams:** Homogeneous work teams facilitate effective roles and maximize the potential for collaborative work, promoting opportunities for the dissemination of knowledge-sharing behavior among team members ;
- ❖ **Training:** It involves utilizing specialized methods and tools within work systems to enhance job performance, thereby improving and fostering a culture of knowledge-sharing behavior.

While some researchers have mentioned that the process of knowledge sharing relies on three fundamental dimensions built upon the characteristics of employees, these dimensions include the individual, organizational, and technological aspects. These dimensions are defined by the following attributes (Latif & Mahmoud , 2021, p. 273): Organizational culture encompasses prevailing values, standards, and

practices within the institution, as well as individuals' perception of knowledge sharing. Leadership enables individuals to partake in establishing the organization's goals and future visions through openness, mutual trust with employees, and communication, leading to heightened productivity through knowledge sharing and leveraging employees' intellectual assets. Trust among individuals involves confidence in personal knowledge and trust in others' knowledge and skills. Personality traits define individuals' readiness to engage and their confidence in their functional abilities. Additionally, educational levels determine extensive work experience, technological skills, and the prevailing culture in knowledge sharing.

The relationship between Psychological empowerment and Cognitive Participation to be mutually reinforcing. Knowledge sharing refers to the sense of capability and potential to make decisions within an individual's environment, enabling cognitive exchange and idea-sharing with others. Psychological empowerment, in turn, elevates the level of knowledge sharing among psychologically empowered individuals. This psychological empowerment manifests through a willingness to engage, dialogue, and socially interact, fostering confidence in their abilities and respect for others' opinions, particularly within the workplace. Empowered individuals feel capable of decision-making, knowledge exchange, idea contribution, and leveraging others' experiences. Their confidence in their self-efficacy influences positive behavior, impacting others through their decisions that align with organizational goals and benefit both the organization and the individual employee. This plays a role in creating an empowering environment by the institution, aimed at enhancing its employees' proficiency and encouraging knowledge sharing among them.

4. Method and Outcome of the Field Study

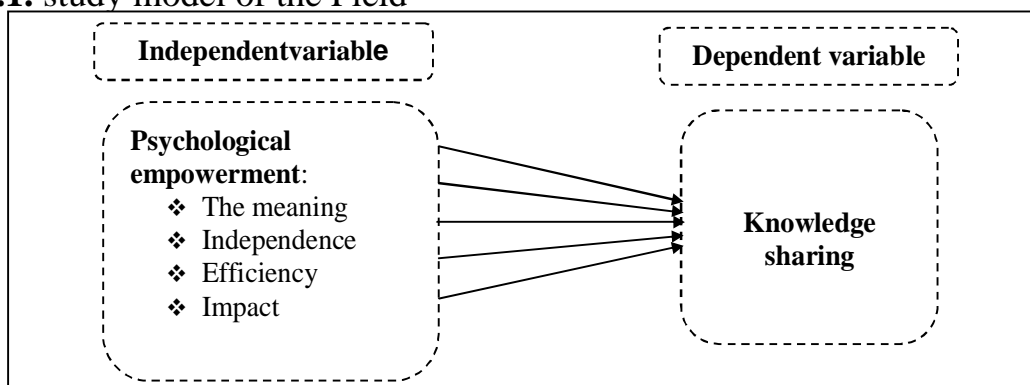
1.4. Definition of a hospital

A hospital is an open system that relies on the community and is influenced by the environment in which it operates, along with all its conditions. Kast referred to the hospital as a social human system, stating that humans are the foundation of the system. It only functions with their presence, as they are the creators of the service with their hands and minds, simultaneously benefiting from it.(Al-Bakri, 2015, p. 22) Hospital ownership is considered a crucial foundation in monitoring and controlling the hospital's operations and policies, which in turn are categorized into(Al-Bakri, 2015, p. 27) :

- ❖ **Government Hospitals:** These are healthcare institutions managed, financed, supervised, and governed by the government. They are characterized by their large size and the comprehensive services they provide to society. They represent the majority in terms of the number of hospitals operating in most countries worldwide, exerting a significant impact on the public and handling substantial daily interactions ;
- ❖ **Non-Governmental and Non-Profit Hospitals:** Operating under the auspices of charitable institutions, these hospitals are typically funded by third parties, often involving donations from individuals, charitable associations, insurance companies, and social security institutions. Their services are offered to patients at limited costs, with expenses covered by these external entities without burdening the patients ;
- ❖ **For-Profit Private Hospitals:** These hospitals are owned by individuals or associations with the primary goal of making a profit, aside from their initial purpose. Patients bear the cost of their treatment without involving a third party, and their pricing is often higher compared to other types of hospitals ;
- ❖ **The first public hospitals were built in Algiers, Oran, and Annaba between 1883 and 1889. The first batch of medical students graduated as doctors between 1914 and 1964. The Algerian government heavily invested in training new medical staff and establishing medical colleges that produced a significant number of doctors. At the beginning of Algerian independence, healthcare was formed by a network of hospitals, clinics, and dispensaries, which saw progress in Algeria's healthcare organizational policy over the years. By 2018, the healthcare system comprised 16 university hospitals, 297 public hospitals, 273 local healthcare institutions, 1708 dispensaries, 6226 healthcare centers, 575 private institutions, including 206 clinics and hospitals, 369 diagnostic centers, alongside the construction of 40 additional general and specialized hospitals and 422 other medical facilities(The Free Encyclopedia, 2023) .**

2.4. Study model

Fig.1. study model of the Field



Source: Prepared by researchers based on previous studies.

Mohamed Boudiaf Hospital, classified as Type A, was established according to Executive Decree No. 07-140 dated May 19, 2007. It spans over 5 hectares and its hospital activities commenced in 1986. Previously, it was part of the healthcare sector and was included in the First Five-Year Plan in 1969. Construction commenced in 1975, and hospital activities began in 1986, serving a population of no more than 100,000 inhabitants at the time. Currently, the population stands around 400,000, It consists of four floors structured as follows:

- ❖ Ground floor: (Administration, Blood Injection Center, Central Laboratory, Blood Clearing Center, Documentation Center, Emergency Unit, Reception Office, Medical Resuscitation Unit, Surgical Operation Complex, Pharmacy, Kitchen, Data Section, Forensic Medicine Department and Morgue, Laundry, General Store, Steam Sterilization Burn Unit) ;
- ❖ First floor: (Maternity Unit, Gynecology, Cesarean Section Surgery) ;
- ❖ Second floor: (Pediatrics Department, Neonatal Care Department) ;
- ❖ Third floor: (General Surgery Unit, Pediatric Surgery Unit, Orthopedic Surgery Unit, Ophthalmology Unit, Ear, Nose, and Throat Unit, Neurosurgery Unit) ;
- ❖ Fourth floor: (Internal Medicine Unit, Cardiac Surgery Unit, Dialysis Unit, Oncology Unit, Infectious Diseases Unit, Hematology Unit, Gastroenterology and Internal Diseases Unit, Dermatology Unit, Skin Diseases Department, Ophthalmology Department).

3.4. .Study Tool and Sample:

In our study, we relied on a questionnaire designed around two axes. The first axis encompasses items related to the independent variable (Psychological empowerment), represented as (X) in the study, consisting of four dimensions (meaning of work (X1), independence (X2), competence (X3), and Iimpact (X4)) with a total of 13 items. The second axis includes 11 items related to the dependent variable (knowledge sharing), represented as (Y).The targeted sample for this study comprised doctors working at the Mohamed Boudiaf Public Hospital in the El Bayadh province. The questionnaire was randomly distributed to 40 doctors across various specialties within the healthcare facility under study.

Table 1. The sample included in the study

the sample	the number	The ratio
Valid	40	100%
excluded	00	00%
the total	40	100%

Source: Prepared by researchers based on the outputs of the statistical program Spss-23.

The table No. (01) indicates that the survey included a sample of 40 participants, consisting of both male and female doctors across various hospital departments within the healthcare institution under study, representing almost 100%. This signifies a strong indicator for the study.

Table 2. Cronbach’s alpha coefficient to measure the reliability of the questionnaire tool

The dimensions and variables of the study	Number of phrases	Cronbach's alpha value
Independent variable (X)	13	0.976
Dependent variable (Y)	11	0.930
The first independent dimension(X ₁)	3	0.989
The second independent dimension(X ₂)	4	0.988
The third independent dimension(X ₃)	3	.0.935
The fourth independent dimension(X ₄)	3	0.945

Source: Prepared by researchers based on the outputs of the statistical program Spss-23.

The results in Table No. (02) demonstrate the reliability of the questionnaire tool through Cronbach's alpha coefficients. The values indicate high levels of internal consistency within the dimensions and variables of the study:

- ❖ The independent variable (X) shows an exceptionally high reliability coefficient of 0.976, suggesting strong consistency among the 13 phrases used to measure this variable ;
- ❖ The dependent variable (Y) exhibits a very good reliability coefficient of 0.930, indicating substantial consistency among the 11 phrases used in measuring this variable ;
- ❖ The individual dimensions within the independent variable (X₁, X₂, X₃, X₄) all show strong reliability, with coefficients ranging from 0.935 to 0.989. This suggests high internal consistency within each dimension's phrases, supporting the reliability of these dimensions in the study.

Table 3. Characteristics of the members of the tribe

Personal and job characteristics		Repetition	percentage
Sex	male	14	35
	Female	26	65
Age	30 ≥ 20	12	30
	40 ≥ 30	15	37
	50 ≥ 40	9	22
 ≥ 50	4	10
Years of Experience	5 ≥ 1	17	42.5
	10 ≥ 5	8	20
	15 ≥ 10	7	17
 ≥ 15	8	20
Work interest	U.R.G :	7	17.5
	U.F.D.S	16	40
	O.D.G	4	10
	L.D.E	3	7.5
	N.R.	4	10
	R.E.A	2	5
	CH.G	4	10
The Total		40	100

Source: Prepared by researchers based on the outputs of the statistical program Spss-23.

Through the above Table No. (03), we observe some demographic characteristics specific to the study sample, indicating that the number of male doctors who completed the questionnaire was lower than the number of female doctors working in the healthcare institution under study by a difference of approximately 65%. This isn't a constant ratio within the institution due to absences, whether due to leaves or those who moved to other hospitals. Therefore, this number cannot be considered fixed within the institution. It's known that the medical profession is an esteemed field sought after by high school graduates with qualifications that enable them to pursue it, considering the annual graduates from Algerian medical schools due to the duration of study.

Moreover, the survey encompassed doctors, and it was found that their years of experience in the public healthcare institution in El Bayadh were less than five years for about 42.5%, especially among those aged under 30 and under 40. This indicates

that graduates from medical schools have opportunities to join their therapeutic field and continue gaining experience from highly experienced doctors with over 10 years of expertise, contributing to their education, skills, and clinical experience.

Furthermore, within the surveyed healthcare institution, it was evident that the Emergency Department, hosting around 40% of the present doctors, had more medical staff compared to other departments, which either had minimal doctor presence or departments that were not yet operational within the healthcare institution, potentially receiving a substantial number of graduates or doctors coming from other regions in the future.

Table 4. Test of normal distribution of study variables

Sex	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	ddi	Sig	statistics	ddi	sig
X : male	0.208	14	0.102	0.883	14	0.065
Female	0.233	26	0.001	0.850	26	0.001
Y: male	0.175	14	*0.200	0.875	14	0.050
Female	0.105	26	*0.200	0.944	26	0.168

Source: Prepared by researchers based on the outputs of the statistical program Spss-23.

It's known that a sample size exceeding 30 individuals adheres to a normal distribution, enabling the application of parametric tests in field studies. Our study affirmed the sample's adherence to a normal distribution regarding the gender variable through the study's dimensions, verified by statistical tests like the Kolmogorov-Smirnov test or the Shapiro-Wilk test, where the significance values were greater than 0.05.

Table 5. Arithmetic mean and standard deviation of the study variables.

Study variables	The arithmetic mean	standard deviation	Sample orientation
Independent variable (X)	3.253	1.227	consent
Dependent variable (Y)	3.488	0.122	consent
The first independent dimension(X ₁)	3.058	1.533	consent
The second independent dimension(X ₂)	3.262	1.492	consent
The third independent dimension(X ₃)	3.616	1.055	consent
The fourth independent dimension(X ₄)	3.075	1.170	consent

Source: Prepared by researchers based on the outputs of the statistical program Spss-23.

Table (05) above displays the means and standard deviations of the variables: the independent variable, Psychological empowerment, and its four dimensions

(meaning, independence, efficiency, and influence), as well as the dependent variable, cognitive participation. These were found to be in a concurring direction. Notably, the mean values of the variables did not exceed 5, following Likert scale, with standard deviation percentages ranging from 0.12 to 1.53. These values were introduced into the regression equation, dependent and independent, suggesting that the surveyed doctors in the healthcare institution exhibit a good cognitive participation due to a lower sense of Psychological empowerment. This could be attributed to the hospital environment, which significantly influences the perception of good self-empowerment and consequently affects performance.

Table 6. Results of simple linear regression test.

Dependent variable	Independent variable	value R	value R-deux	value F	Function F	value Béta	value T	Function T	Contrast inflation factor ViF
Y	X	0.787 ^a	0.619	61.630	0.000 ^b	0.787	7.850	0.000	1.000

Source: Prepared by researchers based on the outputs of the statistical program Spss-23.

Table (06) illustrates the results of the simple linear regression test, demonstrating the effect of Psychological empowerment, the independent variable (X), on the dependent variable, cognitive participation (Y). There's a strong relationship of 0.80%, indicating that doctors or physicians with higher psychological empowerment are more capable of producing cognitive participation in their institution. Additionally, the table reveals that the regression model is significant, evidenced by the value of f, which was 61.630 with a significance level of less than 0.01. Psychological empowerment explains 0.61% of the variance in cognitive participation for the sample, as indicated by the R-squared value in the previous table. The T-value explains the strong relationship between the variables, signifying that for every unit increase in doctors' level of Psychological empowerment within their healthcare institution, there's an improvement of 0.80 units in cognitive participation. Therefore, it can be concluded that there is an impact of Psychological empowerment on the cognitive participation of the study sample.

The equation for the simple linear regression can be derived from the table as follows: Cognitive Participation (Y) = 5.281 + 0.551 * Psychological empowerment + Error.

This equation shows that in the absence of Psychological empowerment (when the value of Psychological empowerment equals zero), the cognitive participation value is 5.281%. Moreover, with each increase in the level of Psychological empowerment on the Likert scale, cognitive participation increases by 55%.

Table 7. Results of the multiple linear regression test for academic variables

Dependent variable	Independent variable	value R	value R-deux	value F	Function F	value Béta	value T	Function T
Y	1	0.817	0.667	17.537	0.000	0.185-	-0.625	0.536
	2					0.745-	-2.570	0.015
	3					-0.037	-0.238	0.813
	4					0.168	0.963	0.342

Source: Prepared by researchers based on the outputs of the statistical program Spss-23.

The multiple linear regression model, depicted in Table (06), aimed to understand the impact of the four independent variables represented by the dimensions of Psychological empowerment (meaning, independence, competence, and influence) on the dependent variable, cognitive participation. The result indicated that the regression model is significant, as demonstrated by the F-test value of 17.53 at a significance level of less than 0.01%. This suggests a very strong correlation among the four independent variables and cognitive participation by 81%, explained by the R-squared value. The study revealed that influence has the most significant association with cognitive participation, at 96%. This indicates that the surveyed doctors have a positive influence on their cognitive participation compared to the other three variables, which exhibit moderate or weak levels of influence on cognitive participation in the study's sample within the healthcare institution. The derived equation for the multiple regression can be summarized as follows: Cognitive Participation (Y) = 4.935 + 0.123 * Influence + (0.10) * Meaning + (0.42) * Independence + (0.03) * Competence + Error.

From this equation, it's evident that in the absence of the independent variables successively (influence, meaning, independence, competence), influence stands out as the most influential variable on cognitive participation. This signifies that as doctors' influence on the outcomes or decisions within their healthcare institution increases by a unit on the Likert scale, cognitive participation increases by 12%.

5. CONCLUSION

Numerous studies and research have highlighted the significant impact of self-empowerment on various variables, notably cognitive participation. The relationship between these two variables is crucial, as self-empowerment generates an internal sense of satisfaction, enhances performance, fosters knowledge exchange, promotes collaborative work, especially in sensitive employee sectors, such as healthcare institutions in the public sector.

Administrators and professionals within these institutions, including doctors, internal administrative staff, and nurses, greatly benefit from a sense of self-empowerment. This empowerment, in turn, reflects on the clients, particularly the patients, influencing the delivery of healthcare services to meet their health needs effectively.

1.5. Results of the Study:

- ❖ There is a strong correlation between Psychological empowerment and achieving cognitive participation. This indicates that as an individual's sense of empowerment increases, performance and knowledge exchange improve ;
- ❖ The statistical analysis reveals a significant impact of Psychological empowerment on the cognitive participation of doctors in the public healthcare institution under study. This positive impact is strongly related to knowledge management among the participants ;
- ❖ There's a statistically significant impact of the dimension of influence on achieving cognitive participation. This suggests that doctors have a positive impact, not just on the quality of healthcare they provide to patients, leaving a positive impact on them, but also on the decisions made within medical interests that foster cognitive participation ;
- ❖ However, there's no significant impact of the dimensions of independence and efficiency on achieving cognitive participation. This might be due to the majority of the sample comprising recent medical school graduates, indicating they are in the phase of skill development and education in their medical careers. Over time, they may focus on enhancing their self-efficiency and independence as they gain experience within the healthcare institution under study.

2.5. Recommendations:

- ❖ Enhance the focus on providing a healthcare environment that fosters a sense of Psychological empowerment, particularly for administrators, notably doctors who are the group that requires empowerment and environmental

support the most. Their services are closely linked to community well-being and health ;

- ❖ Work on providing modern technological means that facilitate time-saving for treatment and support cognitive participation among healthcare administrators in the studied healthcare institution ;
- ❖ Provide training sessions led by experienced doctors and institution administrators for newly graduated doctors from medical schools to enhance their experience and promote a sense of meaningfulness in work and decision-making freedom, thus reinforcing their sense of self-empowerment ;
- ❖ Support teamwork and provide opportunities for knowledge exchange and experience sharing, establishing a health-oriented environment built on cognitive participation. This aids in enhancing performance, creating a positive impact on the work environment, patients, and meeting healthcare needs.

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