

**OPEN ACCESS**

SUBMITTED 16 December 2024

ACCEPTED 18 January 2025

PUBLISHED 24 February 2025

VOLUME Vol.05 Issue02 2025

COPYRIGHT

© 2025 Original content from this work may be used under the terms of the creative commons attributes 4.0 License.

The Impact of Psychological Empowerment on Improving the Performance of Tourist Guides

Allawi Namah Abdulzahra

Karbala Technical Institute, Al-Furat Al-Awsat Technical University, Iraq

Abstract: Psychological empowerment is one of the modern trends that have emerged in human resources management, which is reflected in improving job performance, especially in the field of tourist guidance, which represents the backbone of the tourism and hospitality industry. The study aimed to identify the concept of psychological empowerment and clarify its importance, identify the types of psychological empowerment and the stages of its formation, explain the concept of tourist guide performance and its determinants, and shed light on the most important modern tools for measuring tourist guide performance and the models that explain it. The study relied on the descriptive analytical approach, and used the questionnaire to collect data from a random sample of tourist guides, the size of which was (110) individuals. The study concluded the importance of psychological empowerment in achieving psychological and professional safety for workers, and improving the job performance of workers in the field of tourist guidance. Psychological empowerment was interpreted in light of Spreitzer's theory according to four dimensions that included meaning, impact, efficiency, and self-report. Tour guide performance was also interpreted in light of the Kaizen model and the Deming model. The study presented a set of recommendations, including providing training programs for tourist guides to improve performance and develop the capabilities of workers in the field of tourist guidance according to a comprehensive strategy for management. Human resources in tourism organizations.

Keywords: Psychological Empowerment - Employee Performance - Performance Improvement - Tour Guide.

Introduction:

Contemporary business organizations operate in a dynamic environment characterized by rapid changes that are becoming more severe due to the increase in technological, economic and social developments, which requires keeping pace with them and adapting to them at the internal and external levels in a highly competitive environment (Khalifa, 2016, p. 46). The source of competitive advantage in tourism organizations lies primarily in human resources and their good employment with appropriate quality and type in a way that ensures the building and renewal of human and intellectual capital (Abdullah, 2020, p. 9). Human resources constitute the backbone of tourism organizations, whether governmental or private, as tourism services are characterized by many characteristics that depend in their entirety on providing distinguished services that meet the needs and desires of tourists, which makes the human element a fundamental factor in providing tourism services due to its direct dealings with tourists (Fariha et al., 2017, p. 381). Human resources also determine the level of efficiency and effectiveness of the competitiveness of tourism organizations and the extent of their success in providing tourism services and products by improving the performance of employees (Belias et.al., 2017, p. 159). Many modern trends have emerged in human resources management that adopt the principles of decentralization and delegation of powers and empower employees to participate in decision-making. Empowerment, with its psychological and structural aspects, is one of the modern trends adopted by contemporary organizations in developed countries to improve the performance of the human element and contribute to achieving organizational goals (Khashaba and Al-Badawi, 2018, p. 3). The concept of empowerment emerged during the last quarter of the twentieth century as one of the contemporary administrative terms that pay more attention to modern human resources management (Al-Nashili, 2021, p. 670), and interest was particularly focused during the last decade of the twentieth century on the field of employee empowerment in the context of the development of management science and organizational behaviour, as that period was known as the era of empowerment (Al-Qatit and Asmiou, 2017, p. 16), which crystallized around employees bearing responsibility, participating in decision-making, delegating powers, feeling important and self-motivated, and generating positive work behaviours (Al-Nadi, 2024, p. 187). Psychological empowerment of employees is one of the factors supporting the success of organizations and an important driver of human

resources activities and practices, influencing employee behaviour. It is an important psychological factor mediating organizational factors and job satisfaction (Uslu, 2015, p. 1463). Psychological empowerment also contributes to reducing job stress for employees, reducing emotional exhaustion, bridging the psychological and cognitive gap between employees, increasing employees' sense of competence and worthiness for their jobs, and supporting their role in the progress and success of the organization (Gharakhani & Zaferanchi, 2019, p. 109). Improving the performance of the tour guide is one of the most important methods for achieving continuous improvement in the results of the work of tourism organizations, given its connection to the organisation's strategic goals by focusing on the needs of employees and working to satisfy them. Therefore, it constitutes an effective method for the organisation's success and strengthening its competitive ability (Al-Jazaery, 2024, p. 102). In this context, the research discusses the effect of psychological empowerment on improving the tour guide's performance. Study Problem:

Workers in the field of tourist guidance are exposed to many psychological pressures due to the nature of their work, the multiplicity of their responsibilities, and the diversity of their job tasks, which leads to an increase in the severity of work pressures and their exposure to many psychological crises that threaten their psychological, social and job safety, and negatively affect the level of job performance, which requires tourism organizations to pay attention to directing psychological support to tourist guides by enhancing their psychological empowerment, which is reflected in improving job performance. In this context, the study problem is represented by answering the following main question: Does psychological empowerment affect the performance of tourist guides?

The following questions arise from the main question of the study:

- 1 - What is the concept of psychological empowerment and its importance?
- 2 - What are the types of psychological empowerment and the stages of its formation?
- 3 - What is the tourist guide performance concept and its determinants?
- 4 - What are the tools for measuring tourist guide performance, and what are the explanatory models?

Study objectives:

- 1- Identify the concept of psychological empowerment and determine its importance.
- 2- Identify the types and stages of psychological empowerment.

3- Explaining the concept of tour guide performance and its determinants.

4- Surveying the most important modern tools for measuring tour guide performance and explaining the most famous models that explain it.

Importance of the study:

The importance of the study is to shed light on the role of psychological empowerment in supporting a positive work environment for workers in the field of tour guidance and to identify the importance of psychological empowerment in enhancing the capabilities of tourism organizations to raise the efficiency of performance and achieve organizational goals, and compete in the domestic and foreign market. The study also sheds light on the determinants of tour guide performance, given its importance in increasing tourism movement and improving the tourist experience for tourists through direct dealing with them and improving the mental image of the tourist destination and the tourist organization, which motivates tourists to repeat the purchase of tourism products and services, as methods of measuring performance improvement have developed to combine qualitative and quantitative measurement methods, which is useful in improving the quality of tour guide services and raising the efficiency and effectiveness of tour guides and supporting productivity to achieve profitability for tourism organizations.

Previous Studies

Many previous studies have addressed the field of psychological empowerment of workers, including the study (Aghaei & Savari, 2013), which addressed the relationship between psychological empowerment and organizational commitment of workers, and concluded that there is a positive direct relationship between enhancing psychological empowerment and increasing the degree of organizational professional commitment. The study (Ali, 2022) discussed the prediction of emotional effort through both psychological empowerment and professional resilience among special education teachers in Alexandria, and concluded that there is a strong relationship between psychological empowerment and professional resilience, which helps workers cope with psychological pressures in the work environment and achieve job commitment, job control and job challenge. The study (Wen, et.al., 2023) interpreted the concept of psychological empowerment as an intervening variable between leadership empowerment and work participation, and concluded that psychological empowerment is associated with participation in decision-making and its positive impact

on the behaviors of workers in the tourism and hotel industry. The study (Oliveira & Andrade, 2023) presented the psychometric properties of the psychological empowerment scale and verified them, and concluded that there is Four basic dimensions are meaning, competence, influence, and self-determination.

The study (Mustafa and Ali, 2024) addressed the impact of psychological empowerment on organizational citizenship behaviors, applied to the nursing staff at Mansoura University centers, and concluded that there is a strong correlation between the dimensions of psychological empowerment and organizational citizenship behaviors, and that psychological empowerment helps improve the work environment. The study (Al-Nadi, 2024) revealed the level of psychological empowerment among a sample of health care workers and its relationship to both psychological prosperity and spiritual intelligence, and concluded that there are statistically significant differences in most dimensions of psychological empowerment due to gender in favor of males. It also showed that increasing the number of years of experience increases the moral motivation of workers, which enhances their psychological empowerment. First: The theoretical aspect of the study:

1 - Psychological empowerment:

1/1 The concept of psychological empowerment:

The word empowerment in the Oxford dictionary means "giving the ability to the individual, or the process that makes the individual strong", and this term in the LongMan dictionary refers to "making the individual more in control of his life", and the APA dictionary defines psychological empowerment as "the process that supports knowledge and skills and gives the confidence necessary for the individual to be able to control his life and direct it in the right direction" (Salama et al., 2024, p. 381).

Psychological empowerment refers to the process that aims to improve the self-efficacy of employees by enhancing positive attitudes towards the work environment, supporting job commitment behaviors and feelings of job satisfaction (George & Zakkaria, 2018). Psychological empowerment refers to the positive psychological state that shapes the individual's positive motivations (Alonson & Topa, 2018, p. 3), which is the internal feeling that enables the individual to control and dominate the field of work (Ukpe, 2019, p. 15). Psychological empowerment indicates the presence of employees who believe in their abilities and are confident in themselves, and are ready to make the utmost effort to accomplish work tasks with the highest efficiency and effectiveness (Ortiz & Serrano, 2021, p.

1).

1/2 The importance of psychological empowerment for employees is as follows:

- Psychological empowerment achieves psychological and professional safety and motivation for employees, which helps achieve positive work results (Quinones, et.al., 2013, p. 128).
- Psychological empowerment has a positive impact on improving the capabilities and potential of employees, increases their self-confidence, and motivates them to behave well in the face of work challenges to maintain internal and external peace (Subramaniam & Panchanatham, 2014, p. 93).
- Psychological empowerment helps solve ongoing problems that arise in the work environment and supports teamwork (Khalifa & Shehab, 2015, p. 425).
- Psychological empowerment supports employees' sense of the value and importance of work, and bearing responsibility towards achieving organizational goals, as well as enhancing the level of loyalty and belonging to the organization (Al-Hamidi, 2016, p. 242).
- Psychological empowerment gives employees confidence in their ability to carry out job tasks successfully and efficiently (Jordan, et.al., 2017, p. 18).
- Psychological empowerment enhances organizational citizenship behaviors that support the achievement of organizational goals by activating employees' roles outside the scope of job description (Gnanarajan, et.al., 2020, p. 96).
- Psychological empowerment generates internal motivations for employees that increase confidence, enthusiasm, and the feeling of being able to influence the decision-making process (Ma & Zhou, 2021, p. 10).
- Psychological empowerment achieves high levels of job satisfaction, which is reflected in improving organizational performance and raising productivity (Singh & Banerji, 2022, p. 462).

/3 Types of psychological empowerment:

Empowerment is divided into two main types:

1/3/1 Psychological empowerment: It refers to the perceptions that govern the personal orientation of workers towards understanding the work environment, with the aim of controlling or influencing events and situations (Al-Fatlawi and Rahim, 2021, p. 370).

1/3/2 Organizational empowerment: It refers to the practices that support workers' skills, share powers, improve organizational effectiveness, and enhance the network of social relations between members of the organization (Helmy and Abdel Latif, 2023, p. 381).

1/4 Stages of psychological empowerment:

(Al-Sakarna, 2014, p. 53) and (Mohsen, 2021, p. 7) identified five stages through which the empowerment process goes, including the following:

1/4/1 The stage of following: In which the best performance of workers in performing work tasks is measured, and the development of work methods and the use of new technological methods is encouraged.

1/4/2 Responsibility stage: Employees are encouraged to raise controversial issues, allow for creative thinking, and develop new possibilities and scenarios.

1/4/3 Testing stage: Clear rules and guidelines for empowerment practices are established over a specific period of time.

1/4/4 Participation stage: Employees are given the opportunity to access information that enables them to identify the characteristics of their jobs, form work teams, and contribute to the success of the organization.

1/4/5 Rejection stage: Employee behaviors are changed by insisting on achieving job task objectives and achieving organizational goals.

1/5 Theories explaining psychological empowerment:

Spreitzer's theory, 1995, is one of the most important theories explaining psychological empowerment, as it focuses on the orientations of workers towards empowerment, the impact of which is manifested by giving meaning to work, feeling able to influence the work environment, increasing levels of efficiency and ability to perform job tasks and granting powers (Spritzer, 1995, p. 1442). Therefore, the theory includes four dimensions of psychological empowerment, which are:

1/3/1 Meaning: It refers to workers' awareness of the importance and value of work by achieving compatibility between the goals and aspirations of workers on the one hand and the requirements of work and the goals of the organization on the other hand, which motivates workers to exert maximum effort to achieve personal and organizational goals (Mazur & Kuzma, 2015, p. 4885). It also refers to the compatibility and harmony between the values and goals of workers and their jobs (Latifa, 2017, p. 129).

1/3/2 Impact: It refers to the employees' awareness of the strength of their influence on the work activities in the organization, and their contributions to planning policies and making organizational decisions that affect the work environment (Joo & Lim, 2013, p. 318), and it also expresses the degree of employees' influence on work outcomes by performing their job roles (Hahm, 2017, p. 47).

1/3/3 Competence: It refers to the degree to which employees perform job tasks and obligations with the

required skill and success (Al-Fatlawi & Rahim, 2021, p. 371), which is the ability of employees to accomplish job tasks as required through their confidence in their abilities and by relying on their experiences (Hahm, 2017, p. 45). 1/3/4 Self-determination: It refers to the independence of workers in achieving self-efficacy and freedom of diligence in choosing appropriate work methods to achieve effectiveness in performing work tasks (Ru, 2017, p.30), and expressing the ability that workers possess in facing organizational problems related to the field of work and across different organizational levels (Gozukara & Simsek, 2015, p.964).

2 - Tourist guide performance:

2/1 The concept of tour guide performance:

According to the definition of the World Federation of Tourist Guides, a tour guide is the person responsible for accompanying tourists and speaking to them in their language to explain and interpret archaeological, historical and heritage landmarks in a specific area. This profession is often practiced through a permit obtained from the competent authority (Al-Shamaila, 2019, p. 477). According to the Law on Practicing the Profession of Tourist Guidance in Iraq No. 37 of 1966, a tour guide is the one who provides assistance to tourists and takes them on tourist trips to explain historical and archaeological landmarks in tourist sites and areas worth seeing in various parts of the country in exchange for a certain fee (Shabr and Kazim, 2019, p. 719). Performance has been defined by the International Organization for Standardization (ISO 9000) as efficiency and effectiveness. Effectiveness refers to the extent to which results are achieved, and efficiency refers to the relationship between the final outputs and the resources used (Abdullah and Abdul Qader, 2020, p. 133). The performance of the tour guide refers to the ability of individuals working in the tourism and hotel industry to achieve the specified goals with efficiency and effectiveness that are consistent with the goals of the organization (Al-Sakhani, 2020, p. 25). It is the final result of the outputs and results achieved by workers in the tourism sector for the responsibilities, tasks and duties assigned to them (Hassan et al., 2022, p. 159). The concept of performance improvement consists of three processes that include the importance of the goal, the ability to achieve it, and the economic method of achieving the goal. These three processes together constitute the comprehensive improvement of performance (Al-Wahaibi et al., 2020, p. 17). 2/2 Determinants of improving the performance of the tour guide:

The determinants of improving the performance of the tour guide include four aspects, including quality,

efficiency, effectiveness, and productivity.

2/2/1 Quality: It is a modern approach that seeks to improve performance, by focusing on all aspects of operations and activities, and not focusing on the product or service only, with the aim of achieving customer satisfaction, training employees, and avoiding errors, in order to achieve the highest levels of excellence in improving performance (Idris and Abu Al-Rus, 2022, p. 387).

2/2/2 Effectiveness: It is the ability of employees to achieve organizational goals in the correct way by providing services in a good manner in terms of quantity and quality (Santark & Obluska, 2012, p. 149).

2/2/3 Efficiency: It means that employees possess high levels of knowledge and skills to ensure achieving performance improvement (Al-Azzi, 2019, p. 90), through the ability of employees to possess the skills that help provide services as expected by customers, and in the correct manner that is consistent with the goals of the organization (Al-Ghanimat, 2015, p. 13).

2/2/4 Productivity: It is the proper exploitation of organizational resources in the correct way, which achieves balance and equality between the various production factors, with the aim of increasing productivity and achieving the greatest amount of products and services, at the lowest costs and with the least effort (Al-Shanwani, 2020, p. 352).

2/3 Tour guide performance measurement tools:

2/3/1 Pareto chart: This chart is one of the modern statistical tools used to address qualitative problems related to improving performance. It was presented by the Italian scientist Vilfredo Pareto according to the idea of the essential few versus the weak many. It means identifying the influential few and addressing them first, then moving to the small influential many in the second stage. A graphic chart has been developed that is used to determine the relative importance of problems and their causes, to determine the starting point for solving them, and to identify their causes (Al-Barawi and Bashwa, 2021, p. 222).

2/3/2 Fishbone diagram: This diagram is also known as the (cause/effect) diagram, and was developed by the Japanese scientist Kaoru Ishikawa. It is a graphic diagram that resembles the skeleton of a fish in its design, as the main problem forms the head of the fish to determine its causes, and the main and secondary causes form the fishbone. Then the diagram shows the relationship between the causes of problems and their results, in order to determine the real cause of the problem and treat it (Bouharoud, 2015, p. 240). 2/4 Models explaining the performance of the tour guide:

2/4/1 Kaizen model:

This model is one of the most famous models for improving performance in business organizations. It was invented by the Japanese scientist Taiichi Ohno in 1986 with the aim of achieving continuous improvement in performance, by relying on analysis and process to achieve continuous improvement in performance (Al-Shumili, 2017, p. 15). This model is based on several principles, the most clear of which are (Al-Khaza'leh, 2024, p. 70) as follows:

- Improvement is the responsibility of every member of the organization, by sharing responsibility between management and workers.
- Comprehensive improvement of all administrative, financial, production and marketing aspects.
- Improvement based on various processes for the purpose of improving them, not just based on results.
- Improvement related to solving problems and improving the decision-making process.
- Improvement directed towards the customer to satisfy his needs, fulfill his desires and reach satisfaction.
- Continuous improvement as a continuous and ongoing process in itself.

2 /4/2 Deming Model:

This model is one of the most important models for improving performance, as it was presented by the American scientist Edward Deming by relying on four processes (plan, implement, check, improve) for continuous performance improvement (Al-Shamili, 2017, p. 17). These processes are based on eight principles, including improving performance, empowering employees, wise leadership, systems management, operations management, customer orientation, the objectivity of administrative decisions, and achieving benefits for the organization, suppliers, and customers (Dudin, M.N. et al., 2015, p. 242). The Deming International Award for Outstanding Performance was established according to the criteria of this model, which include quality assurance, quality policies, quality control, organizational management, learning and dissemination, achieving results and collecting information, and future planning (Haniya,

2016, p. 34). Second: The practical aspect of the study:

The study's practical aspect included designing a five-point Likert scale questionnaire. It included two axes (psychological empowerment of tourist guides and organizational empowerment of tourist guides) and the demographic data axis. The questionnaire was distributed to a random sample of tourist guides in the holy city of Karbala. The total number of returned questionnaire forms was (110).

A- Descriptive statistics for the demographic data of the study sample:

1. The majority of the study sample was male (88%) compared to females (12%), which indicates the dominance of the male category working in the field of tourist guidance.

2. The age group (30-40 years) came in first place with a percentage of (61.1%), the age group (41-50 years) came in second place with a percentage of (18.5%), the age group (less than 30 years) came in third place with a percentage of (15.7%), and the age group (over 50 years) came in last place with a percentage of (4.6%), which indicates that the youth group is the most employed in the profession of tourist guidance. 3. The educational level of bachelor's degree came in first place with a percentage of (60.2%), the diploma came in second place with a percentage of (25.9%), and those who hold a master's degree came in third place with a percentage of (12%), and finally, those who hold a doctorate with a percentage of (1.9%), which indicates the high educational level of those working in the profession of tourist guidance. 4. In terms of the number of years of experience, it came in first place (10 - 15 years) with a percentage of (32.4%), and came in second place (less than 5 years) with a percentage of (25%), and came in third place (5 - 10 years) with a percentage of (21.3%), and came in the same place (more than 15 years) with a percentage of (21.3%), which indicates an increase in the number of years of experience for tourist guides.

B- Descriptive statistics for objective data:

This presentation deals with the descriptive statistical analysis of the study sample's responses to the objective data according to the five-point Likert scale, Table (1).

Table (1) Results of the descriptive statistical analysis of the study sample's responses

Arith metic Mean	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Para grap hs
	%	Num ber	%	Num ber	%	Num ber	%	Num ber	%	Num ber	
4.10	29.1	32	56.4	62	10.0	11	4.5	5	0	0	X1
4.00	30.9	34	53.6	59	4.5	5	7.3	8	3.6	4	X2
4.50	57.3	63	36.4	40	6.4	7	0	0	0	0	X3

4.11	33.6	37	51.8	57	9.1	10	3.6	4	1.8	1	X4
4.12	31.8	35	51.8	57	13.6	15	2.7	3	0	0	X5
4.16	35.5	39	50.0	55	10.9	12	2.7	3	0.9	1	X6
3.83	22.7	25	54.5	60	10.9	12	7.3	8	4.5	5	X7
4.11	34.5	38	50.0	55	9.1	10	5.5	6	0.9	1	X8
4.57	67.3	74	22.7	25	10.0	11	0	0	0	0	X9
4.31	53.6	59	27.3	30	16.4	18	2.7	3	0	0	X10

(X1): The study sample members responded with approval of the interest in solving the social problems suffered by tourist guides with an arithmetic mean of (4.10).

(X2): The study sample members responded with approval of providing psychological treatment programs for tourist guides who suffer from mental illnesses with an arithmetic mean of (4.00).

(X3): The study sample members responded with strong approval of providing appropriate rest times for tourist guides to reduce work pressures with an arithmetic mean of (4.50).

(X4): The study sample members responded with the approval of distinguished tourist guides receiving moral and material incentives with an arithmetic mean of (4.11).

(X5): The study sample members agreed to allow tourist guides to express their opinions freely to improve the quality of services provided with an arithmetic mean of (4.12).

(X6): The study sample members agreed to involve tourist guides in deciding tourist guidance tasks with an arithmetic mean of (4.16).

(X7): The study sample members responded with approval to take the opinion of tourist guides in preparing tourist programs before designing them with an arithmetic mean of (3.83).

(X8): The study sample members responded with approval to grant powers to tourist guides to help quickly complete the work task with an arithmetic mean of (4.11).

(X9): The study sample members strongly approved encouraging tourist guides to work as a team and formwork teams with an arithmetic mean of (4.57).

(X10): The study sample members responded with strong approval to provide training programs for tourist guides to raise their professional skills with an arithmetic mean of (4.31).

Conclusion:

Study results:

- Psychological empowerment is one of the modern and pioneering trends in organizational management,

which indicates improving employees' self-efficacy and enhancing positive attitudes towards the work environment.

- The importance of psychological empowerment for employees includes achieving psychological and professional safety, enhancing loyalty and organizational belonging, supporting organizational citizenship behaviours, solving ongoing problems, improving the capabilities and potential of employees, and achieving high levels of job satisfaction.

- Employee empowerment is divided into two basic types: psychological empowerment and organizational empowerment.

- The formation of psychological empowerment includes five stages: showing responsibility, testing, participation, and rejection.

- Psychological empowerment can be explained in light of Spreitzer's theory, which identified four dimensions of psychological empowerment: meaning, influence, efficiency, and self-determination.

- The tour guide's performance is the final result of the results achieved by workers in the tour guide sector about the tasks and responsibilities assigned to them.

- The determinants of improving the performance of the tour guide include four areas: quality, efficiency, effectiveness, and productivity.

There are many modern tools for measuring the tour guide's performance, the most famous of which are the Pareto chart and the fishbone chart. The tour guide's performance can also be explained in light of the Kaizen and Deming models.

RECOMMENDATIONS

- Increase the interest of tourism organizations in supporting the psychological empowerment of tour guides by granting more delegation of powers to facilitate tour guide procedures and practices.
- Provide training programs for tour guides to improve performance and raise job efficiency.
- Support positive work behaviours, which improves the quality of tour guide performance and enhances the attraction of tourism movement.
- Provide the opportunity for tour guides to

participate in making organizational decisions, designing tourism programs, and developing tourist destinations that suit the needs of tourists.

- Develop the capabilities of human resources working in tour guides according to the human resources management strategy in tourism organizations.

REFERENCES

First: Arabic references:

1. Idris, Tayman, Abu Al-Rusan Thabet (2022). The role of total quality management in improving institutional performance, an applied study, Arab Journal of Scientific Publishing, 40: 376-404.
2. Al-Barawi, Nizar Abdul Majeed, Bashayo, Lahsen Abdullah (2021). Quality Management: An Introduction to Excellence and Leadership: Concepts, Foundations and Applications, Al-Warraq Printing, Publishing and Distribution Foundation, Amman.
3. Al-Jazaery, Zainab Abdul-Ridha (2024). Information Technology as a Tourist Guide Tool in the Twenty-First Century, Global Tourism Publications Series, Metabook Printing and Publishing House, Cairo.
4. Al-Hamidi, Manal (2016). Job Empowerment and Its Relationship to Organizational Loyalty among Faculty Members at the College of Education at Taif University from Their Point of View, International Specialized Educational Journal, 5(4): 236-266.
5. Al-Khazaleh, Shaker Daif (2024). The Impact of Applying Environmental Sustainability Standards on Hotel Performance in the Food and Beverage Sector: A Comparative Study between Hotels in the Cities of Aqaba (Jordan) and Jeddah (Saudi Arabia), Unpublished PhD Thesis, Faculty of Tourism and Hotels, Mansoura University.
6. Al-Sakarna, Sattam (2014). The Impact of Psychological Empowerment on Achieving Competitive Advantage: A Field Study on Insurance of Kuwaiti Companies, Unpublished Master's Thesis, Faculty of Business and Finance, Al al-Bayt University, Amman.
7. Al-Shamaileh, Maher Awda (2019). The Role of Tourist Guides in Raising Awareness of the Importance of Preserving Tourist Places, International Journal of Heritage, Tourism and Hospitality, Fayoum University, 13(2): 476-490.
8. Al-Shameli, Aisha Youssef (2017). Performance Improvement Program, Dar Al-Fajr for Publishing and Distribution, Cairo.
9. Al-Shanwani, Salah (2020). Production Management: A Historical Introduction to Technological Development, a Structural Introduction to the Industrial Facility, Alexandria Center for Books, Alexandria.
10. Al-Sakhani, Mohsen Abdul-Hussein Mahdi (2020). Governance and its Role in Improving Hotel Performance: An Applied Study on the Governorates of Karbala and Najaf, Unpublished PhD Thesis, Faculty of Tourism and Hotels, Mansoura University.
11. Al-Azzi, Salam Jassim Abdullah (2019). The quality of information services and its role in improving institutional performance, Diyala University as a model, unpublished doctoral dissertation, College of Arts, Al-Mustansiriya University, Baghdad.
12. Al-Ghanimat, Ibrahim Muhammad Ibrahim (2015). The impact of applying hotel service quality on competitive priorities from customers' point of view, an applied study on five- and four-star hotels in the Petra region, unpublished master's thesis, College of Business, Middle East University, Amman.
13. Al-Fatlawi, Mithaq Hatif, Rahim, Muhammad Muhi (2021). The role of servant leadership in achieving psychological empowerment for employees, an analytical study of the opinions of a sample of employees of Karbala satellite channel, Ahl al-Bayt Magazine (PBUH), 28: 361-386.
14. Al-Qatit, Al-Mahdi Al-Mabrouk Imran, Asmiyo, Mukhtar Muhammad Al-Mahdi (2017). Structural/relational environmental empowerment and psychological empowerment, an integrated or applied theoretical study, Journal of Economics and Business Studies, 6(2): 16-28.
15. Al-Nadi, Hiba Fathy Attia (2024). The level of psychological empowerment among a sample of health care workers and its relationship to both psychological prosperity and spiritual intelligence, Journal of Scientific Research in Arts for Social and Human Sciences, 25(2): 181-244.
16. Al-Nashili, Dina Helmy Abbas Muhammad (2021). Psychological empowerment and its role in achieving organizational identity, Scientific Journal of Economics and Trade, 51(3): 669-700.
17. Al-Wahaibi, Muhammad Hamoud Nasser, Al-Sadrani, Abdullah Hassan Abdullah, Al-Hamouri, Muhammad Adnan Jabr (2020). The Impact of Job Satisfaction on Institutional Performance in the Ministry of Sports Affairs in the Sultanate of Oman, Comprehensive Multi-Knowledge Electronic Journal, 27: 1-35.
18. Bouharoud, Fathia (2015). Quality Management in Business Organizations Theory and Application, Dar

- Al-Masirah for Publishing and Distribution, Oman.
19. Hassan, Sayed Abdel Razek, Ayad Tamer Hamdi, Mansour, Souad Omran (2022). The Role of Total Quality Management in Improving the Job Performance of Employees, A Field Study on Egyptian Tourism Companies, *Journal of the Union of Arab Universities for Tourism and Hospitality*, 23(2): 155-168.
 20. Helmy, Jihan Ahmed, Abdel Latif, Manar Fathi (2023). Psychometric Properties of the Psychological Empowerment Scale for Secondary School Teachers, *Journal of the Faculty of Education, Beni Suef University*, 3: 375-402.
 21. Khashaba, Fatima Al-Sayed, Al-Badawi, Afef Saeed (2018). The level of psychological empowerment among faculty members and their assistants and its relationship to their spiritual intelligence and innovative thinking, *Journal of the Faculty of Education, Benha University*, 29(116): 308-334.
 22. Khalifa, Ahmed (2016). The effectiveness of strategic vigilance in strategic decision-making, a case study of a sample of economic institutions in the valley, *Journal of Economic and Financial Studies, University of Martyr Hama Lakhdar*, 9(2): 45-59.
 23. Khalifa, Mona El-Sayed, Shehab, Lobna Mahmoud (2015). The relative contribution of strategic management of human resources to psychological empowerment and emotional commitment of teachers, *Journal of Educational and Social Studies*, 21(3): 411-484.
 24. Salama, Shaimaa Masoud Mohamed, Ibrahim, Iman Lotfy, Al-Khawass, Hoda Hassan (2024). Psychometric properties of the psychological empowerment scale among a sample of teachers, *Journal of Psychological Counseling*, 79(5): 377-414.
 25. Shaber, Elham Khader Abbas, Kazem, Haider Imad (2019). Laws regulating the profession of tourist guidance, a comparative study between Iraq and Egypt, *Journal of Management and Economics, Al-Mustansiriya University*, 120: 717-730.
 26. Abdullah, Qaisar Ahmed (2020). Strategic management of human resources and its impact on enhancing job satisfaction for workers in tourism companies in Iraq, unpublished doctoral dissertation, Faculty of Tourism and Hotels, Mansoura University.
 27. Abdullah, Hawan, Abdul Qader, Sha'a (2020). Evaluating hotel performance using performance measurement indicators, a case study of the Mansour Palace Hotel, Mostaganem, *Journal of Strategy and Development*, 10(4): 131-145.
 28. Ali, Amani Adel Saad (2022). Predicting emotional effort through both psychological empowerment and professional resilience among special education teachers in Alexandria, *Journal of the Faculty of Education, Alexandria University*, 32(4): 193-233.
 29. Freha, Linda, Mounir, Kharouf, and Azzouzi, Khadija (2017). The role of training in developing the capabilities of tourism human resources, a field study of a sample of hotel establishments in Algeria, *Journal of the College of Baghdad for Economic Sciences, University*, 51: 379-402.
 30. Mohsen, Sarah Hazem (2021). The role of psychological empowerment in enhancing organizational energy, *College of Administration and Economics, University of Iraq*.
 31. Mustafa, Mona Sami Mahmoud, Ali, Sahar Salah Al-Mutawali (2024). The impact of psychological empowerment on organizational citizenship behaviors applied to the nursing staff at Mansoura University centers, *Raya International Journal of Business Sciences*, 3(9): 428-500.
 32. Haniya, Muhammad Anwar Rushdi (2016). The extent of practicing strategic agility and its relationship to the excellence of institutional performance in the food industries sector in the Gaza Strip, unpublished master's thesis, Faculty of Commerce, Islamic University, Gaza.

Second: Foreign references:

1. Aghaei, N. & Savari, M. (2013). The Relationship Between Psychological Empowerment and Professional Commitment of Selected Physical Education Teachers in Khuzestan Province. *Iran European Journal of Experimental Biology*, 4 (4): 147-155.
2. Alonson, M.L. & Topa, G. (2018). Prevention of Occupational Strain: can Psychological Empowerment and Organizational Commitment Decrease Dissatisfaction and Intention to Quit? *Journal of Clinical Medicine*, 7(11): 1-12.
3. Belias, D; Trivellas, P; Koustelios, A; Serdaris, P; Varsanis, K. and Grigoriou, I. (2017). Human resource management, strategic leadership development and the Greek tourism sector, In *Tourism Culture and Heritage in a Smart Economy*, Springer, Cham.
4. Dudin, M.N. et.al. (2015). The Deming Cycle (PDCA) Concept as an Efficient Tool for Continuous Quality Improvement in the Agribusiness, *Asian Social Science*, 11(1): 242.
5. George, E. & Zakkariya, K., A.(2018). Psychological

- Empowerment and Job Satisfaction in the Banking sector, Palgrave Pivot, Cham.
6. Gharakhani, D. & Zaferanchi, A. (2019). The effect of job burnout on turnover intention with regard to the mediating role of job satisfaction, *Journal of Health*, 10(1):109-117.
 7. Gnanarajan, A. H., Kengatharan, N., & Velnampy, T. (2020). Exploring the prevalence of teachers' organizational citizenship behaviour and its determinants: Evidence from an under-researched cultural milieu, *Qualitative Research in Education*, 9(1): 95-123.
 8. Gözükar, İ. & Şimşek, O.F. (2015). Linking transformational leadership to work engagement and the mediator effect of job autonomy: A study in a Turkish private non-profit university, *Procedia-Social and Behavioral Sciences*, 195: 963-971
 9. Hahm, S. (2017). Information sharing and creativity in a virtual team: Roles of authentic leadership, sharing team climate and psychological empowerment, *KSII Transactions on Internet & Information Systems*, 11(8):45-50.
 10. Joo, K. & Lim, J. (2013). Transformational leadership and Career Satisfaction the Mediating Role of Psychological Empowerment. *Journal of leadership & Organizational Studies*, 20 (3): 316-326.
 11. Jordan, G., Miglic, G., Todorovic, I. & Maric, M. (2017). Psychological Empowerment, Job Satisfaction and organizational commitment Among Lecturers in Higher Education: Comparison of Six CEE Countries. *Organizacija*, 50 (1): 17-32.
 12. Latifa, B. (2017). The effect of structural empowerment on psychological empowerment in private health care in biskra, Algeria, *Economics World*, 5(2): 129-137.
 13. Ma, L.R. & Zhou, F. (2021). Psychological Empowerment Increases retention intention among Chinese Kindergarten teacher: A moderated meditation model, *Social Behavior and Personality: an international Journal*, 49(9): 1-11.
 14. Mazur, A. & Kuzma, R. (2015). Assessment of Importance of Conditions and Safety of Work for Shaping Management Image, *Procedia Manufacturing*, 3: 4884-4891.
 15. Oliveira, M. & Andrade, J. (2023). Psychological empowerment for the future of work: Evidence from Portugal *Global Business and Organizational Excellence*, 42(5): 65-78.
 16. Ortiz, M.C. & Serrano, L.A. (2021). English as a Key Element in the Empowerment of Undergraduate ELT Female Students, *MEXTESOL Journal*, 45(1): 1.
 17. Quinones, M., Van den Broeck, A. & De Witte, H. (2013). Do Job Resources Affect Work Engagement Via Psychological Empowerment? A Mediation Analysis. *Journal of Work and Organizational Psychology*, 29: 127-134.
 18. Ru, A.W. (2017). The Relationship between job Burnout and Psychological Empowerment with the Organizational Citizenship Behavior of Secondary school Teacher in Perak Malasiya, Doctoral dissertation, Faculty of Business and Finance, University Tunku Abdul Rahman, Malaysia.
 19. Singh, A. & Banerji, R. (2022). Happiness at work, organization citizenship behaviour and workplace diversity: a study on Indian private sector bank employees, *Industrial and Commercial Training*, 54(3): 460-475.
 20. Santark, K. & Obluska, I. (2012). Process Approach To The Evaluation Of information System Effectiveness, *Information Systems in Management*, 1(2).
 21. Spreitzer, M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of management Journal*, 38(5): 1442-1465.
 22. Subramaniam, M. & Panchanatham, N., (2014). Relationship between emotional intelligence, Spiritual intelligence and well being of management executives. *Journal of global Research Analyses*, 3(3): 93-94.
 23. Ukpe, I.A. (2019). Psychological Empowerment, The Secret of Unleashing the optimal performance, Independently Published, Traverse City, Michigan.USA.
 24. Uslu, T. (2015). Innovation culture and strategic human resource management in public and private sector within the framework of employee ownership, *Procedia-Social and Behavioral Sciences*, 195: 1463-1470.
 25. Wen, J., Huang, S. & Teo, S. (2023). Effect of empowering leadership on work engagement via psychological empowerment: Moderation of cultural orientation, *Journal of Hospitality and Tourism Management*, 54: 88-97

Questionnaire Form

This questionnaire is part of the practical procedures for a research entitled: The impact of psychological empowerment on improving the performance of tourist guides. Please answer all the questions by putting a check mark (✓) in front of the appropriate choice from your point of view, noting that this information will be used only for scientific research purposes.

	Female		Male	Gender
	40 – 30		Less than 30	Age Group
	greater than 50		50 – 41	
	Bachelor's		Diploma	Age Group
	PhD		Master	
	10- 5		Less than 5	Years of Experience
	More than 15		15-10	

Objective data:

First axis: Psychological empowerment of tourist guides

Strongly Disagree	Dis Agree	Neut ral	Agree	Strongly Agree	Phrase	N
					Attention is given to solving the social problems that tourist guides suffer from	1
					Psychological treatment programs are provided for tourist guides who suffer from psychological illnesses	2
					Appropriate rest times are provided for tourist guides to reduce work pressure	3
					Outstanding tourist guides receive moral incentives in addition to material incentives.	4
					Tour guides are allowed to express their opinions freely to improve the quality of services provided	5

Axis II: Organizational empowerment of tourist guides

Strongly Disagree	Dis Agree	Neut ral	Agree	Strongly Agree	Phrase	N
					Tourist guides are involved in making decisions related to tour guide tasks	6
					The opinion of tour guides is taken into account in preparing the tour programs before designing them	7
					The authorities are granted to tour guides to help in quickly completing the work tasks	8
					The tour guides are encouraged to work as a team and form work teams	9
					Training programs are provided to tour guides to raise their professional skills	10