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Diagnosing the availability of the dimensions of a prosperous organization: An analytical study of the opinions of a sample of employees in Modon Real Estate Development Company

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Abstract

The current study aimed at diagnosing the availability of the dimensions of prosperous organization in Modon Real Estate Development Company. In order to achieve this aim, the descriptive analytical approach was adopted to obtain more accurate and objective results. The questionnaire was used as a main tool for collecting the data from the sample in the surveyed company. Thus, (103) forms of questionnaire were distributed, and only (99) forms were retrieved, which were valid for the statistical analysis. The study found that the dimensions of the prosperous organization represented by social, cognitive and psychological prosperity are available in Modon Real Estate Development Company under study.

Keywords: Prosperous organization, Modon Real Estate Development Company

Introduction

Organizations in general and those operating in the investment and real estate development sector in particular face many challenges represented by the intensification of local and global competition, rapid technical development as well as knowledge and cultural diversity. This in turn requires these organizations to manage the requirements of customers and their constantly renewed needs to maintain their survival, growth and excellence in the business world. Perhaps maintaining a prosperous workforce that works as one team and has intellectual and cognitive capabilities qualifies them to achieve this requirement. Nowadays, this requirement becomes one of the most important critical success factors that contribute to the excellence and prosperity of the organization. Therefore, this study continues the previous cognitive efforts in a contribution to the existing knowledge in this field. Hence, Modon Real Estate Development Company is selected as a field for applying the current study due to its importance and agreement with the study variables and dimensions. The study is divided into four basic sections: the first section presents the research method, while the second section explains the theoretical aspect, then the third section discussed the practical aspect, and finally, the fourth section presents the conclusions and suggestions.

Section One: Research Method

Research Problem

Many business organizations seek to promote their performance efficiency and enhance their competitive position in order to reach a state of excellence and prosperity. However, achieving and maintaining this goal is beset by many difficulties and challenges. Such challenges are related to their ability to achieve a high level of adaptation and response to every development and change in the business environment. Other challenges include the adoption and implementation of the best methods and practices that contribute to supporting and caring for the employees and enabling them to accomplish their work creatively compared to competitive organizations. This is sought by prosperous organizations that always focus on achieving the best investments in their human, intellectual and knowledge resources and capabilities, utilizing them towards achieving their goals of growth, survival and prosperity in the field of business. Based on the above, the research problem can be

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clarified in the following questions:

- a) Are the dimensions of a prosperous organization available in Modon Real Estate Development Company?
- b) What is the level of employees' awareness of these dimensions at Modon Real Estate Development Company?

Research Objectives

This study seeks to achieve the following objectives

- 1. Identifying the availability of the dimensions of the prosperous organization in Modon Real Estate Development Company.
- 2. Presenting a study that can be a starting point for further future studies, and motivating researchers to delve into this important field of knowledge.
- 3. Providing a set of conclusions and suggestions that will enhance the dimensions of the prosperous organization in Modon Real Estate Development Company.

Research Significance

The significance of this study lies in

- a) Building a comprehensive theoretical framework that includes presenting theoretical contributions on the concepts of the prosperous organization and its dimensions in an attempt to enrich the knowledge in this field.
- b) Its application to one of the largest companies working in the field of developing real estate projects in Iraq, which is Modon Real Estate Development Company, related to Al-Handal International Group, which is its real estate pillar, and it is one of the leading companies in the field of real estate investment and carries out its activities on a local, regional and international level.

Theoretical Framework

The theoretical framework is designed to show the dimensions of a prosperous organization, relying on the conceptual and cognitive frameworks, as shown in the following figure:

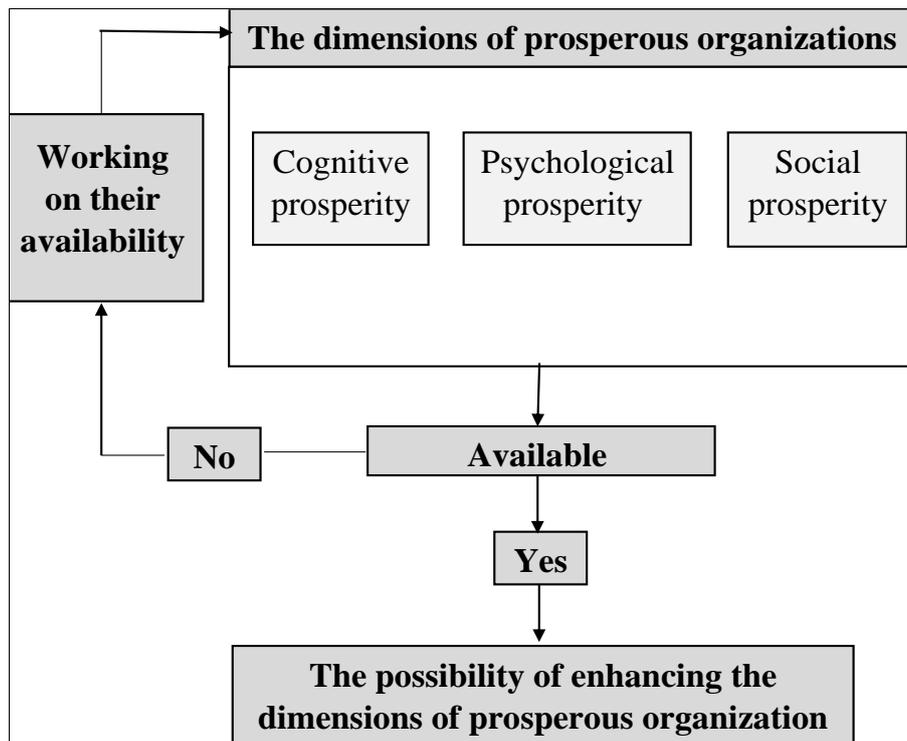


Fig 1: The theoretical framework (Designed by the researchers)

Research Hypotheses

Within the theoretical framework of the study, the following hypotheses can be formed

- 1. The dimensions of a prosperous organization are available among the employees at Modon Real Estate Development Company.
- 2. The dimensions of a prosperous organization vary in terms of the importance of each dimension according to the opinions of the research sample in Modon Real Estate Development Company.

Research Method

This study relied on the use of the descriptive analytical approach in order to give a more accurate and clear depiction of the problem under study.

Research Community and Sample

The community of this study is represented by Modon Real Estate Development Company, which has been operating in Iraq since its establishment in (2015). It is owned by Al-Handal International Group, which has (140) employees of different nationalities. According to the equation of Stephen Thompson, the size of the target sample was determined as (103) individuals. After distributing the questionnaire forms to the research sample, only (99) forms were retrieved to be statistically analyzed.

Section Two: Theoretical Framework

The Concept of Prosperous Organization

The term "prosperity" is one of the relatively recent expressions often discussed within the literature of economics, psychology and sociology. Then, it has been

investigated in the administrative and organizational studies in the early twenty-first century; however, there are still limited studies dealing within this field. As a result, researchers have presented different views on interpreting the nature of the term "prosperity". Hence, Anninos (2007:308) ^[3] mentioned that the Greeks were the first to use the term as a synonym for the word "Aristae", which at the time meant "the most courageous and successful situations". This word itself consists of two syllables: (Ar), which means the flow of light and goodness, and (Aston), which means stability, agreement and harmony to achieve the best successes in the long term. Moreover, prosperity is addressed from different economic, social and administrative perspectives. According to the economic perspective, prosperity refers to a high level of commercial activity and financial stability enjoyed by a particular business sector or industry. While the social perspective of prosperity refers to a better standard of living enjoyed by the society with the ability to maintain this level and the possibility of improving it continuously (Mohammed & Saaed, 2021: 6707) ^[13]. In the administrative perspective, prosperity expresses a methodological framework that contributed to its emergence and development as a result of the suggestions of many schools and administrative introductions. The term "prosperous organization" reflects a state of prosperity in the business world, in which employees and their administrative leadership share a strong sense in achieving organizational goals by investing their maximum energies and knowledge and educational capabilities and converting them into high-quality products that meet the needs and desires of customers (Omer *et al.*, 2021: 91) ^[17].

Additionally, an organization that operates at a good level of performance and has the ability to continue to grow and develop is an organization capable of being prosperous in its competitive environment (Ogbu, 2019: 57) ^[16].

A prosperous organization is one that has a great ability to coordinate and invest all of its activities and capabilities and exploit its creative human resources to achieve high levels of distinctive performance and innovation at work (Mohammed, 2019: 271) ^[14]. Hussain and Alsamarai (2022: 1713) ^[7] refer to the prosperous organizations through the stage in which the organization succeeds and provides security, stability, survival and long-term sustainability by investing its human energies in achieving creativity, excellence, agility and speed of response by providing the best products and facing the challenges of competitors. Singh and Arora (2020: 4539) ^[20] define it as the ability of an organization to achieve long-term successes by creating supportive and encouraging work environments for employees to achieve high levels of commitment, participation and cooperation in achieving the desired organizational goals. Chew (2005: 87) ^[4] agrees with this view, stating that the organization succeeds through the commitment of its employees to the quality of performance and their high loyalty to their organizations, as prosperity is the ambition of any organization and the basis for its creative ideas. Mahdi (2014: 32) ^[9] opines that prosperous organizations are those organizations that have the ability to adapt, survive, grow, and excel in a competitive environment. Likewise, Mohammed and Faleh (2022: 125) ^[12] find that prosperous organizations are the result of the concerted efforts of both employees and senior management through a deep sense of having a common goal and a

collaborative team in providing the best results and achievements that can be achieved by the organization. The researchers add that business organizations succeed with their material and human capabilities and with the values, attitudes and perceptions enjoyed by their employees that are compatible with the organization's vision and strategic goals. This ultimately leads to achieving their well-being and enhancing their organizational citizenship sense.

Based on the above, the researchers conclude that the prosperous organization is an organization capable of achieving sustainable successes in its field of work, and enjoys strong financial stability and high competitiveness by providing calm and stable work environments that enhance organizational unity and stimulate creativity, cooperation and high commitment among employees in the organization under study to provide the best products and services compared to competing organizations.

The advantages of a prosperous organization

Prosperous organizations have a considerable importance at the economic, social and administrative levels. The sustainable prosperity of these organizations promotes the growth of the economy, the creation of new job opportunities, increasing the productivity and effectiveness of the organization, contributing to the development of human capabilities and generating sustainable value by providing innovative products. Thus, prosperous organizations provide many advantages at the organizational level in particular and for employees and communities in general, as clarified by Mansour and Mohammed (2022: 669) ^[10], Novaes *et al.* (2020:19) ^[15], Ogbu (2019:55) ^[16] and Zaraket (2018:400) ^[21] as follows:

- a) Prosperous organizations are keen to provide safe and healthy work environments in which all opinions and ideas are respected in order to invest in the opportunities available in achieving growth, creativity and maintaining prosperity.
- b) They work to reduce the psychological stress that may be faced by the employees and weaken their job satisfaction and organizational commitment.
- c) They should focus on the development of human resources as an essential and important element for the development and prosperity of the organization.
- d) The prosperity of the organization contributes to increasing customer loyalty to its brand and enhances its reputation and market position in the communities in which it operates.
- e) They contribute to achieving sustainable profits in a way that enhances the growth and excellence of the organization in the long term.
- f) They grant the employees a greater opportunity to participate in decision-making and exchange knowledge and experiences, in a way that contributes to increasing their motivational energies, developing their skills and acquiring new knowledge that enhances their abilities to create and innovate in performing their job tasks.
- g) They increase the prosperity of the communities in which they exist by offering innovative products and services that improve their standard and living conditions.

Accordingly, the researchers conclude that the prosperous organization is of great importance, not only at the

organizational level, but also at the level of employees and communities. This is due to that it works to achieve high levels of productivity and profitability that enhance economic growth; provide quiet and stable work environments that allow the development of employees' skills and provide them with a sense of activity, vitality and dedication to provide new and innovative ideas; generate sustainable competitive advantages; as well as contributing to increasing customer loyalty and preferences to the organization's brand. In addition, it works to improve the standard of living and well-being of communities in which it exists.

Characteristics of Prosperous Organizations

Recently, many prosperous organizations have emerged, such as Toyota and Ford Motors, Emirates Airlines, Kodak, Adidas and Samsung. Unlike many other unprosperous organizations that work in the same field, the prosperous organizations have a set of characteristics (Ogbu, 2019:55)^[16], which are defined by Ghadban (2019: 44)^[5] as follows:

- a) Possessing brilliant administrative leaders with a strategic vision capable of taking risks and encouraging excellence and creativity.
- b) Availability of the necessary skills and expertise to keep pace with rapid developments, adapt and respond quickly to any developments in the business environment.
- c) Granting employees the freedom and independence to promote leadership, creativity and participation in decision-making.
- d) Applying information and communication technologies creatively to achieve the competitive superiority.

Based on the above, the researchers conclude that the ability of prosperous organizations to develop new products of high value to their customers and build long-term relationships with them, as well as the adoption of new and innovative methods to attract future customers towards the organization's products and services, depends on the characteristics of these organizations that enhance the value added to their internal and external customers and stakeholders at the same time. Accordingly, the characteristics of prosperous organizations can be identified as follows:

1. **Shared visions:** These organizations have a clear vision for the future and work as a team to implement that vision in reality.
2. **Conscientiousness:** Employees in prosperous organizations have a deep personal commitment to their work and tasks, and feel the importance and value of the work they do.
3. **Continuous learning:** Employees in prosperous organizations seek continuous learning with a constant desire to develop their skills and abilities in order to accomplish their work completely.
4. **Trust and respect:** Everyone in the prosperous organization respects the role of others in achieving the organizational goals, as well as having high levels of trust and optimism for achieving great successes for their organizations.

Dimensions of Prosperous Organizations

The prosperity of the organization depends on the presence of a talented and qualified workforce capable of

withstanding challenges and pushing the organization towards success and excellence, which can add value to the overall activities and operations of the organization. Therefore, the study of Legzian *et al.* (2015: 1294)^[8] is adopted in determining the dimensions of the prosperous organization, due to being more appropriate to the current study objectives. These dimensions include:

Social Prosperity

Social prosperity refers to a state of improvement and progress in the quality of employees' life in the organizations and communities in which they exist. This can be achieved by improving the political, economic, health, cultural, educational and environmental conditions surrounding these employees. Social prosperity is a comprehensive concept that requires creating balance in all aspects of social life; therefore, it contradicts all negative situations that may appear in work environments, such as alienation, losing a sense of belonging to the workplace, having a sense of dissatisfaction, and poor social interaction with others (Mills & Mokdian, 2019: 195)^[11]. Thus, social prosperity is only a reflection of the individual's assessment of the potential and paths of strength in his organization and work environment, absolute belief in developing them and feeling their abilities to achieve their goals and objectives through their human and organizational resources. There are several elements determining the level of social prosperity within business organizations, including:

1. Social integration, which refers to the individual's assessment of the quality of his relationships with co-workers, the team to which he belongs and his organization as a whole.
2. Social acceptance, which indicates that individuals who enjoy high levels of social acceptance in their workplace usually have positive views towards their colleagues and are able to exchange trust with them.
3. Social cooperation, which reflects the degree to which the individual believes that he is an important and active element in his workplace and that his performance is valuable to his organization and the community in which he exists.
4. Social integrity, which refers to the personal maturity of the individual, self-esteem and acceptance of others (Legzian *et al.*, 2015:1294)^[8].

Psychological Prosperity

Psychological prosperity is one of the important and relatively recent positive variables that coincided with the emergence of positive psychology, which quickly found its way in organizational studies because of its significant impact on organizational performance and behavior. Psychological prosperity is one of the important motives that lead individuals and business organizations to superiority in performance (Alnuaimi, 2018: 34)^[1]. It is a situation in which employees are more willing to form close and positive relationships with their colleagues in the workplace, as well as increasing their willingness to contribute seriously to the development of their organizations and communities (Al-Obaidi, 2019: 40)^[2]. Rahmi (2019: 32)^[18] finds that organizations interested in achieving the psychological well-being of their employees usually enjoy more productive work environments and high levels of trust and collaboration among their workforces, making them a positive and enjoyable place to work.

Legzian *et al.* (2015: 1294) ^[8] add that psychological prosperity enhances the mental health and psychological adjustment of employees, as psychologically prosperous individuals usually have high levels of optimism and motivation to work actively, dedicatedly and efficiently to achieve new goals, and have more skills and resources that enable them to benefit from the experiences of the past in planning the paths of the new future.

Cognitive Prosperity

Cognitive prosperity is one of the modern positive concepts and an important indicator of positive performance and organizational well-being among employees and business organizations. Cognitive prosperity refers to the situation in which employees and organizations are willing to develop their skills and cognitive abilities effectively and sustainably. It reflects the ability of organizations to promote knowledge growth and develop individual and collective skills within work environments, as well as encouraging creative thinking, knowledge sharing and continuous learning, in a way that contributes to investing all of the energies and capabilities necessary to achieve personal and professional goals. In addition, it can stimulate innovation and exchange of ideas, experiences and knowledge among employees within organizations, which may be reflected in the development of processes, improving the overall level of performance of organizations and increasing their ability to face and adapt to environmental challenges (Seligman, 2011: 236) ^[19].

Section Three: Practical Framework

The researchers develop their perceptions by benefiting from the previous cognitive efforts in the field under study. The field work reflects the trends of scientific research within the objectives to be achieved through the study. Therefore, the data was processed statistically by using (Smart PLS, 3), which is one of the programs for modeling structural equations based on variance. It was adopted to evaluate the standard model (Assessment of Measurements Model) and to test the structural model (Assessment Structural Model) ^[1]. The researchers also relied on Importance-Performance Map Analysis (IPMA) to determine the importance of each dimension separately. Based on the above, the practical procedures for this study were carried out through the following steps:

Evaluation of the Standard Model (Outer Model)

The researchers adopted this test in order to ensure that the sub-variables have the ability to measure what is required through testing validity and reliability, reflecting the validity and reliability of the research tool. This was done through two types of validity measures, namely:

Convergent Validity

This measurement was used to test the validity and reliability of the study model and ensure its interpretation of what was tested. Thus, the composite reliability and average variance extracted were adopted. Table (1) shows the extracted results.

Table 1: Convergent validity of research model

Variables	Composite reliability	Average variance extracted
Comparison standard	<0.70	<0.50
Social prosperity	0.894	0.628
Psychological prosperity	0.889	0.625
Cognitive prosperity	0.866	0.568

Table (1) clarifies that the model is characterized by convergent validity, reflecting the high convergence between the variables of the model and their compatibility with each other. This indicates that all elements pass the test of average variance extracted with high results. Thus, the test standard is achieved. Figure (2) shows the high indicators of this test.

Discriminant Validity

This test is used to confirm that the research sub-variables are not repeated or overlapped, whether with each other or with other variables. This test depends on two basic aspects: 1) cross loading, which is concerned with measuring repetition and overlap, as well as confirming that this sub-variable actually belongs or does not belong to the main variable; and 2) variable correlation, which confirms that the main or sub-variable is completely different from other variables and does not overlap with them. Table (2) shows the results of this test.

Table 2: Correlation matrix between sub-variables

Variables	Cognitive prosperity	Psychological prosperity	Social prosperity
Cognitive prosperity	0.754		
Psychological prosperity	0.753	0.790	
Social prosperity	0.625	0.694	0.793

In Table (2), the correlation matrix shows the values that represent the correlation of each variable with itself, as well as compared with other variables. It is observed that the correlation is positive when the value of the variable's correlation with itself is higher than the value of its correlation with other variables. With this measurement, the correlation of the variables with themselves is very high, reflecting the validity of model.

Test of Structural Model

To test the validity of the research hypotheses, the structural model test was adopted, including two basic tests: Path Coefficient and Blindfolding, as clarified below:

Path Coefficient

Through this test, the availability of dimensions of prosperous organization in the field studied can be determined, as well as identifying the importance of each of these components, representing the main dimensions of the main variable in this research (the prosperous organization). To have more accurate results from this test, the Bootstrapping test was employed. The test results are shown in Table (3).

Table (3) illustrates the availability of dimensions of prosperous organization in Modon Real Estate Development Company. The results showed that all elements are significant as clarified in (P Values), reflecting the contribution of each element or dimension to the formation of the prosperous organization. This emphasizes the acceptance of the first hypothesis (The dimensions of the

¹ All the tables and forms that will be presented in this section are prepared by the researchers based on the Smart PLS, 3 program.

prosperous organization are available to employees in Modon Real Estate Development Company). Figure (3) represents the proposed study model.

of the prosperous organization based on the answers of the research sample. The value of the importance of prediction reached (0.466), which confirms the application of the dimensions of the prosperous organization to Modon Real Estate Development Company at an average level.

Blindfolding Test (q2)

This test is used to predict the importance of the dimensions

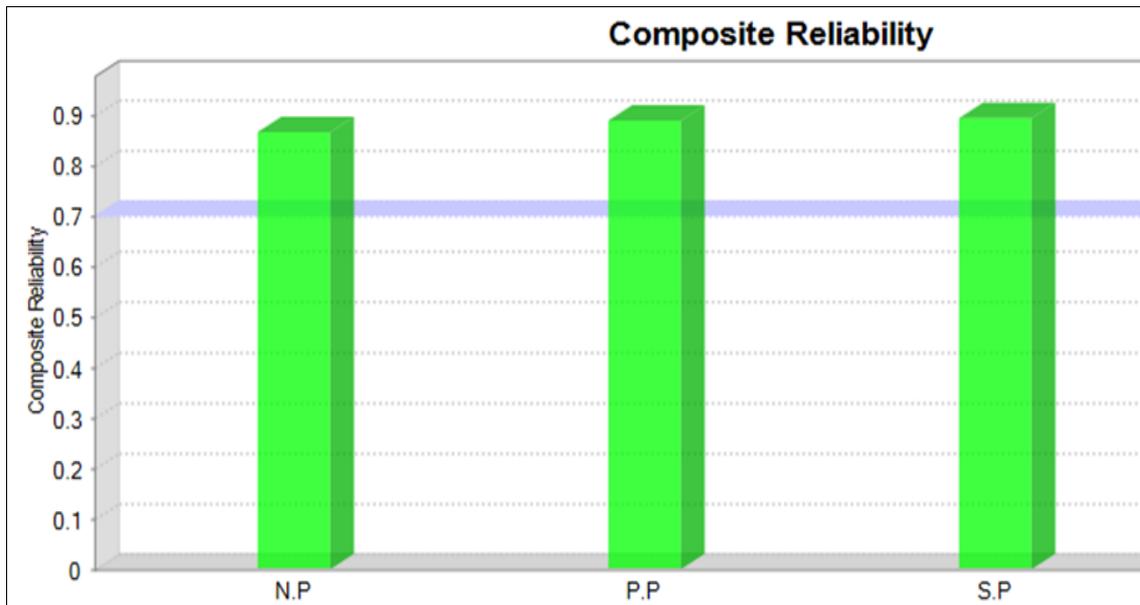


Fig 2: The scheme of composite reliability

Table 3: The Bootstrapping test for evaluating the significance of relationships

Sub-hypotheses	Original sample (o)	Sample mean (M)	Standard deviation (STDEV)	T-test (O/STDEV)	P values	Decision
Cognitive prosperity >>> prosperous organization	0.346	0.344	0.019	17.758	0.000	Available **
Psychological prosperity >>> prosperous organization	0.398	0.401	0.026	15.156	0.000	Available **
Social prosperity >>> prosperous organization	0.378	0.375	0.021	17.825	0.000	Available **

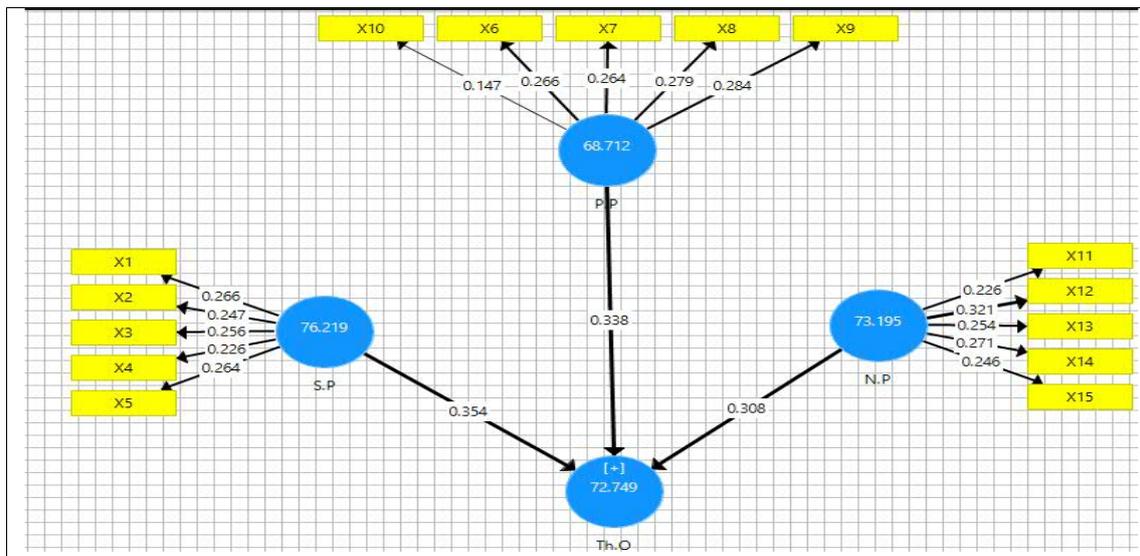


Fig 3: The proposed research model

Importance-Performance Map Analysis (IPMA)

The researchers adopted this test in order to measure the percentage of the impact of each research variable, where the higher this percentage, the higher the percentage of its importance. The aim of this analysis is to identify variables that have high relative importance towards the main variable

as well as to identify variables that have low performance, in addition to the possibility of calculating the direct and indirect impact of each dimension, but this is not within the current research scope (Complex models). Figure (4) illustrates the results of this analysis.

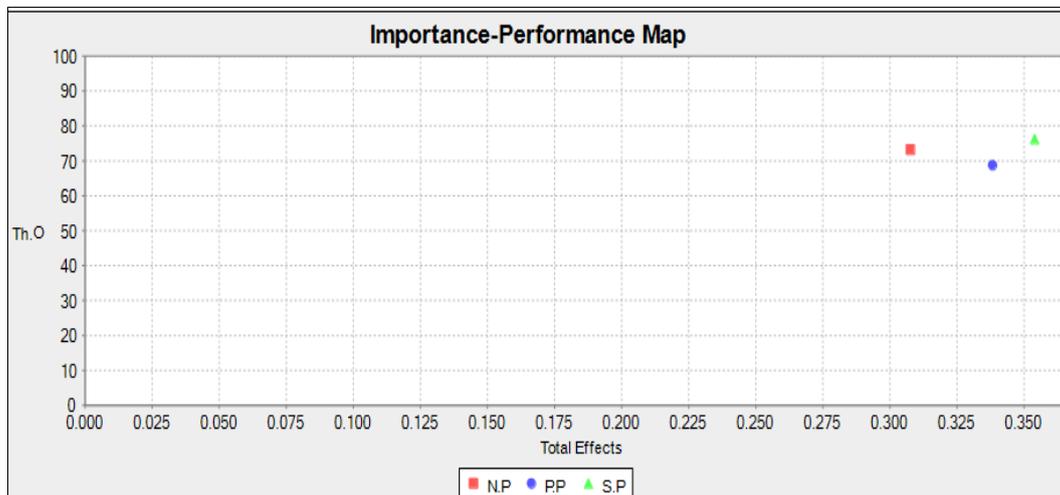


Fig 4: The IPMA matrix

Figure (4) shows that the results matrix consists of two main axes described as follows:

- 1. The first axis (horizontal):** This axis is represented by the effects of the dimensions of prosperous organization, and, as mentioned earlier, the percentage of impact reflects the percentage of importance for each dimension on the map.
- 2. The second axis (vertical):** This axis is represented by the percentage of performance [2] and the contribution of each dimension of the prosperous organization. For example, increasing the performance of cognitive prosperity with a single unit leads to an increase in the performance of the prosperous organization and according to the value of its total impact, and so on for the rest of the dimensions studied. This also confirms the validity of the first research hypothesis. As for testing the second hypothesis, figure (4) demonstrates the variation in the importance ratio among the dimensions of prosperous organization studied. Table (4) summarizes these results as shown below:

Table 4: The total effects of the IPMA matrix for the dimensions of prosperous organization

Dimensions	Importance (Total effects)	Performance (Values of each dimension)
Cognitive prosperity	0.346	73.195
Psychological prosperity	0.398	68.712
Social prosperity	0.378	76.219

Based on the above practical research results [3], it is clear that the dimension of social prosperity was the highest among other dimensions of prosperous organization. This is reflected in the values of performance and importance in the IPMA matrix and in Table (4) and figure (4) represented by the green triangle. This denotes the presence of initiative among the employees in Modon Real Estate Development Company through active participation in solving problems that constitute an obstacle to work positively. This is performed through the field visits to the organization and

² Its value ranges from (0-100), as (0) is a value that reflects a low percentage of performance, while (100) reflects a high percentage of performance.

³ In this analysis section, the researchers relied on the book of (Hair Jr, Jf., 2017) as an approved reference to work according to the SMART PLS, 3 program.

listening to constructive opinions and ideas to build bridges of trust between employees, accept their opinions and address errors where they are found. It occupies the second place in terms of performance after cognitive prosperity, which occupies the first place in terms of importance, and represented by the red square in figure (4). This is because Modon Real Estate Development Company is working to enhance the capabilities of its employees to acquire new knowledge and work to develop their skills in a sustainable manner. Then, psychological prosperity occupies the third place in terms of performance, represented by the blue circle in figure (4), while it is ranked second in terms of importance. This means that the employees in Modon Real Estate Development Company have close and positive relations among themselves. This is reflected in their desire to perform their tasks and their sense of psychological comfort in light of the tasks entrusted to them, motivating them to be more distinguished and creative in their performance.

Thus, it is clear that the surveyed company enjoys the existence of a two-way administrative communication system from the upper levels towards the lower and vice versa, as well as providing a stable and quiet work environment aimed at achieving excellence in performance. It can be concluded that the dimensions of prosperous organization are available in the field studied, which should work to strengthen and establish its bases in order to be among the ranks of prosperous organizations. Thus, the second hypothesis is accepted, which states (The dimensions of the prosperous organization vary in terms of the importance of each dimension according to the opinions of the research sample in Modon Real Estate Development Company).

Section Four: Conclusions and Suggestions
Conclusions

The current study reached the following conclusions:

- The results of the statistical analysis showed that the dimensions of prosperous organization are available in Modon Real Estate Development Company.
- The results of the statistical analysis showed that the availability of the dimensions of prosperous organization is varied, as social prosperity occupied the first place, followed by cognitive prosperity and then psychological prosperity in the third place.

- c) Researchers' opinions highlighted in the theoretical aspect showed that the availability of the dimensions of prosperous organization contributes to achieving sustainable successes for organizations in the business environment.

Suggestions

The study proposes the following suggestions with defining the necessary implementation mechanisms for them:

The administrative leaders of Modon Real Estate Development Company should support the availability of the dimensions of prosperous organization (Social, psychological, cognitive) in order to increase the level of prosperity and differentiation in the business environment.

Implementation mechanism

Providing quiet and stable work environments that motivate employees to unleash their potential and exploit them to achieve the highest levels of growth and prosperity compared to competing organizations.

In order to invest in the opportunities available in the business environment and achieve growth and creativity, the management of the company under study should enhance the availability of the dimensions of prosperous organization.

Implementation mechanism

Holding seminars and training courses that contribute to developing the cognitive skills of employees, motivating them to think creatively, and enhancing their abilities to acquire new knowledge that contributes to achieving their personal and professional goals.

Investing social prosperity in building creative social relations between employees in the company studied is important, as it represents the most important dimension according to the results shown by the statistical analysis.

Implementation mechanism

Motivating employees to integrate into the work environment positively in order to achieve the greatest degree of cooperation in accomplishing job tasks, as well as achieving a high level of constructive communication in the work environment.

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