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The impact of psychological well-being to promoting organizational citizenship behavior

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Abstract
The importance of the research was to identify the extent of the impact of psychological well-being in promoting the behavior of organizational citizenship, in the General Directorate of Education in Najaf, in order to achieve the objectives of the research, the influence relationships between the dimensions of the variables (psychological well-being, and organizational citizenship behavior) were studied, and based on the descriptive-analytical approach, (50) questionnaires were distributed directly to the target community, (48) forms were retrieved, the number of questionnaires valid for statistical analysis was (45) questionnaires, and after presenting the collected data and analyzing it and identifying the consistency of the sample's answers to the questionnaire items and selecting hypotheses using the statistical programs represented by (SPSS V. 22). The results showed the validity of the research hypotheses, and as a result, a number of conclusions were reached and a set of recommendations were drawn up.

Keywords: Psychological well-being, organizational citizenship behavior

1. Introduction

The success of any organization, whether it is government institutions or business organizations, depends to a large extent on the extent of its ability to provide its services in a satisfactory manner. A measure of importance must also be directed to satisfying the needs and satisfaction of employees, and the need to persuade and make employees believe in the ideas and plans pursued by the department and obtain their support by working to adopt and apply the concept of good behavior. The issue of organizational citizenship behavior is considered one of the important topics as it has been studied in a variety of areas of human resource management, marketing management, economics, educational sciences etc. This broad interest resulted from the real effect of (OCB) in improving organizational performance in departments in which employees are characterized by job satisfaction, which drives them to excellence. Here we point out that there is a behavior that is opposite to the behavior of organizational citizenship and it is called (deviant behavior), which is an act that violates the important organizational norms and threatens the well-being of the organization and may lead to its collapse, such as lying, leaving the workplace early, verbal abuse, theft, sabotage, waste of resources, slow work, spreading rumors. Inadequate physical health, diminished performance, and absenteeism are just a few of the negative effects of stress and psychological discomfort on people and organizations that have been made clear by research. In recent years, it has become increasingly relevant to study psychological well-being in the workplace because past research mostly focused on the causes and effects of poor health. Even if organizations tend to pay less attention to psychologically healthy employee well-being, it is still important to look into because improving employee performance and fostering employee health, happiness, and improvement are all respectable objectives.

The importance of the current research is evident by clarifying the role of psychological well-being in providing a model of employees who are able to formulate creative ideas and present them to departments looking for creativity. And the statement of the role of psychological well-being and the possibility of exploiting it by the researched department and achieving excellence in the field of human resource management. It is an attempt to raise the level of organizational citizenship behavior among the department's employees in the research community, by providing a program to develop the capabilities of employees to

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enable them to achieve success and excellence, taking into account understanding their needs and listening to their opinions and suggestions, provided that their job satisfaction is constantly measured.

The first topic
Research Methodology
First: Research problem
In view of what we all see of a decrease in the degree of commitment of employees in general and a decrease in their loyalty to their departments in which they work, which reflects negatively on their organizational behavior and their citizenship to their organizations, it was necessary to search for what could increase their organizational citizenship behavior. The pursuit of well-being or happiness seems to be one of the most interesting subjects of human interest in general. When researchers use the term happiness, they usually refer to psychological well-being, which has three defining characteristics. Firstly. Well-being from the phenomenal event, in other words, people are happy when they believe in themselves. Secondly. Well-being involves certain emotional conditions. In particular, psychologically well-being people are more likely to experience positive emotions and less likely to experience negative emotions. Third. The term existence refers to the life of the individual as a whole (Wright & Cropanzano, 2000:84) [40].

Knowing the amount of organisational citizenship behaviours that employees in the General Directorate of Education in Najaf exhibit and what variables can cause these behaviours to be upgraded help define the study problem. One of the most crucial ideas for enhancing organisational citizenship behaviours is psychological well-being. Consequently, the following primary query:
(What is the relationship and correlation between the level of well-being and organizational citizenship behavior?)
Second: Research questions
In order to answer this question, the current research seeks to raise the following questions:
What level of corporate citizenship behaviour is there in the investigated directorate?
1. What is the district under study's level of psychological health?

2. Is there an effect of psychological well-being on organizational citizenship behavior?

Third: Research objectives
After diagnosing the research problem and its importance, the research objectives can be summarized as follows:
1. Being aware of the directorate under study's organisational citizenship behaviour level.
2. Knowing the level of psychological well-being in the researched directorate.
3. Statement of the impact of psychological well-being on the behavior of organizational citizenship.

Fourth: Research importance
1. The theoretical importance of the study comes through the following
A. The researcher's attempt to highlight the role of psychological well-being in achieving excellence for the department through the effect of well-being on the employees' organizational citizenship behavior.
B. Enhancing the concept of psychological well-being for the employees in the surveyed directorate, and achieving excellence in building strong relationships between management and employees.

2. The importance of the research for the researched directorate is embodied in the following
A. Explaining the role of psychological well-being and the possibility of exploiting it by the department in consolidating good citizenship behaviors.
B. Providing information that helps the researched directorate to enhance the strengths and address the weaknesses shown in the results and directions of the research.

Fifth: the default search form
The research model has been developed by examining the link that the research challenge identifies in light of its goals. Figure (1) illustrates the nature of the link between the research variables according to the hypothetical research strategy.
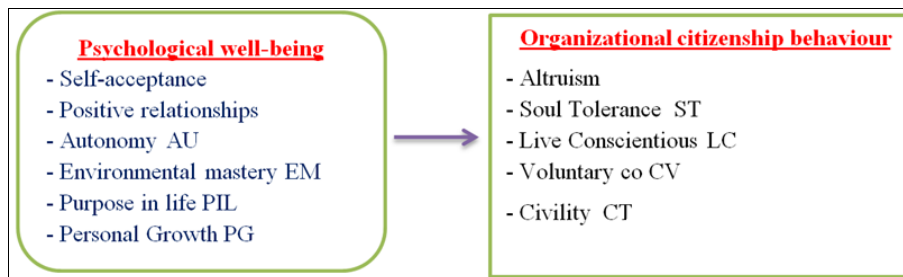

Fig 1: The default search form

Sixth: Research hypotheses
The research hypothesis was developed as follows in order to accurately answer the questions of the current investigation based on the information provided in the hypothetical research form:

The main hypothesis: States
There is a statistically significant effect of psychological well-being on organizational citizenship behavior
It leads to the following sub-hypotheses:

A. The self-acceptance factor has a statistically significant impact on raising organisational citizenship behaviour.
B. The factor of positive interactions with others has a statistically significant impact on raising organisational citizenship behaviour.
C. The autonomy dimension increases organisational citizenship behaviour in a statistically significant way.
D. Mastering the environment factor has a statistically significant impact on boosting organisational citizenship behaviour.

E. The goal component in life has a statistically significant impact on boosting organisational civic behaviour.

F. The dimension of personal development has a statistically significant impact on raising organisational civic behaviour.

Seventh: The research community and sample
The research community included all employees in the General Directorate of Education of Najaf, who numbered (1150) employees, but not all employees are directly related to the nature of the current research variables and its objectives, and according to what was indicated by (Saunders *et al*., 2016:204) [41] the researcher can choose a group a sub-community called the term (target society), accordingly, the researcher identified the target community with the administrative staff of the directorate under study represented by (people's officials and unit officials) in the General Directorate of Najaf Education, as they are the most suitable individuals for the research variables, and their number has reached (50) employees.

Eighth: Statistical analysis methods
The statistical analysis programme (SPSS.V.22) was utilised by the researcher to represent a collection of statistical tools in the practical framework of this study in order to produce accurate statistical results. Data were subjected to the normal distribution test, and the preliminary analysis of the results that would be used to test the study hypothesis.

The second topic
The theoretical side of the research
Organizational citizenship behaviour
First: Organizational citizenship behavior
Dennis Organ and his associates coined the term "OCB" in the early 1980s, defining it as admirable individual behaviour that is not openly or directly rewarded by the formal incentive system but typically promotes the efficient operation of the organisation. However, the idea's creators updated the definition to reflect the changing nature of work life and working conditions as follows: OCB: As a result, contributions to the upkeep and reinforcement of the social and psychological context that supports task performance started to be acknowledged and taken into account, not only as acceptable discretionary or additional behaviour but also as an essential component of a job and are frequently recognized by corporate reward systems (Arda *et al*.,2017: 6) [2], Whereas (Markóczy & Xin, 2004:1) [22] demonstrate how without its members acting as good citizens by participating in all forms of beneficial behaviour related with the organisation, organisations cannot exist or grow. Understanding the nature and origins of organisational citizenship behaviour (OCB) has long been a top concern for organisational researchers given the significance of good citizenship to organisations. According to (Shin *et al*., 2019:52) [35], organizational citizenship behavior (OCB) relates to activities related to the process that defines and implements changes in terms of work methods, policies, and procedures. (Li *et al*., 2010:395) [16] considers that OCB represents organizational citizenship behavior. behavior that is largely discretionary but on the whole encourages effective organizational performance. (LePine *et al*., 2002:53) [14] pointed out the conceptual difficulties associated with these requirements, for example what is discretionary varies greatly from person to person and situation to situation, and then redefined OCB as a behavior that contributes to maintaining and enhancing the social and psychological context that supports task performance. Importance. In order to reach a clearer picture, the researcher presents some concepts as shown in Table (1).

Table 1: Some concepts of organizational citizenship behavior (OCB), according to the opinion of some writers and researchers:

N	Concept	Researcher - year - page
1	The term "organisational citizenship behaviours" (OCB) refers to employee judgmental actions that directly improve the efficient operation of the organisation without necessarily hurting worker productivity.	Acaray & Akturan, 2015:473 [1]
2	Organizational Citizenship Behavior (OCB) that evaluative individual behavior is not directly or explicitly recognized by the formal reward system and in the aggregate encourages the effective functioning of the organization	Szabó *et al*., 2018:1 [38]
3	Organizational citizenship behavior is individual voluntary behavior that is not directly or explicitly recognized by the organization's formal reward system	Magdalena 2014:739 [20]
4	Organizational Citizenship Behavior (OCB) is defined as a particular addition to the behavior of individuals regardless of the roles and responsibilities stipulated in the job description.	Leephaijaroen 2016:105 [13]
5	Individual social and discretionary behaviors that are not explicitly recognized by the formal reward system and that contribute to more effective environmental management by organizations	Pham *et al*., 2019:387 [28]
6	Behaviors performed by discretionary individuals and the origin in the additional role of individuals not explicitly or directly recognized by the formal organizational reward system	Sun *et al*.,2018:148 [37]
7	Individual behaviors outside of a role in the workplace that are not directly or explicitly recognized by a formal reward system	Chen Sun *et al*., 2018:2 [5]

The ideas in Table (1) make it obvious that organisational citizenship behaviour (OCB) is voluntary behaviour. This behaviour does not depend on the organization's reward structure; rather, it is voluntary behaviour displayed by staff members who prioritise working for the organization's success. Showing a genuine interest in others' work, mentoring new hires, maintaining the organization's property, and expressing a willingness to stay with their organisation are ways that individuals with higher levels of OCB might do this.

Second: The importance of organizational citizenship behavior: Numerous studies show that organisational citizenship behaviour results in organisational effectiveness at the individual and organisational levels (Organ 2018:6) [26]. This is because more members of the organisation are more likely to assist their coworkers in finding new jobs, go above and beyond the call of duty in terms of punctuality and attendance, and work hard to safeguard organisational assets. Greater operational effectiveness, stronger productivity, higher levels of satisfaction, and better financial outcomes will all be felt by them.

(Arda *et al*., 2017:2) [2] asserts that OCB is an important management tool for organisations and that, when used effectively, it will improve both individual and organisational performance.

Whereas (Lin *et al*., 2016:205) [17] saw that OCB is positively associated with measures of organization effectiveness such as productivity and efficiency.

(Acaray & Akturan, 2015, p. 473) [1] Through increased productivity, better service quality, more customer happiness, or a decrease in customer complaints, OCB improves organisational efficiency. The practical significance of OCB is to improve organizational efficiency and effectiveness by contributing to resource transfers, creativity and adaptability (Acaray & Akturan, 2015:473) [1].

Third: Factors Affecting Organizational Citizenship Behavior

1. **Functional commitment:** The three elements that make up this strength are emotional commitment, normative commitment, and continuity commitment. It is the power that holds the person to a path of action related to one or more goals. Sustained commitment (CC) is based on a perceived need to remain with the organisation that employees feel compelled to reciprocate when they provide valuable resources. Effective commitment (AC) specifically reflects engagement with the organisation, normative commitment (NC) comes from a sense of obligation, and sustained commitment (CC) stems from a perceived need to remain with the organisation. Support because it serves as a social and emotional resource and makes people feel AC towards the company (Panaccio & Vandenberghe, 2009: 226) [27].

2. **Job Satisfaction:** The traditional model of job satisfaction places special emphasis on all of an individual's feelings towards his or her job. But what makes a job pleasant or unsatisfactory depends on people's expectations of what their employment should offer as well as the nature of the job. (Lu *et al*.,2005:211) [18].

3. **Organizational justice:** We note that justice in the workplace has a fundamental role in developing strong and positive exchange relationships, as it is activated by trust, organizational commitment, perceived organizational support, and exchange among members, and thus leads to organizational citizenship behavior (Kariker & Williams, 2009:113) [10].

4. **Organizational support:** Maintaining the status quo will be linked to a supportive climate, which denotes a satisfying environment (Li *et al*., 2016:4) [15]. By addressing fundamental social and emotional needs like connection, approbation, and respect, organisational support aids in adaption. It can be viewed as a resource that employees value, which should motivate them to want to protect it by sticking with the company. (Panaccio & Vandenberghe, 2009: 226) [27].

5. **Empowerment:** Team-directed leadership increases team members' self-determination as a result of psychological empowerment, job limitations, and increased job autonomy. As a result, team members can assist one another without worrying about facing repercussions for failing to complete their assigned tasks. In addition, team members who are concerned feel more helpful, which raises their satisfaction and loyalty as well as their readiness to assist others. Corporate Citizenship Conduct (Li *et al*., 2016: 5) [15].

6. **Personality:** The results indicate that personality

dimensions as the basic inputs of a person are one of the strongest predictors of OCB. Also, the relationship between the elements of OCB and personality shows that conformity, awareness, and openness as dimensions of personality have the greatest relationship (Mahdiuon *et al*., 2010:183) [21] If personality traits like conscientiousness, compliance, and emotional stability are among the beneficial elements in the creation and maintenance of favourable environments, particularly within the groups in which they were to collaborate on tasks, problem-solving techniques, and business plans. (Organ 2018:6) [26].

Fourth: dimensions of organizational citizenship behavior

1. **Altruism**: Behaviors that help another person or a specific group in matters related to the task (Acaray & Akturan, 2015:473) [1] An organization's effectiveness is enhanced through helpful behaviour. Employees are eager to assist their coworkers. The act must be self-motivated for it to be considered altruistic, yet it must be motivated by something other than self-interest (Arda *et al*., 2017:32) [2] Helping others behavior (Klotz *et al*., 2017:1) [12]; Prottas & Nummelin (2018:413) [29].

2. **Spirit of tolerance:** Behaviours that accept cheerfully the sporadic tribulations and privations that befall those engaged in organisational endeavours (Acaray & Akturan, 2015: 473) [1] Even if they do not like or agree with the organization's policies, employees who exhibit internal sports behaviours are more likely to comply with them. These behaviours also include tolerating issues and inevitable job obligations without complaining (Organ 1997:94) [25] Being positive at work even when times are difficult; (Prottas & Nummelin 2018:413) [29] (Klotz *et al*., 2017:1) [12].

3. **Conscientiousness:** The employee's actions go far beyond what is necessary for the organisation to fulfil its obligations regarding attendance and adherence to rules and regulations (Acaray & Akturan, 2015: 473) [1] Employees that exhibit these behaviours acknowledge and adhere to the organization's policies, rules, and processes. Punctuality, resource conservation, and resource preservation are a few examples of this type of conduct. (Arda *et al*., 2017:32) [2] and hard work includes (Klotz *et al*., 2017:1) [12]; Prottas & Nummelin (2018:413) [29].

4. **Voluntary participation or (civil virtue):** it is the constructive participation behaviors in the political life of the organization (Acaray & Akturan, 2015: 473) [1] Employees that exhibit voluntary participation behaviours are those who are held responsible and take part in all organisational activities, not only by sharing their thoughts but also by attending meetings and giving the entire organisation a range of information (Arda *et al*., 2017:32) [2] getting involved in the life of the organization (Klotz *et al*., 2017:1) [12]; (Prottas & Nummelin (2018:413) [29].

5. **Politeness:** polite behaviors that prevent the creation of a problem in the workplace (Mahdiuon *et al*., 2010:179) [21] gestures used in preventing problems that may occur between employees Mission and social issues. (Organ 1997:94) [25] Respect the rights of co-workers (Prottas & Nummelin 2018:413) [29]; (Klotz *et al*., 2017:1) [12].

Fifth: psychological well-being

The growing interest in the study of psychological well-being is a result of the realization that, since psychology's origin, it has focused more on the causes and effects of negative functioning than it has on human misery (Ryff 1989:1069) [32], while (Ryff 1995:719) [33] points out: Psychological well-being has been studied with two basic concepts of the positive function. The first is significantly associated with long-term emotional well-being compared to the intensity of happiness. The second basic concept, which has gained popularity among social scientists, emphasizes life satisfaction as the main predictor of well-being. (Keyes *et al*., 2002: 1009) [11] assumed that well-being is entirely based on social and demographic variables, especially age, educational level, and permanent personality characteristics. (Turashvili & Turashvili, 2015: 5) [39] The researchers found that a person is happy if they are in a good mood, can perceive things more broadly and don't just see the bad, have social protections, and have the necessary means to assist them reach their goal, According to (Refahi *et al*., 2015:1923) [30] Psychological well-being can increase with age, education, extraversion, and awareness and decrease with neuroticism. Within this context, we mention a set of concepts that have been addressed by a number of researchers in scientific fields, as shown in Table (2).

Table 2: Some concepts of psychological well-being, according to the opinion of some writers and researchers:

N	Concept	Researcher - year - page
1	Psychological well-being is usually defined in terms of the overall effectiveness of an individual's psychological functioning and more specifically on the basis of an emotional-feeling model.	Wright & Cropanzano, 2000:86 [40]
2	The concept of psychological well-being is described as being dynamic and subject to change as a result of a person's struggles and life transitions.	Lundqvist 2011:112 [19]
3	Psychological well-being is a multidimensional concept that develops through a combination of emotional regulation, personality characteristics, identity and life experience	Refahi *et al*., 2015:1923 [30]
4	Psychological well-being at work is defined as the psychological, emotional and purposeful state that people experience during their work	Robertson & Cooper, 2010:328 [31]
5	Refers to the cognitive or emotional state of employees as a result of work-related stress	Amin & Akbar, 2013; Vijaya & Manjula, 2012 [42, 43]

There are two primary techniques used to study psychological well-being: psychological and subjective. Although both methods address well-being and share some similarities in how they see the structure, they come from different philosophical vantage points of what people need and want from life (Lundqvist 2011:110) [19].

1. Self-entrance

When people assess their personal circumstances, assess expectations based on prior experience, and assess the amount to which they meet their living standards, they are evaluating their subjective well-being (Turashvili & Turashvili, 2015:5) [39]. The subjective approach is founded on the idea that the main purpose of human life is to experience happiness and pleasure. So, in this view, gaining well-being entails seeking out pleasurable experiences, working towards fulfilling goals that are consistent with one's values, and responding to stimuli that have a positive multiplier effect (Lundqvist 2011:110) [19] This entry focuses on happiness and pleasure and defines happiness in terms of Happiness and the presence of pleasure and the absence of pain are reflected in the search for subjective well-being (Negovan 2010:86) [24], Subjective well-being is an individual's assessment of one's life in terms of satisfaction and balance between positive and negative affect (Keyes *et al*., 1007: 2002) [11] This approach, commonly referred to as pleasure, relates to the well-being of experiencing positive feelings (mood and emotions) and factors such as overall life satisfaction. For this approach, well-being involves feeling content (Robertson & Cooper, 2010:327) [31].

2. Psychological entrance

This method emphasises that happiness and pleasure in general are not the same thing as well-being. Human objectives and ideals that maximise beneficial effects are not regarded as essential to personal development. The psychological approach is concerned with the actions and challenges that people do to grow and realise individual potential in accordance with significant values and relationships that are founded in the self, rather than viewing well-being simply as the acquisition of happiness (Lundqvist 2011:110) [19], The approach depends on realizing the human potential that, when realized, leads to the optimal performance of the individual in his life, and this is reflected in the course of research in psychological well-being (Negovan 2010:86) [24], psychological well-being entails the perception of participation with the existential challenges of an individual's life (Keyes *et al*., 2002: 1007) [11] The individual's capacity to implement specific behavioural and cognitive changes in order to manage psychological stress (Turashvili & Turashvili, 2015:5) [39] takes the other complementary approach to well-being in Mind the importance of the goal in well-being (Robertson & Cooper, 2010:327) [31].

Sixth: The main components of psychological well-being

The most recent work in the field of positive psychology is the idea of purpose and positive emotion as key components of psychological well-being (Robertson & Cooper, 2010:327) [31].

1. **Positive emotion**: The favourable impact of happy emotional experiences on the growth of psychological well-being is the first important aspect. A brand-new explanation for happy emotions was put forth by Fredrickson (1998). In essence, it demonstrates how the presence of pleasant emotions works to focus and broaden people's attention, brain, and action processes. An upward positive cycle whereby positive affect, widespread coping mechanisms, and happy emotions all contribute to increased emotional well-being.

2. **Purpose:** The impact that good emotions can have on psychological well-being is enhanced by having a general sense of purpose that provides people's actions

direction and meaning.

Seventh: Dimensions of psychological well-being

According to (Ryff 1989:1069) [32], measures of psychological well-being have few theoretical foundations despite the extensive literature on the features of positive performance. The aspects related to well-being derived from this literature were activated. It includes six distinct dimensions of positive psychological performance. These dimensions include: (Ryff 1995:720) [33], (Lundqvist 2011:110) [19], (Refahi *et al*., 2015:1923) [30].

1. **Self-acceptance:** It means a positive attitude towards oneself and accepting various aspects of oneself such as bad and good qualities and having a positive feeling about past life.
2. **Positive relationships with others:** Trust, a sense of contentment and intimacy in one's relationships with others, and an understanding of the importance of these relationships.
3. **Autonomy:** The feeling of independence and impression in life events and the effective role in behaviors
4. **Mastering the environment:** The individual's ability to manage his life, control external activities, and take advantage of surrounding opportunities

5. **Purpose in life:** The existence of a purpose in one's life and the belief that there is meaning in past and present lives.
6. **Personal development:** The individual's feeling of continuing to grow and achieve new experiences as a potential creator with talents.

The third topic
Statistical analysis of research data
First: Coding the study variables, scale paragraphs, and the normal distribution of the research data

To determine the level of influence relationship between the main variables of the current research, represented between the independent variable (psychological well-being) and includes six dimensions (self-acceptance, positive relationships with others, self-independence, mastery of the environment, purpose in life, personal development) and the dependent variable (organizational citizenship behavior). Which includes five dimensions (altruism, living conscience, spirit of tolerance, voluntary participation, courtesy). Where the data analysis process requires coding the main and sub-research variables and scale paragraphs in order to facilitate the process of including data in the spssv.22 program, as shown in Table (3).

Table 3: Coding the scale variables and its paragraphs:

Variables	Code	Dimension (sub-variable) and its symbol	Paragraph code in the program
Psychological well-being	PWB	Self-acceptance SA	SA1- SA5
		Positive relationships PR	PR1- PR5
		Autonomy AU	AU1- AU5
		Environmental mastery EM	EM1- EM5
		Purpose in life PIL	PIL1- PIL5
		Personal Growth PG	PG1- PG5
Organizational citizenship behaviour	OCB	Altruistic AL	AL1-AL5
		Soul Tolerance ST	ST1- ST5
		Live Conscientious LC	LC1- LC5
		Voluntary co CV	CV1- CV5
		Civility CT	CT1- CT5

Source: Prepared by the researcher

Second: the preliminary analysis of the results and the description and diagnosis of the research variables

This topic is concerned with presenting, describing, and diagnosing the collected data, i.e. the preliminary analysis of the results that will be adopted for the purpose of testing the research hypotheses, based on the questionnaire forms that were prepared for this purpose, which mainly identified the opinions of the research sample from the research community and their responses. The level of the research variables, which are represented by (psychological well-being, organizational citizenship behavior), and the researcher relied for this purpose on one of the commonly used statistical methods, which is a five-rank Likert index that was distributed among five weights from the lowest weight (1) to represent the field of the answer (no). Totally agree) up to the highest weight (5) to represent the answer field (fully agree) between them three weights are (4-3-2) to represent the answer fields (disagree-neutral-agree), after

that, the level of statistical indicators, which are represented by (the arithmetic mean, standard deviation, and percentage), is diagnosed. It was also relied on the value of the hypothetical mean of (3), meaning that each dimension gets an arithmetic mean less than (3), which means that the respondents' conviction is low, otherwise the response is considered acceptable.

1. Analyzing the sample's opinions of the independent variable psychological well-being

This paragraph is concerned with presenting the opinions of the researched sample and their response regarding the independent variable of the study (psychological well-being) according to the statistical indicators that were relied upon to diagnose the primary results represented by (mean, Std. deviation, percentage). Table (4) shows the rates achieved on Dimensional level and then the macro level of the variable.

Table 4: Summary of the descriptive statistics indicators of the dimensions of the variable of psychological well-being

Dimensional	Mean	Std. deviation	Percentage	Dimensional arrangement
Self-acceptance SA	3.41	0.711	0.682	3
Positive relationships PR	3.76	0.862	0.752	1
Autonomy AU	3.12	0.893	0.624	5

Environmental mastery EM	3.07	0.732	0.614	6
Purpose in life PIL	3.34	0.912	0.668	4
Personal Growth PG	3.44	0.943	0.688	2
Total psychological well-being	3.36	0.723	0.6713	

Source: Prepared by the researcher based on the Spss V.22 program.

Table (4) shows a summary of descriptive statistics indicators for the dimensions of the independent variable (psychological well-being) by adopting descriptive statistical indicators that give sufficient indication of the level of response achieved by specifying the statistical indicator (mean) and the extent of deviation of the values from their arithmetic mean by adopting the statistical indicator (Std. deviation) as well as The percentage according to which the dimensions are arranged for the variable mentioned above, as it turns out that the response achieved was at a relatively high level, since the arithmetic mean is higher than the hypothetical mean, with a rate of (3.36) and a standard deviation (0.72) and a relative importance of (0.67), and at the level of the sub-dimensions it has The results achieved were as follows:

A. The dimension (self-acceptance) achieved the third order among the dimensions. The arithmetic mean was higher than the hypothetical mean, as it reached (3.41) and with a standard deviation (0.71), while the percentage was (0.68).

B. While the (positive relations with others) dimension achieved the first rank among the dimensions, the arithmetic mean reached (3.76), i.e. higher than the value of the hypothetical mean, with a standard deviation of (0.86) and a percentage of (0.75).

C. At the level of the (autonomy) dimension, the arithmetic mean was (3.12), i.e. higher than the value of the hypothetical mean, with a standard deviation of (0.89) and a percentage of (0.62), and in the fifth order

at the level of the other dimensions.

D. As for the dimension (mastering the environment), in the sixth and last order among the dimensions, the arithmetic mean was higher than the hypothetical mean, as it reached (3.07) and with a standard deviation (0.73), while the percentage was (0.61).

E. While the (goal in life) dimension achieved the fourth rank among the dimensions, the arithmetic mean was (3.34), i.e. higher than the value of the hypothetical mean, with a standard deviation of (0.91) and a percentage of (0.66).

F. Finally, the dimension (personal development) came in the second order among the dimensions, as the arithmetic mean was the highest arithmetic mean between the dimensions, as it reached (3.44) and with a standard deviation (0.94), while the percentage was (0.68).

2. Analyzing the sample's opinions of the dependent variable organizational citizenship behavior

This paragraph is concerned with presenting the opinions of the researched sample and their response regarding the dependent research variable (organizational citizenship behavior) according to the statistical indicators that were relied upon to diagnose the primary results represented by (arithmetic mean, standard deviation, percentage), and table (5) shows the results that The achieved rates are shown at the dimension level and then at the overall level of the variable.

Table 5: summary of the descriptive statistics indicators of the organizational citizenship behavior variable

Dimensional	Mean	Std. deviation	Percentage	Dimensional arrangement
Altruistic AL	3.33	0.840	0.666	3
Soul Tolerance ST	3.45	0.606	0.69	2
Live Conscientious LC	3.50	0.773	0.7	1
Voluntary co CV	3.27	0.690	0.654	4
Civility CT	3.12	0.786	0.624	5
Total organizational citizenship behaviour	3.33	0.739	0.6668	

Source: Prepared by the researcher based on the Spss V.22 program.

Table (5) shows a summary of the descriptive statistics indicators for the dimensions of the independent variable (organizational citizenship behavior) by adopting descriptive statistical indicators that give sufficient indication of the level of response achieved by specifying the statistical indicator (arithmetic mean) and the extent of deviation of the values from their arithmetic mean by adopting the statistical indicator (standard deviation) as well About the percentage according to which the dimensions are arranged for the variable mentioned above, as it turns out that the response achieved was at a relatively high level, since the arithmetic mean is higher than the hypothetical mean, at a rate of (3.33), with a standard deviation (0.73), and with a relative importance of (0.67), and at the level of sub-dimensions. The results achieved were as follows:

A. The (altruism) dimension achieved the third rank among the dimensions. The arithmetic mean was higher than the hypothetical mean, as it reached (3.33) and

with a standard deviation (0.84), while the percentage was (0.66).

B. While the (Living Conscience) dimension achieved the second rank among the dimensions, the arithmetic mean was (3.45), i.e. higher than the value of the hypothetical mean, with a standard deviation of (0.60) and a percentage of (0.69).

C. At the level of the dimension (the spirit of tolerance), the arithmetic mean was (3.50), i.e. higher than the value of the hypothetical mean, with a standard deviation of (0.77) and a percentage of (0.7), and in the first order at the level of other dimensions.

D. While the (voluntary participation) dimension achieved the fourth rank among the dimensions, the arithmetic mean was (3.27), i.e. higher than the value of the hypothetical mean, with a standard deviation of (0.69) and a percentage of (0.65).

E. As for the dimension (Courage) in the fifth and last arrangement among the dimensions, the arithmetic

mean was higher than the hypothetical mean, as it reached (3.12) and with a standard deviation of (0.78), while the percentage was (0.62).

Third: Test the impact hypotheses
After the research variables have been described and diagnosed, the simple and multiple regression analysis will be tested and the interactive variable will be tested. Increasing organizational citizenship behavior within the organization, and it will be tested as the hypotheses mentioned in the research methodology are as follows:

The main hypothesis
The main hypothesis: This research assumes that there is a significant effect of psychological well-being on organizational citizenship behavior, which is a real function of moral leadership. We will learn about the percentage that psychological well-being performs through (R^2), which shows the extent to which the independent variable explains

the variance in the dependent variable, as for the extent to which one unit increases psychological well-being, which leads to an increase in organizational citizenship behavior through the regression coefficient (Beta), their significance will be tested through the level of significance of the influence coefficient, and the test results are as shown in Table (6), which are as follows:

It is noted in Table (6), which showed the results of the simple regression analysis, as it was found that psychological well-being affects organizational citizenship behavior by (.720), and this means that any increase in psychological well-being will lead to an increase in organizational citizenship behavior by (.720), and it is Significant, because the achieved level of significance is (0.000), which is less than (0.05). As for the coefficient of determination, it was only (.518), and according to these results, this hypothesis is accepted at the level of this research.

Table 6: Test the impact of psychological well-being dimensions on organizational citizenship behaviors

Dependent variable	Organizational citizenship behaviours				
Psychological well-being	β	T value	R²	Sig level	Result
Self-acceptance SA	0.701	5.43	0.491	0.000	Accept
Positive relationships PR	0.692	6.49	0.479	0.000	Accept
Autonomy AU	0.722	6.21	0.521	0.000	Accept
Environmental mastery EM	0.718	7.32	0.516	0.000	Accept
Purpose in life PIL	0.688	5.39	0.473	0.000	Accept
Personal Growth PG	0.695	6.88	0.483	0.000	Accept
Main hypothesis	0.720	8.31	0.518	0.000	Accept

Source: Prepared by the researcher based on the Spss V.22 program.

Sub-hypothesis testing: This research hypothesized that there is a significant effect of psychological well-being dimensions (self-acceptance SA, positive relationships with others PR, autonomy AU, environmental mastery EM, goal in life PIL, personal development PG) on organizational citizenship behavior, i.e. Organizational citizenship is a real function of the dimensions of psychological well-being, and we will learn about the percentage that the dimensions of psychological well-being perform through (R2), which shows the extent to which the dimensions of the independent variable can be interpreted from the variation in the dependent variable. Organizational citizenship through the regression coefficient (Beta) and their significance will be tested through the level of significance of the impact coefficient, and the results of the test as shown in Table (6) are as follows:

1. **The first sub-hypothesis:** The research assumed that there is a significant effect relationship of self-acceptance (SA), and according to Table (6), which showed the results of the multiple regression analysis, as it shows that self-acceptance affects organizational citizenship behavior by (.701), and this means that any An increase in self-acceptance will lead to an increase in organizational citizenship behavior by (.701), and it is also of significant significance because the achieved level of morale is (.000), which is less than (0.05). According to these results, this hypothesis is accepted at the level of this research.

2. **The second sub-hypothesis:** The research assumed that there is a significant effect of positive relationships with others (PR), and according to Table (6), which showed the results of the multiple regression analysis, as it shows that positive relationships with others affect

organizational citizenship behavior by (.692). This means that any increase in positive relationships with others will lead to an increase in organizational citizenship behavior by (.692), and it is also significant because the achieved level of morale is (.000), which is less than (0.05). According to these results, this hypothesis is accepted at the level of this research.

3. **The third sub-hypothesis:** The research assumed that there is a significant effect of autonomy (AU)), and according to Table (6), which showed the results of the multiple regression analysis, noting that autonomy affects organizational citizenship behavior by (.692), and this means that Any increase in autonomy will lead to an increase in organizational citizenship behavior by (.692), and it is also significant because the achieved level of morale is (.000), which is less than (0.05). According to these results, this hypothesis is accepted at the level of this research.

4. **The fourth sub-hypothesis:** The research assumed that there is a significant effect relationship to mastering the environment (EM)), and according to Table (6), which showed the results of the multiple regression analysis, as it shows that mastering the environment affects organizational citizenship behavior by (.718), and this means that Any increase in environmental mastery will lead to an increase in organizational citizenship behavior by (.718), and it is also significant because the achieved level of morale is (.000), which is less than (0.05). According to these results, this hypothesis is accepted at the level of this research.

5. **The fifth sub-hypothesis:** The research assumed that there is a significant impact relationship of the goal in life (PIL)), and according to Table (6), which showed the results of the multiple regression analysis, as it shows that the goal in life affects organizational

citizenship behavior by (.688), and this It means that any increase in the goal in life will lead to an increase in organizational citizenship behavior by (.688), and it is also significant because the achieved level of morale is (.000), which is less than (0.05). According to these results, this hypothesis is accepted at the level of this research.

6. **The sixth sub-hypothesis:** The research assumed that there is a significant influence relationship of personal development (PG), likewise, as shown by Table (6), which contained the outcomes of the multiple regression analysis, as it shows that personal development affects organizational citizenship behavior by (.695), and this means that Any increase in personal development will lead to an increase in organizational citizenship behavior by (.695), and it is also significant because the achieved level of morale is (.000), which is less than (0.05). According to these results, this hypothesis is accepted at the level of this research.

Fourth topic
Conclusions and recommendations
First: conclusions
This subject covers elucidating the findings of the current study using the findings of the statistical analysis and putting the research hypotheses to the following tests:

1. It appeared that psychological well-being and organizational citizenship behavior are positively correlated, and this is an indication that the promotion of citizenship behaviors for employees in the department needs to create an atmosphere of well-being by managers, and this indicates that the increase in well-being in the department leads to the rise and strengthening of organizational citizenship behaviors.

2. It turned out that the well-being of employees affects the behavior of organizational citizenship, and from it it turns out that the atmosphere of psychological well-being for employees through achieving a positive attitude towards oneself, confidence, a sense of satisfaction and intimacy in the individual's relationships with others, the existence of a goal in life and the individual's feeling of continuing to grow and achieve new experiences As a creator with talents, he makes them distinguished by a high spirit of tolerance and altruism, obedient to instructions and administrative orders, and they are tactful in dealing, motivated to work enthusiastically and voluntarily, and consider their conscience when performing the tasks entrusted to them.

3. Creating an atmosphere of psychological well-being by the senior management in the department for its employees in a moderate way that leads to strengthening their obedience to it, and their permanent compliance with its instructions.

4. Statistical analysis showed the effect relationships of leadership dimensions psychological well-being (individually) on organizational citizenship behavior (combined)

A. There is a statistically significant effect of the self-acceptance dimension in increasing organizational citizenship behavior.

B. The factor of positive interactions with others has a statistically significant impact on raising organizational citizenship behaviour.

C. The autonomy dimension increases organisational citizenship behaviour in a statistically significant way.

D. Mastering the environment factor has a statistically significant impact on boosting organizational citizenship behaviour.

E. The goal component in life has a statistically significant impact on raising organisational civic behaviour.

F. The dimension of personal development has a statistically significant impact on raising organisational civic behaviour.

Second: Recommendations
In order to complete the research requirements, and in light of the above conclusions, the researcher reached a set of recommendations that the current research concluded, as follows:

1. Focusing on the issue of psychological well-being by providing all appropriate conditions for this process to increase organizational citizenship behaviors.

2. Developing positive behaviors within organizations to ensure the well-being of individuals.

3. Orientation towards paying attention to organizational citizenship behavior and considering it as an administrative strategy and policy for the department's work.

4. The reasons for the department's success in the current environmental conditions are based only on strengthening organizational citizenship behavior among employees.

5. Work to provide a positive atmosphere in the work environment and encourage social relations and positive communication interactions between employees.

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