

Identifying the Organizational Well-Being Components and their Effect on Job Performance

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Abstract:

The present research aims to identify the organizational well-being components and their effect on job performance in both qualitative and quantitative sections. In the qualitative part, the statistical population comprises all the 12 experts of Mustansiriyah University, as the sample and selected through purposive sampling method. In the quantitative section, the statistical population comprises 3054 employees of Mustansiriyah University, among whom 342 people were selected as the sample size according to the Morgan table and with the convenience sampling method. The researcher-made questionnaire had two parts, the first part includes the demographic characteristics, and the second part involved identifying dimensions of organizational well-being components. The reliability of the questionnaire was estimated 0.91 based on Cronbach's alpha coefficient. In order to investigate the dimensions of identifying organizational well-being, questionnaires were distributed and necessary information was collected. Frequency, percentage of frequency, mean and standard deviation were used in descriptive statistics, and at the level of inferential statistics, univariate t-test was used. The results indicated that organizational well-being consists of 5 components, namely, managerial, environmental, individual, process and occupational well-being components. The results of the t-test showed that the effects of managerial, environmental, individual, process and occupational well-being components on job performance are all above the average level ($P < 0.01$).

Keywords: Managerial well-being, environmental well-being, individual well-being, process well-being, occupational well-being, organizational well-being

1. Introduction

The health of an organization refers to the complete mental, physical, and social well-being of employees ¹. One of the main concepts of health in organizations is the concept of well-being ². For all people, mental, physical and social health are the necessary components of life, which are completely intertwined and strongly interdependent ³. With the penetration of the positive psychology approach to the world of organizations, organizational well-being was noticed as a structure that directly affects organizational performance and job productivity. Nowadays, the positive psychology of an organization's environment has become increasingly important ⁴. Organizational well-being in the field of positive psychology and positive organizational behavior is one of the most important and interesting topics for researchers ⁵. Therefore, collecting knowledge related to the antecedents and consequences of organizational well-being has been prioritized in the organizations ⁶. Since well-being is a multi-dimensional instrument, the individual and organizational atmosphere factors affecting it can be simply ignored. Tori and Toniol (2010) in their research investigated organizational well-being as a fundamental challenge of the future, the purpose of which was to determine

¹ Alavi, Seyyed Salman; Jannati Fard, Fereshteh Davoudi, A (2009). Investigation and comparison of mental health and burnout among employees and workers of SAIPA Automotive Engineering and Related Industries (1) 6, 25-21

² Farahbakhsh, Saeed; Mohammadi, Tahereh (2017). The relationship between transformational leadership style and organizational excellence in second grade high schools of Khorramabad, emphasizing the role of organizational well-being. *Organizational Culture Management*, 2 (4), 288-271.

³ Saimian, A. (2012). Investigating the psychometric characteristics of the psychological well-being questionnaire and its relationship with burnout among firemen, master's thesis in assessment and measurement, Faculty of Psychology and Social Sciences, Islamic Azad University, Central Tehran Branch.

⁴ Luthans, F., Avey, J., Walumbwa, F. O., & Peterson, S. J. (2012). Impact of a micro-training intervention on psychological capital development and performance. *Human Resource Development Quarterly* 21, 42-67.

⁵ Page, K. M., & Vella-Brodrick, D. A. (2009). The 'what', 'why' and 'how' of employee wellbeing: A new model. *Social Indicators Research*. 81, 441-469.

⁶ Araban, Shoja, Nasrin Arshadi, Abdolkazem Nayeri and Kiyomarth Beshlideh (2015). Designing and testing a model of some individual, occupational and organizational variables as antecedents of organizational well-being among the employees of the National Company of Southern Oil-Proof Regions, *Journal of Psychological Achievements of Shahid Chamran University of Ahvaz*, Vol. 4, Issue 2. Page 136-117

work-related stress and its relationship with better incidents and to consider improvements for the work environment, absenteeism and physical problems. Its results showed the importance of creating an organizational atmosphere for employees.

The well-being construct is among the important constructs in positive psychology. Ryan and Deci (2001) in the definition of well-being believed that optimal human performance is the same as well-being. Influenced by the positive psychology approach, Luthans (2002) defined organizational well-being as a construct that directly affects job/organizational productivity and performance as applications of human resource ability and positive psychological capacity that can be developed and used efficiently to improve performance in the work environment. Positive psychology focuses on optimal and desirable human functioning, and positive organizational behavior is its application in the work environment (Page and Vella-Brodrick (2009). Danna and Griffin (1999) have defined organizational well-being as the absence of negative experiences such as anxiety, psychological pressure, and job burnout in people. Organizational well-being in the field of positive psychology and positive organizational behavior is one of the important topics for researchers. Research evidence shows that there is a significant relationship between individual variables and organizational well-being ¹. Choosing the term organizational in the construct of organizational well-being is an emphasis on the role of employees and the alternative position of the job and the position of the letter and the organizational position of the employees in personal expression, which is itself indicative of the existence of meaning in the work of the employees' development.

Since its advent - more than a decade ago - the field of positive psychology has mainly revolved around the creation of empirical knowledge related to the basic factors of positive human functioning ². According to this view, one of the most basic concepts to enter the

¹ Araban, Shoja, Nasrin Arshadi, Abdulkazem Nayesi and Kiyomarth Beshlideh (2015). Designing and testing a model of some individual, occupational and organizational variables as antecedents of organizational well-being among the employees of the National Company of Southern Oil-Proof Regions, Journal of Psychological Achievements of Shahid Chamran University of Ahvaz, Vol. 4, Issue 2. Page 136-117

² Seligman M.E.P., & Csikszentmihalyi, M , (2000) . Positive Psychology: An Introduction.

theoretical and experimental research of positive psychology is well-being. Well-being in its general sense refers to optimal psychological experience and functioning ¹. The concept of well-being is broadly defined in such a way that it reflects the following two philosophies about pleasure and satisfaction: 1) hedonistic philosophy which supports the idea that subjectively experienced well-being is comparable to pleasure and satisfaction 2) Yoda Manic philosophy which supports the idea that well-being occurs when individuals engage in self-expressive behaviors while pursuing meaningful goals ².

A healthy organization is a place where passionate people come to work and are proud to work there. In fact, the health of the organization in terms of physicality, meritocracy and valuing knowledge, expertise and character of the beneficiaries and developing their capabilities and performing the tasks assigned by their meta-systems has a significant effect on the effectiveness of the behavior of any system. This concept was brought up several decades ago with the intensification of the process of competition in the industrial world or the integration of the concepts of industrial psychology with some economic and managerial issues and has taken on a combined and important form. In healthy organizations, employees combined with behavior such as group dynamics, purposeful creativity, evolved innovation, and turning capital into profit attract the attention of every researcher. According to industrial and organizational psychologists, a healthy organization refers to a place where employees interested in their workplace are proud to work in that place. Organizational well-being was defined by Miles in 1969 and while proposing a plan to measure the health of organizations, he noted that the organization will not always be healthy. In his opinion, organizational well-being refers to the durability and survival of the organization in its environment and adapting to it, and improving and expanding its ability for higher adaptability. Abbaszadeh (2009) describes the characteristics of an organization that has a healthy atmosphere as follows: it is reliable in the exchange of information. It has the ability to be flexible and

¹ Ryan, R. M.; Deci, E. L. (2001). "On Happiness and Human Potentials: A Review of Research

² Ryan, R. M.; Deci, E. L. (2001). "On Happiness and Human Potentials: A Review of Research.

creative to make the necessary changes according to the information obtained. It has unity and commitment to the goals of the organization. It provides internal support and freedom from fear and threats, because threats damage good and healthy communication, reduce flexibility and instead of interest, the whole system stimulates self-protection¹. The organizational well-being approach has many scientific advantages in terms of understanding the dynamics of organizations and research and efforts to improve them. The concept of organizational well-being is a unique concept that allows us to have an in-depth picture of the impact of employees' work behavior in the organization's environment².

Job performance is affected by organizational well-being. The most important issue in any organization is the job performance of employees. The importance of job performance has made researchers to increasingly research about it³. Job performance in many organizations is investigated, but this issue becomes meaningful when we understand that the success and failure of an organization depends on its job performance⁴. Performance is defined by the overall values expected by the organization from the individual pieces of behavior that each person performs during a certain period of time (Motowidlo, 2013). Job performance is defined as the degree of performing tasks assigned to a person in his job⁵. Despite the importance of employees' job performance and active job behaviors, in quantitative studies, the factors affecting it have been investigated in the framework of the causal model.

Therefore, considering the well-being in the organization as well as the importance of the job performance of the employees, the main question of the current research is as follows, what are the

¹ Alagheband, Ali, (1999). School Organizational Health, Education Management Quarterly, issue 21, p. 51

² Muchinsky, P. M. (2000). Emotions in the workplace: The neglect of organizational behavior. sample of Mexican workers. Social Indicators Research, 111, 291-296.

³ Shekarkan, Hossein; Nayeri, Abdolkazem; Noami, Abdul Zahra; Mehrabizadeh, Honarmand, Mahnaz (2011). Examining the relationship between job satisfaction and organizational citizenship behavior and job performance among employees of some factories in Ahvaz. Journal of Educational Sciences and Psychology, 8 (4-3): 1-22.

⁴ Rijo, R. (2007). The field of industrial and organizational psychology. Trans. Hosseinzadeh, Labadi and Salehi. Tehran: Maziar Publications.

⁵ Alavi, Seyyed Salman; Jannati Fard, Fereshteh Davoudi, A (2009). Investigation and comparison of mental health and burnout among employees and workers of SAIPA Automotive Engineering and Related Industries (1) 6, 25-21

components of well-being and what effect do these components have on the job performance of the human resources of Mustansiriyah University of Baghdad? The main goal is to identify the components of organizational well-being, which is followed by determining the role of the organizational well-being components of the human resources of Mustansiriyah University of Baghdad on their job performance.

2- Theoretical concepts

Organizational well-being

Organizational well-being is related to the knowledge and understanding of the manager to achieve well-being in the organization by paying attention to the physical, psychological and social dimensions of the employees, which results in a positive and happy organization, satisfied employees, customer and employee satisfaction, good colleagues - employer relationship, reduction of stress and anxiety in the work environment and reduction of the financial burden resulting for the organization and employees, and ultimately improving the quality of services ¹.

Nowadays, it seems that employees are looking for more than material rewards wherever they work. Organizations are faced with developed employees who are in search of meaningful, purposeful work and foster work environments with such characteristics ².

Organizational well-being refers to the creation of a cohesive flow in the organization where the harmony between the needs and values of individuals and the organization create conditions, where the organization becomes a safe and supportive environment for meaningful sharing, effective management units, empowered and inspiring employees ³.

Rob (2013) conducted a literature review of organizational well-being. In this study, a model for organizational well-being has been presented in which well-being lies. The environment is an important factor for success, which includes fear, promotes learning and adaptive performance. This environment also confirms the

¹ Bowie, D., & Buttle, F. (2006). *Hospitality marketing, an introduction*. Oxford: Elsevier Butterworth-Heinemann.

² Wax, S. (2006). *Spirituality at work*, Jeff Solomon. Jeff Solomon. Series editor, good work project Harvard university .

³ Rob, N. (2013). Promoting organizational well-being. A systems psychodynamic model. Executive MATHesis Wave.

compatibility of individual and organizational needs of the workplace and also shows how the members and their performance are meaningfully considered as a whole in the organization. In a meaningful work environment, more motivated employees work enthusiastically enabling them to invest more in energy consumption focused on achieving it¹.

Effective factors in organizational well-being

Factors related to organizational well-being include:

1- Leadership: It plays an important role in shaping organizational behavior and influencing organizational culture, the result of which will be an increase in the quality of organizational services, customer satisfaction, competitive advantage, and improvement of organizational performance².

2- Perceived organizational support: It refers to the employee's perception of how much the organization values them, which leads to commitment and an increase in their services. Many researchers have shown that employees who feel good about their work have been significantly more successful in achieving customer satisfaction and loyalty³.

3- Organizational environment: The Organizational environment is the organizational area where work is done. Many researches have shown the relationship between work environment and organizational well-being⁴; Communication refers to the process of transferring information or messages from one point to another. Many researchers have shown the relationship between organizational well-being and communication because clear communication causes job satisfaction and productivity and is the concern of many organizations. Therefore, many researchers and organizations seek to find ways to identify anxiety-causing factors and how to deal with them, because stress-causing and anxiety-

¹ Farahbakhsh, Saeed; Mohammadi, Tahereh (2017). The relationship between transformational leadership style and organizational excellence in second grade high schools of Khorramabad, emphasizing the role of organizational well-being. *Organizational Culture Management*, 2 (4), 288-271.

² Dewettinck, K., & Amejide, M. V. (2010). Linking leadership empowerment. *Journal of Behavior to Employee Attitudes and Behavioral Intentions*, 40(3), 284-503

³ Hamwi, G. A. (2010). Reducing emotional exhaustion and increasing organizational support. *Journal of Business and Industrial Marketing*, 26(1), 4-13.

⁴ Akimoto, T., Tanabe. Sh., Yanai, T., & Sasaki. M. (2011). Thermal comfort and productivity: Evaluation of work place environment in a task conditioned office. *Building and Environment*, 45, 45- 50

causing factors affect employee performance. Therefore, its management will lead to organizational well-being and employee flexibility and create a good work environment for work¹. Diversity management is the organization's ability in recruitment activities, maintaining and facilitating work relationships between people with different backgrounds, which leads to employee job satisfaction and commitment and service quality².

Since well-being is a multidimensional construct, individual and organizational factors are effective in organizational well-being³. Research results indicate that one of the individual variables that can predict performance and job satisfaction is psychological capital. Psychological capital includes the components of self-efficacy, optimism, hope and resilience. These four components can show a strong positive correlation with employees' job performance, happiness, organizational commitment, job satisfaction and organizational well-being⁴. In this case, the research results of Avi et al. (2011) showed that psychological capital can be a source of creating positive emotions. Research has shown that positive emotions act as shock absorbers and help people to overcome negative emotions faster and ultimately play an important role in a person's well-being⁵.

Another individual factor that affects well-being is the fulfillment of basic psychological needs of humans.

Research shows that people who feel competent have warm relationships with others and at the same time feel independent and autonomous and have higher psychological well-being.

Organizational factors are among the most important antecedents of well-being. The results show that the stronger the ethical climate

¹ Chen, J. C. (2008). Organization communication, job stress, organizational commitment, and job performance of accounting professionals in Taiwan and America. *Leadership & Organization Development Journal*, 27(4), 242-249

² Miller, G. E (2000). Workplace diversity management in a multicultural society. *Woman in Management Review*, 14(8), 307-315

³ Diaz-Bretones, F. D., & González, M. J. (2011). Subjective and occupational well-being in a Hum Resour Dev Rev. 2112; (1): 114-112.

⁴ Youssef, C. (2006). *Unique leadership: The case of Mother Teresa*. In J. Burns, G. Goethals, & G. Sorenson (Eds.), *Encyclopedia of leadership* (pp. 1032-1036). Great Barrington, MA: Berkshire/ Sage.

⁵ Tugade, M. M., Fredrickson, B. L., & Barrett, L. F. (2006). Psychological resilience and positive emotional granularity: Examining the benefits of positive emotions on coping and health. *Journal of Personality*, 72, 1161-.0911

of an organization, the less unethical behavior occurs in it ¹. In general, the results of studies indicate the relationship between ethical climate and occupational well-being ²(Schaufeli et al., 2009). Schaufeli et al. (2009) showed that there is a relationship between ethical climate and organizational well-being and servant leadership. According to Graham (1995), servant leadership affects organizational citizenship behavior, because servant leadership creates and encourages a higher level of moral reasoning in employees and helps to optimize the ethical climate of an organization. Greenleaf (1977) stated that servant leadership is based on service, and servant leaders prioritize serving followers, meeting their needs, and developing employees. Servant leaders pay special attention to empowerment, mutual trust, cooperative spirit, ethical use of power and the value of serving followers.

Method

The research uses a survey method. This research is cross-sectional, because the data collection in it was collected during 2022-2023. The participants in this research are Mustansiriyah University in Baghdad, whose number is 3054 people. Non-random sampling method was used in this research. For sampling, the researcher went through steps in a phased manner to complete the sampling frame. Based on the statistics of the staff of Mustansiriyah University in Baghdad, the number of samples determined for this statistical community was considered to be 342 people, and finally, 342 questionnaires were collected and analyzed, and that the return rate of the questionnaires was 100%. The research data collection tool is a researcher-made questionnaire. This questionnaire has 50 questions and measures 5 managerial well-being, environmental well-being, individual well-being, process well-being and occupational well-being. In order to identify the items of the questionnaire of this research, an interview was conducted with the experts of Mustansiriyah University of Baghdad. Regarding the organizational well-being of employees, an interview was conducted

¹ Treviño, L. K., Butterfield, K. B., & McCabe, D. L. (1998). The ethical context in organizations: Influences on employee attitudes and behaviors. *Business Ethics Quarterly*, 8, 447–674

² Schaufeli, W. B., Bakker, A. B., Van der Heijden, F. M., & Prins, J. T. (2009). Workholism, burnout and well-being among junior doctors: The mediating role of role conflict. *Work and Stress*, 23, 155-172.

with 12 of them, and the following items were identified from the answers obtained.

Table 1. The dimensions of the factors affecting the organizational well-being of the employees of Mustansiriya University of Baghdad

	Items	Source
1	Effective development of human talents by healthy organizations	Code 3 Code 5
2	Recognizing, encouraging and supporting the right talent by healthy organizations	Code 1 Code 7 Code 10
3	Necessary resources to strengthen and grow the organization	Code 4 Code 6 Code 12
4	Distributing resources and facilities competently and in a way consistent with people's expectations regarding their progress	Code 3 Code 4 Code 7Code 10
5	Interpreting positive feedback as success	Code 2 Code 4 Code 8Code 10
6	Encouraging employees to actualize their talents in a healthy organization	Code 1 Code 3 Code 4
7	Appreciating and honoring a person's good performance	Code 8 Code 12
8	Well-being people's trust in others and enjoying social interaction	Code 4 Code 9
9	Continuous communication between employees and facilitating relations between subordinates and superiors.	Code 7 Code 9
10	Maintaining the internal structure which is compatible with the environment	Code 8 Code 10
11	Compatibility and adaptability to the environment	Code 4 Code 10
12	Realistic and effective relationship with the environment	Code 1 Code 3 Code 7
13	Having a positive attitude about oneself	Code 2 Code 3
14	Positive thinking as a variable related to well-being	Code 9 Code 11
15	Experiencing positive emotions and positive evaluation of one's surroundings	Code 1 Code 12
16	Acceptance of life's challenges and interest in work and activity	Code 5 Code 7
17	Feeling of energy and vitality	Code 1 Code 3Code 6Code 7 Code 10
18	The spirit and motivation, the speed and time of doing things and leadership of the organization	Code 4 Code 5 Code 8Code 9
19	Health of employees and productivity of organizations	Code 5 Code 8
20	The prosperity of the organization with the health of employees	Code 7 Code 8 Code 12

21	The importance of individual well-being for the growth of organizational well-being	Code 5 Code 6
22	Solving problems within the framework of existing facilities in an active and realistic manner	Code 7
23	Presence of a spirit of cooperation	Code 10
24	Compassionate and empathetic work towards the employees	Code 4 Code 6 Code 10 Code 11
25	Resilient people and coping in a positive way and mental toughness	Code 3 Code 11
26	High self-acceptance based on realistic self-assessment	Code 2 Code 4 Code 5 Code 7 Code 8
27	Finding possible ways to make decisions among solutions, implementing and evaluating their effectiveness	Code 1 Code 5
28	Clear and acceptable goals for its members	Code 5 Code 6 Code 8 Code 9 Code 12
29	Growth and learning during cooperation with the organization	Code 7
30	Supporting the training and continuous improvement of the existing forces in the organization	Code 9
31	Power distribution, influence and relatively fair effectiveness	Code 5
32	Cooperation among people as a replacement of overt and covert actions	Code 1 Code 4 Code 8 Code 9
33	The influence of subordinates on superiors	Code 2 Code 5 Code 9
34	Cooperation and coordination between components and sub-units of the system	Code 7 Code 10
35	Maintaining internal integrity	Code 4 Code 5 Code 11
36	Creating and maintaining the culture and well-being of specific individuals in the system.	Code 7 Code 12
37	Employee engagement and participation	Code 1 Code 3
38	The involvement of all employees in the organization's decisions	Code 2
39	Career promotion with career advancement opportunities	Code 6 Code 11
40	The feeling of having a useful job	Code 1 Code 2 Code 11
41	Effectiveness of system inputs, especially employees	Code 3 Code 10
42	Judgment and logical demands of lower level employees of the organization	Code 1 Code 4
43	Attention to personal needs and human relationships	Code 2 Code 9

44	Employee recognition	Code 8 Code 11
45	Employees' perception of the level of organizational well-being to them	Code 3 Code 5 Code 7
46	Alignment between employee workflows and system expectations	Code 8 Code 12
47	Employees' work in accordance with the organization's goals and their potential	Code 1 Code 5 Code 7
48	Logical balance and equilibrium between responsibility and authority	Code 3 Code 5
49	The ability of employees to make decisions about the nature of tasks	Code 6 Code 7
50	A sense of trust, freedom and mutual responsibility among colleagues	Code 6 Code 7 Code 8

Based on the above table, exploratory factor analysis was conducted in order to extract the final dimensions, and finally the dimensions of the questionnaire are as follows:

Table 2. Distribution of questionnaire questions regarding the organizational well-being components among the employees of Mustansiriyah University of Baghdad

Dimensions		Items
Managerial well-being	1-7	
Environmental well-being	8-12	
individual well-being	13-26	
process well-being	27-36	
Occupational well-being	37-50	

Data reliability

In this research, Cronbach's alpha coefficient was used to determine the reliability of the questionnaire. The reliability of the questionnaire was obtained through Cronbach's alpha for the questionnaire of the organizational well-being components of the employees of Mustansiriyah University in Baghdad, 0.91.

Table 3. Reliability coefficients of the organizational well-being components questionnaire of Mustansiriya University employees in Baghdad

Dimensions	Reliability coefficient
Managerial well-being	0.89
Environmental well-being	0.83
individual well-being	0.81
process well -being	0.78
Occupational well-being	0.85

Validity

The emphasis of this question is the extent to which the instrument measures the desired feature.

Validity is a term that refers to the purpose that the test was created to realize, and then, in order to confirm the face validity of the instrument, a questionnaire was initially distributed among 30 employees of Mustansiriya University in Baghdad (a sample of the statistical population). Based on the verbal and written feedback of the participants regarding the shape and appearance of the instrument, final modifications were made and thus the formal validity of the instrument was confirmed by several respondents and its content validity was confirmed by the supervisor and several experienced professors.

To investigate the construct validity, confirmatory factor analysis was used, the results of which are given below.

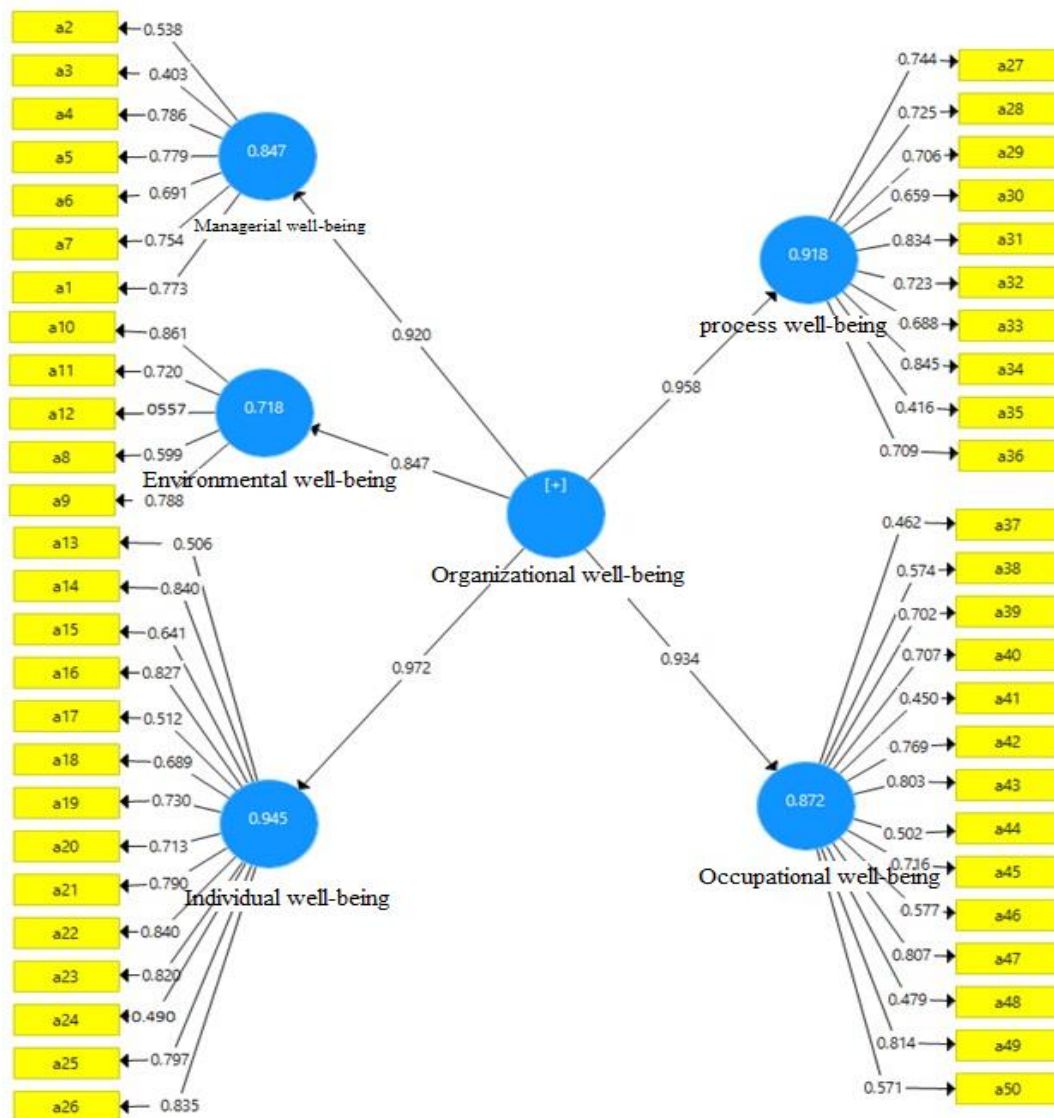


Figure 1. Confirmatory factor analysis

The results of Figure 1 indicate that the factor loading of all items is greater than 0.4 and therefore no item is removed.

Data analysis method

The research analysis was conducted using SPSS-23 statistical software at two levels of descriptive and inferential statistics. In the descriptive statistics section, statistical characteristics such as frequency, percentage, mean and standard deviation were used, and in the inferential statistics section, univariate t-test was used.

A) Univariate t-test: In order to compare each of the research questions with the criterion score, the univariate t-test was used. Questions 1 to 5 of this research were analyzed using this method.

Classification of findings

First, after conducting interviews with experts, all options were collected and summarized in Delphi, which is shown in Table 4.

Table 4. Summary of options

No.	Extracted phrase
	The research background in this field shows that healthy organizations consider their talent as a key asset and therefore strive to develop their human resources principles more effectively (Maki and Boxal, 2007, Becker and Hauslid, 2006, Pfeffer, 1998, Gast, 2002).
	Management of diversity and the ability of the organization in recruitment activities, maintaining and facilitating working relationships between people with different backgrounds leads to commitment and job satisfaction of employees and service quality (Miller, 1999:309).
	Healthy organizations strive to identify the right talent, reward people's performance with the right incentives, and provide adequate career support (Harter and Schmidt, 2003, Pfeffer, 1998).
	Basically, one of the important approaches that can provide the basis for increasing occupational well-being is the existence of necessary resources to strengthen and grow this organizational structure.
	Resources can strengthen people's belief in the solvability of problems, the ability to achieve goals, and the tolerability of stressful situations (Bandura, 1986).
	Sonntag and Freeze (2003) showed that resources play an important role in the psychological well-being and performance and efficiency of employees.
	To date, the research on occupational organizational resources and social support are predictors of occupational well-being (Samar, Gerbner and Ilfring, 2010; cited by Noami and Piriai)
	Providing the necessary resources to achieve the set goals

	Employees must observe that resources and facilities are distributed among them appropriately and in a way consistent with their expectations of their progress.
	This dimension is important because people interpret the positive feedback they receive from others as success (Gribner et al., 2008).
	In a healthy organization, employees are encouraged and supported to actualize their talents, and generally, they feel to have individual well-being.
	Appreciating and honoring a person's good performance (efficiency) and the quality of interpersonal relationships or personal documents (attachment and trust)
	Well-being people trust others well and enjoy social interaction
	Positive organizational relations are as indicators of the amount of social support that employees receive at work
	Relationship establishment is one of the important elements in the culture of a healthy organization.
	Good relations between employees and employees with the employer.
	Continuous communication between employees and equally between subordinates and superordinates should be facilitated. Communication should be two-way and at different levels of the organization.
	Vertical and horizontal communication throughout the system is uncomplicated and information has minimal inhibition and complexity in such an environment
	Solidarity is considered in mutual relations instead of superior-subordinate relations.
	Establishing successful working relationships
	Organizations that achieve their goals, maintain their internal structure and adapt to the environment are considered healthy organizations.
	There should be harmony between what the organization offers to its surroundings and the expectations of the environment.
	Healthy organizations take necessary measures to protect themselves against environmental events and can implement market, operational or technical changes in time.
	Adaptability to the environment: while changing itself, the organization must have the ability to adapt to the environment or to that part of the environment related to itself, or to be able to effectively resolve the difference between itself and the environment.
	The ability and power to solve problems and show an appropriate response to changing needs in the environment

	Healthy individuals, groups or organizations have a realistic and effective relationship with their environment.
	Having a positive attitude about oneself.
	Positive thinking is among the variables that are related to well-being.
	In well-being or happy people, positive feelings prevail over negative feelings.
	Thinking well about others and having good faith towards them and dealing with others positively.
	Therefore, people with a high sense of well-being mainly experience more positive emotions and have a positive evaluation of the incidents and events around them.
	Well-being people accept life's challenges and are interested in work and activities.
	Strong attachment to activity (flow) and enjoyment of activities that are personally instrumental.
	Feeling of energy and vitality
	Among the dimensions of organizational health, morale and motivation, speed and time of doing things, and leadership of the organization are considered more important than other dimensions of organizational health (Koochi 2016).
	Employees are more motivated and enthusiastic to work, enabling them to invest more energy and focus on achieving it.
	Instead of feeling discomfort, reluctance, tension and dissatisfaction, employees have a feeling of happiness, satisfaction and pleasure, which raise the morale of the organization.
	Health of employees and productivity of organizations
	The health of employees is related to job conditions, and healthy employees contribute to the prosperity of their organizations.
	The importance of individual well-being for the growth of organizational well-being
	The results of data analysis confirmed the existence of a positive and significant relationship between psychological capital and its components with organizational well-being (Rezayian and Araban, 2019).
	Problems are solved actively and realistically within the framework of existing facilities. Employees cooperate with each other to solve problems informally and regardless of official title and position.
	In this case, there is a spirit of cooperation. In other words, the acceptance of

	responsibility by the active participation of all members is well observed.
	Whenever a crisis threatens the institution, the employees unite with each other to solve it and consider themselves obliged to solve the crisis.
	A healthy organization promotes a culture in which there is a lot of interaction and cooperation between employees and managers in such a way that each one is willing to contribute towards the achievement of business goals.
	Employees work compassionately and empathetically towards each other and are committed to each other and are sure of no injuries while working.
	Resilient people are characterized by optimism, coping in a positive way, mental toughness. These features are linked to better physical and mental outcomes. Connor believes that these characteristics guarantee well-being by modulating and diminishing factors such as stress and depression (Connor, 2006, p. 46).
	Internal inhibition
	Erikson (1959) stated that one of the factors of self-integration is reaching peace in the presence of past victories and defeats and disappointments.
	Such high self-acceptance is based on realistic self-assessment, awareness of one's mistakes and limitations, and love for oneself and others.
	Finding possible ways, deciding among the solutions, implementing them and evaluating their effectiveness has appropriate structures and procedures.
	The knowledge and insight required by the organization to recognize its existence, the goals it must pursue and the tasks and actions it must accomplish.
	Clear communication causes job satisfaction and productivity and can create a positive atmosphere
	In a healthy organization, the goal or goals of the system are completely clear and acceptable to its members
	The goals of the organization are clear for the majority of the organization's employees, and all activities are carried out to reach the specified goals.
	Learning while doing work takes place in a large amount based on the method and the effort of the learner and the guidance and advice of the teacher. Employees see each other as a talented and capable person for learning and development.
	Its other characteristics include accepting experience, encouraging responsible risk-taking, willingness to accept failure, and learning from each other.
	During cooperation with the organization, they feel that they personally learn, grow

	and flourish
	Cultivating and acquiring new abilities that require facing difficult conditions and problems
	In a healthy organizational environment, there is often a special board to support the training and continuous improvement of the existing forces in the organization.
	In a healthy organization, the distribution of power, influence and affectivity is relatively fair.
	Cooperation between people replaces overt and covert actions.
	Subordinates can influence superiors.
	Cooperation and coordination between components and sub-units of the system or the process of establishing and maintaining appropriate emotional and social relationships between people who directly cooperate in the process of achieving the goal.
	They maintain their internal structure
	Maintaining internal integrity
	Creating and maintaining the culture and well-being of specific individuals in the system.
	Employee engagement and participation
	Employee development and growth opportunities in both professional and personal aspects
	In a healthy organization, employees of all levels are properly involved in the organization's decisions.
	Participation in meaningful work in the organization helps create a flow of organizational well-being (Rob, 2013).
	Career advancement opportunities are another important factor in improving occupational well-being. Low opportunities for growth and progress in the work environment lead to feeling dissatisfaction and well-being reduction. Because people's efforts and attitudes towards their progress in the organization affect the perception of their occupational well-being; (Cartwright and Cooper, 1993; quoted by Noami and Piriai).
	Opportunity and chance of advancement
	The feeling of having a useful job
	When we talk about a healthy person on a human level, such as an organization's

	employees, and say that he works to the extent of his talent and capability, in other words, he is motivated to cooperate in the direction of the goal and at the appropriate level.
	At the organizational level, health implies that the system's functions, especially its employees, are effectively used.
	In a healthy organization, people may work a lot, but they do not feel that they are acting against their will or against themselves and the organization. There is a balance between people's wishes and their job expectations.
	From the point of view of White (1959), purposefulness in the job is realized when the employees perceive their job as meaningful and feel that their job has an important role in realizing the important goals of the organization.
	Judgment and logical demands of lower level employees of the organization are considered and respected.
	The issues that are investigated and resolved in the institute include personal needs and human relations.
	Recognition of employees
	Employees' perception of how much the organization values individual well-being for them, which leads to commitment and increase in their services.
	Research results show that manageable workload, defined role, feeling of having control over conditions, job security, flexible job arrangements, and ensuring that no extra work is imposed on the employee are critical for employee health and organizational productivity (Dehavi and Wilson , 2010, Cooks and Leiter, 1992).
	Use of resources (the most effective way to use employees): In a healthy organization, system inputs, especially employees, are used effectively. Alignment between employee workflow and system expectations (their role in the system) is good.
	The organizational system is coordinated in such a way that neither puts too much work pressure on the employees nor leaves them without tasks. Employees work according to the organization's goals and their potential.
	Another dimension of organizational well-being is its social dimension, which requires the creation of a meaningful work process, for which one should be in search of a positive psychological structure that is the result of the adaptation of internal individual expectations and external reality, (Catsedi Vries, Trizi, Kuruto, 2011; quoted by Rob 2013, p. 19),
	There is a logical balance between responsibility and authority

	Employees are fully mobile. They participate in the activities based on their choice and interest and it is important and enjoyable for them to attend the institute.
	The ability of employees to make decisions about how, in what manner and where the tasks are to be performed
	There is a lot of trust, freedom and mutual responsibility among colleagues.
	A healthy organization does not passively respond to outside demands

As seen, 91 primary phrases were obtained from 12 interviews with specialists and officials of Mustansiriyah University of Baghdad, and it should be noted that during coding, repetitive and unrelated content was omitted. In the following, the researcher simplified all the expressions and used them in a coherent Table for the convenience of further analysis, which is used in the following Tables. In the next step, the analysis process continues with axial coding.

Axial coding

At this stage, after a lot of reflection and thinking about the topic, the researcher arranged the concepts around the questions and the five main components logically. Each of which is reviewed below.

Table 5. Overarching, organizing and basic themes

No.	primary concepts	basic themes	organizing themes	Overarching themes
	Effective development of human talents by healthy organizations	Guidance of talents	managerial well-being	Organizational well-being
	Diversity management and the ability of the organization in recruitment activities, maintaining and facilitating work relationships between people			
	Recognizing, encouraging and supporting the right talents by healthy organizations			
	Necessary resources to strengthen and grow the	Resource		

	organization	efficiency		
	The ability to solve problems, the ability to achieve goals, and the ability to tolerate stressful situations with the right resources			
	Psychological well-being and performance and efficiency of employees with efficient resources			
	Occupational organizational resources and social support as predictors of occupational well-being			
	Providing the necessary resources to achieve the set goals			
	Distributing resources and facilities competently and in a way consistent with people's expectations of their progress			
	Interpreting positive feedback as success	Positive feedback		
	Encouraging employees to actualize their talents in a healthy organization			
	Appreciating and honoring the good performance of the person			
	People's trust in others and enjoying social interaction	relationship health	Environmental well-being	
	Positive organizational relations as an indicator of social support			
	Creating a healthy relationship is one of the important elements in the culture of a healthy organization.			
	Good relations between employees and employees with the employer.			
	Continuous communication between employees and facilitating relations between subordinates and superordinates.			
	Vertical and horizontal communication throughout the system without complications			
	Solidarity in mutual relations instead of			

	subordinate-superordinate relations			
	Establishing successful working relationships			
	Maintaining the internal structure compatible with the environment	Environmental adaptation		
	Coordination between what the organization provides to its environment and the expectations of the environment			
	Necessary measures of healthy organizations to protect themselves against environmental events			
	Compatibility and adaptation to the environment			
	The ability and power to solve problems and show an appropriate response to changing needs in the environment			
	Realistic and effective relationship with the environment			
	Having a positive attitude about yourself	Positive thinking	Individual well-being	
	Positive thinking variable related to well-being			
	Overcoming positive feelings over negative feelings			
	Thinking well about others and having a good opinion of them			
	Experiencing positive emotions and positive evaluation of one's surroundings			
	Acceptance of life challenges and interest in work and activity	Active and challenging		
	Strong attachment to activity (flow) and enjoyment of activities			
	Feeling of energy, vitality and liveliness			
	Spirit and motivation, speed and time of doing things and leadership of the organization			
	More motivated and passionate employees			
	Feeling of happiness, satisfaction and pleasure			

	Physical health, health of employees and productivity of organizations	Physical health		
	The prosperity of the organization with the health of employees			
	The importance of individual well-being for the growth of organizational well-being			
	Psychological capital and its components			
	Resolving issues within the framework of existing facilities in an active and realistic manner	The spirit of cooperation		
	Existence of spirit of cooperation			
	Uniting employees with each other to solve the crisis			
	A lot of interaction and cooperation between employees and managers			
	Compassionate and empathetic work toward other employees			
	Resilient people with optimism, coping in a positive way, mental toughness	Self-control		
	Internal restraint			
	Reaching peace in the presence of past victories, failures, and disappointments			
	High self-acceptance based on realistic self-assessment, awareness of one's mistakes and love for oneself and others			
	The well-being of processes, clarifying finding possible ways, making decisions among solutions, implementing and evaluating their effectiveness	Clarification	Processes well-being	
	Knowledge and insight required by the organization to recognize its existence and goals			
	Clear communication			
	Clear and acceptable goals for its members			
	Clarity of goals for the majority of employees of			

	the organization			
	Development of learning, learning while doing a lot of work based on the method, and the learner's own effort, and the guidance and advice of the teacher	Learning development		
	Embracing experience, encouraging responsible risk-taking, willingness to accept failure, and learning from each other			
	Growth and learning during cooperation with the organization			
	Cultivating and acquiring new abilities			
	Supporting the training and continuous improvement of the existing forces in the organization			
	Optimum distribution of power, relatively fair distribution of power, influence and affectivity	Optimal distribution of power		
	Cooperation between people instead of overt and covert actions			
	The influence of subordinates on superordinates			
	Coherence and integration of cooperation and coordination between the components and sub-units of the system or the process of establishing and maintaining appropriate emotional and social relationships	Coherence and integration		
	Maintaining the internal structure			
	Maintaining internal integrity			
	Creating and maintaining the culture and well-being of specific individuals in the system.			
	Occupational well-being, opportunities for growth and development, employee involvement and participation	Opportunity for growth and development	Occupational well-being	
	Employee development and growth opportunities in both professional and personal aspects			

	The involvement of all employees in the organization's decisions			
	Participation in meaningful work in the organization			
	Job promotion with opportunities to advance in the job			
	Opportunity and chance of advancement			
	Feeling of having a useful job	Usefulness		
	Work to the extent of one's talent and ability			
	Effectiveness of system inputs, especially employees			
	Suitability between people's demands and their job expectations			
	Meaningful understanding of employees about their job			
	The judgment and logical demands of the employees of the lower levels of the organization	Attention and respect		
	Attention to personal needs and human relations			
	Recognition of employees			
	Employees' perception of the level of organizational well-being to them			
	Manageable workload, specific role and guarantee of not imposing extra work on the employee	Job Compatibility		
	Alignment between employee workflows and system expectations			
	Employees' work in accordance with the organization's goals and their potential			
	Meaningful work process and adaptation of individual internal expectations and external reality			
	Balance and logical balance between responsibility and authority			

Participation based on choice and interest in activities	freedom of action		
The ability of employees to make decisions about the nature of tasks			
A sense of trust, freedom and mutual responsibility among colleagues			
Not acting passively to outside demands			

The results of the above Table show that organizational well-being consists of 5 components, namely, managerial, environmental, individual, process and occupational components.

Table 6. The main themes of organizational well-being

basic themes	organizing themes	Overarching themes
guidance of talents	managerial well-being,	Organizational well-being,
Resource efficiency		
Positive feedback		
relationship health	Environmental well-being,	
Environmental adaptation		
Positive thinking	individual well-being	
Active and challengeable		
Physical health		
spirit of cooperation		
Self-control		
clarification		
Learning development		
Optimal distribution of power		
Coherence and integration		

opportunity for growth and development	Occupational well-being	
usefulness		
Attention and respect		
Job adaptation		
freedom of action		

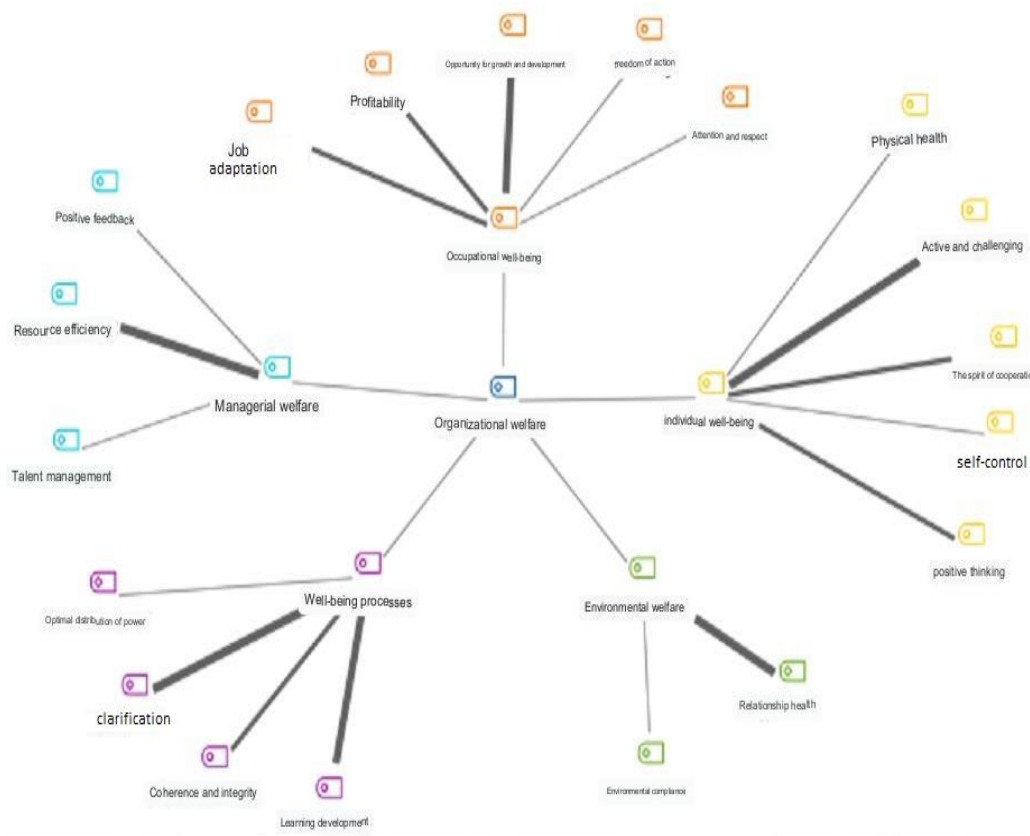


Chart 3- Organizational well-being and its components

The second part: Inferential research findings

Main question: To what extent does organizational well-being affect job performance?

Table 7. Comparison of the mean role of organizational well-being on job performance with the hypothetical average of 3

component	mean	standard deviation	deviation from the	t	degrees of	level of significance	of
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Organizational well-being on job performance	3.33	0.42	0.022	14.886	341	0.001
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According to the findings of Table 7, the mean of organizational well-being role on job performance is 3.33. Since the calculated t is greater than the Table t. Therefore, the role of organizational well-being on job performance is more than the average level.

First question: To what extent does managerial well-being affect job performance?

Table 8. Comparison of the mean role of the managerial well-being component on job performance with the hypothetical average of 3

component	mean	standard deviation	deviation from the mean	t	degrees of freedom	level of significance
Managerial well-being	3.26	0.57	0.031	8.454	341	0.001

According to the findings of Table 8, the mean role of the managerial well-being component on job performance is 3.26. Since the calculated t is greater than the table t. Therefore, the role of the managerial well-being component on job performance is more than the average level.

The second question: To what extent does the environmental well-being component affect job performance?

Table 9. Comparison of the mean role of the environmental well-being component on job performance with the hypothetical average of 3

component	mean	standard deviation	deviation from the mean	t	degrees of freedom	level of significance
Environmental well-being	3.18	0.56	0.030	6.226	341	0.001

According to the findings of Table 3, the mean role of environmental well-being component on job performance is 3.18. Since the calculated t is greater than the table t. Therefore, the role

of environmental well-being component on job performance is more than the average level.

The third question: To what extent does the individual well-being component affect job performance?

Table 10. Comparison of the mean role of the individual well-being component on job performance with the hypothetical average of 3

component	mean	standard deviation	t	degree of freedom	level of significance
Individual well-being	3.64	0.77	15.2	341	0.001

87

According to the findings of Table 9, the mean role of the individual well-being component on job performance is 3.64. Since the calculated t is greater than the table t. Therefore, the role of the individual well-being component on job performance is more than the average level.

Question 4: To what extent does the processes well-being component affect job performance?

Table 11. Comparison of the mean role of the processes well-being component on job performance with the hypothetical average of 3

component	mean	standard deviation	t	degree of freedom	level of significance
processes well-being	3.29	0.37	1.750	341	0.001

According to the findings of Table 11, the mean role of the well-being component of processes on job performance is 3.29. Since the calculated t is greater than the table t. Therefore, the role of the well-being component of the processes on job performance is more than the average level.

Fifth question: To what extent does the occupational well-being component affect job performance?

Table 12. Comparison of the mean role of occupational well-being component on job performance with the hypothetical average of 3

component	mean	standard deviation	t	degrees of freedom	level of significance
Organizational well-being on job performance	3.31	0.54	10.61	341	0.001

6

According to the findings of Table 12, the mean role of occupational well-being component on job performance is 3.31. Since the calculated t is greater

than the table t. Therefore, the role of occupational well-being component on job performance is more than the average level.

Discussion and conclusion

First part: answering and analyzing the research questions

First, 12 experts were interviewed at Mustansiriyah University of Baghdad and 50 items were extracted from the text of the interviews. In the second stage, after extracting the items, exploratory factor analysis was used and the items were categorized into five categories, namely, managerial, environmental, individual, process and occupational categories as follows.

Factor 1 includes questions 1 to 7 which are named managerial well-being, factor 2 includes questions 8 to 12 which are named environmental well-being, factor 3 includes questions 13 to 26 which are named individual well-being. Factor 4 includes questions 27 to 36, which are called process well-being, and factor 5 includes questions 37 to 50, which is called occupational well-being. By conducting confirmatory factor analysis, it was found that all questions have a factor loading greater than 0.4 and no question was removed from the researcher-made questionnaire.

Main question: To what extent does the organizational well-being affect job performance?

In the explanation of this question, it can be said that in the "well-being" literature, researchers are looking for dimensions and components that can identify better living conditions from an individual, social and professional point of view and provide grounds to achieve spiritual, mental and physical vitality to be able to display his works on the social relations of "professional citizen" in a favorable way. In well-being, with the feeling of positive effect and success in the affairs he is in charge of, a person feels happy and blessed at every moment, and with the feeling of altruism, he brings better emotional conditions in his home, organization and city. In such a case, a high sense of belonging will lead to greater loyalty and responsibility. Organizational well-being and healthy and sincere relationships among colleagues increase organizational productivity. In "organizational well-being," organizational leaders help internalize the individual's sense of self-satisfaction. It is natural that planning to improve cultural, legal, organizational monitoring and control conditions can facilitate the realization of such conditions.

First question: To what extent does the managerial well-being component affect job performance?

In explaining this question, it can be said that organizational factors are among the most important antecedents of well-being. The results show that the stronger the ethical climate of an organization, the less unethical behavior occurs in it. In general, the results of the studies indicate a relationship between ethical climate and occupational well-being. Schaufeli et al. (2009) showed that there is a relationship between ethical climate and organizational

well-being and servant leadership. Servant leadership affects organizational citizenship behavior because servant leadership creates and encourages a higher level of moral reasoning in employees and helps to optimize the ethical climate of an organization. Servant leadership is based on service, and servant leaders prioritize serving followers, meeting their needs, and developing employees. Servant leaders pay special attention to empowerment, mutual trust, cooperative spirit, ethical use of power and the value of serving followers.

The second question: To what extent does the environmental well-being component affect job performance?

In explaining this question, we can say the organizational environment is the organizational area where the work is done. Communication refers to the process of transferring information or messages from one point to another. Many researchers have shown the relationship between organizational well-being and communication because clear and transparent communication causes job satisfaction and productivity and is the concern of many organizations. Therefore, many researchers and organizations seek to find ways to identify anxiety-causing factors and how to deal with them, because stress-causing and anxiety-causing factors affect employee performance. Therefore, its management will lead to organizational well-being and employee flexibility and create a good working environment for work. Diversity management refers to the organization's ability to recruit, maintain, and facilitate working relationships among people with different backgrounds, which leads to commitment, employee job satisfaction, and service quality.

The third question: To what extent does the component of individual well-being affect job performance?

In explaining this question, it can be said that since well-being is a multi-dimensional instrument, individual and organizational factors are effective in organizational well-being. Research results show that one of the individual variables that can predict performance and job satisfaction is psychological capital. Psychological capital includes the components of self-efficacy, optimism, hope and resilience. These four components can show a strong positive correlation with employees' work performance, happiness, organizational commitment, job satisfaction and organizational well-being. In this case, the research results of Avi et al. (2011) showed that psychological capital can be a source of positive excitement. Research has shown that positive emotions act as shock absorbers and help people to overcome negative emotions faster and ultimately play an important role in a person's well-being. Another individual factor that affects well-being is the fulfillment of the basic psychological needs of humans. Research shows that people who feel competent have warm relationships with others and at the same time feel independent and autonomous and have higher psychological well-being.

Fourth question: To what extent does the process well-being component affect job performance?

In explaining this question, it can be said that another dimension of organizational well-being is its social dimension, which requires the creation of a meaningful work process. Therefore, it is necessary to search for a positive psychological structure that is the result of the adaptation of individual internal expectations and external reality. The transparent performance of the confident organization's employees shows their adaptive performance, therefore, the employees who work compassionately and empathetically towards each other are committed to each other and are sure of the safety against the social harms of the workplace. Participation in meaningful work in the organization helps to create the flow of organizational well-being.

Fifth question: To what extent does the occupational well-being component affect occupational performance?

In explaining this question, it can be said that well-being, which is nowadays considered an indicator of health and quality of life, refers to the factors that lead to a satisfactory life. Five elements of positive emotions, fascination, relationships, meaning and progress can independently increase well-being. The power of each of these elements can help people find a happy, satisfying and meaningful life. Many studies have also shown that the occupational well-being of employees can be related to their life satisfaction, physical and mental health, hope, resilience and mental toughness and can be considered as a predictor of the quality of their working life. In this regard, measuring the occupational well-being of employees is important, and this shows the necessity of having a reliable measurement tool. Occupational well-being is considered a source to protect people from the problems and harmful effects of workplace difficulties. The determining factor is determination and stability in a person's goal, and it is a cognitive decision for progress and success. Patience is a personal strength and capacity to resist unpleasant and difficult situations without giving up. Adaptability is the ability to be flexible and collaborative, as well as the ability to deal with a stressful and changing environment and adjust oneself according to changing conditions, and recovery is the ability to recover physically and mentally from previous setbacks and the ability to return to normal conditions and the ability to rebuild oneself despite problems where having each of these factors can play an effective role in improving the performance of employees and their physical and mental health. Understanding occupational well-being issues can help managers and employees working in universities to have a clearer picture of what employees need to have when faced with stressful factors in the work environment.

Practical suggestions

- 1- In line with the fact that managerial well-being affects job performance, the following are suggested:
 - The right talents should be recognized and supported by healthy organizations

- Resources and facilities should be distributed appropriately and in a way consistent with people's expectations of their progress
 - Interpreting positive feedback as success to employees
 - The good performance of the person should be appreciated and respected
 - Encouraging employees to actualize their talents in a healthy organization should be done on time
- 2- Regarding the fact that environmental well-being has a role on job performance, the following are suggested:
- Well-being people trust others and enjoy social interaction
 - Maintain the internal structure compatible with the environment
 - Adaptation and compatibility to the environment should be done
 - Continuous communication between employees and facilitation of relations between subordinates and superordinates should be strengthened
 - There should be a realistic and effective relationship with the environment in the organization
- 3- Regarding the fact that individual well-being affects job performance, the following are suggested
- Strengthening the positive attitude about oneself among the employees
 - Positive thinking related to well-being should be spread among employees
 - Improving morale and motivation, speed and time of doing things and leadership of the organization
 - Issues should be resolved actively and realistically within the framework of existing facilities
 - Compassionate and empathetic work should be done towards each employees
- 4- Regarding the fact that process well-being affects job performance, the following are suggested
- Finding possible ways, making decisions among solutions, implementing and evaluating their effectiveness should be strengthened
 - Supporting the training and continuous improvement of the existing forces in the organization
 - The distribution of power, influence and effectivity should be relatively fair
 - Cooperation between people should be encouraged instead of open and hidden actions
 - There should be cooperation and coordination between the components and sub-units of the system
- 5- Regarding the fact that occupational well-being affects job performance, the following are suggested
- Employees should cooperate with each other
 - The judgment and logical demands of the lower-level employees of the organization should be considered by the managers
 - There should be harmony between the work process of the employees and the expectations of the system

- The work of the employees should be considered according to the goals of the organization and their potential
- Strengthening the sense of trust, freedom and mutual responsibility among colleagues
- The ability of employees to make decisions regarding the nature of tasks should be considered

Suggestions for future research

- 1- Conducting research in this field among the employees of universities in other cities or provinces in order to compare its results with the results of the current research.
- 2- Conducting research among the employees of other organizations and comparing the results of the mentioned dimensions with the results of the present research.
- 3- Re-identifying the components of organizational well-being using other methodologies and conceptual models

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التعرف على مكونات السعادة التنظيمية وتأثيرها على الأداء الوظيفي

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مستخلص البحث:

يهدف البحث الحالي إلى التعرف على مكونات الرفاهية التنظيمية وتأثيرها على الأداء الوظيفي بشقيه النوعي والكمي في الجزء النوعي، يتكون المجتمع الإحصائي من جميع خبراء الجامعة المستنصرية الـ 12، كعينة وتم اختيارهم بطريقة العينة الهادفة، وفي القسم الكمي يتكون المجتمع الإحصائي من 3054 موظفاً في الجامعة المستنصرية، تم اختيار 342 شخصاً منهم كحجم للعينة وفق جدول مورغان وبطريقة أخذ العينات الملائمة. وقد تكونت الاستبانة التي أعدتها الباحثة من جزأين، تضمن الجزء الأول الخصائص الديموغرافية، وتضمن الجزء الثاني تحديد أبعاد مكونات الرفاه التنظيمي. وقد تم تقدير ثبات الاستبيان بـ 0.91 بناءً على معامل ألفا كرونباخ. ومن أجل التحقق من أبعاد تحديد الرفاهية التنظيمية، تم توزيع الاستبيانات وجمع المعلومات اللازمة. تم استخدام التكرار، ونسبة التكرار، والمتوسط، والانحراف المعياري في الإحصاء الوصفي، وعلى مستوى الإحصاء الاستدلالي تم استخدام اختبار t أحادي المتغير. أشارت النتائج إلى أن الرفاهية التنظيمية تتكون من 5 مكونات وهي المكونات الإدارية، والبيئية، والفردية، والعملية، والرفاهية المهنية. أظهرت نتائج اختبار (t) أن تأثيرات مكونات الرفاهية الإدارية، والبيئية، والفردية، والعملية، والمهنية على الأداء الوظيفي كلها أعلى من المستوى المتوسط. ($P < 0.01$)

الكلمات المفتاحية: الرفاهية الإدارية، الرفاهية البيئية، الرفاهية الفردية، رفاهية العمليات، الرفاهية المهنية، الرفاهية التنظيمية.