



# Determinants of Occupational Well-Being and Their Role in Enhancing Organizational Effectiveness: A Qualitative Study on a Sample of Algerian Public Sector Administrative Employees.

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**Abstract**

The present study aims to identify the reality of well-being in the professional environment and its impact on improving the levels of effectiveness in the organization to raise individuals' performance, taking into account their psychological and physical health while providing the basic requirements that help in achieving the organizational effectiveness. Since the study is empirical, we relied on the interview as a basic technique; in addition, the observation technique in order to collect the available information in books, university theses and articles. Thus, the main method in the study is the qualitative method which used to clarify the impact of professional well-being and organizational effectiveness. The study concluded that the professional well-being by which we mean "the work environment is stress-free and provides professional safety under the appropriate conditions and conditions to carry out the tasks and activities of each job with the absence of professional diseases and work accidents" ... is represented in the job satisfaction of employees, and Self-realization, which is the top of the pyramid of human needs, in the concept of Abraham Maslow.

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**Received:** August 20, 2025**Accepted:** March 10, 2026**Published Online :** May 29, 2026**Introduction**

Modern societies have witnessed remarkable growth that has permeated all aspects of social life, requiring contemporary organizations to adopt a well-defined management philosophy aimed at achieving the highest levels of rationality in order to maximize organizational effectiveness. The effectiveness of any organization is closely linked to the competence of its employees, their ability to perform their tasks, and their willingness to do so.

Accordingly, increasing attention has been devoted to employees' behavior within organizations, as it plays a vital role in fostering motivation and improving job performance. Occupational well-being has therefore become one of the key factors upon which organizations rely to achieve their objectives. The success of organizational goals depends largely on management's ability to provide employees with an adequate level of satisfaction and to create a suitable work environment that safeguards their psychological and physical well-being according to objective standards, thereby contributing to the achievement of organizational effectiveness.

## **2. Research Problem**

Occupational well-being is considered a fundamental driver of organizational performance. Employees should enjoy an appropriate work environment that preserves their psychological and physical health, which in turn is reflected in successful job performance. Many organizations have increasingly focused on improving the work environment because it helps attract and retain highly qualified professionals, engineers, and talented individuals, reflecting the growing importance of human resources as a source of organizational achievement.

Improving organizational effectiveness requires developing a safer and healthier work environment for employees at all organizational levels while establishing flexible management systems that rely on competent personnel committed to enhancing performance and achieving organizational objectives. Consequently, workplace well-being constitutes an essential element in promoting organizational effectiveness.

Organizational effectiveness is regarded as one of the most important strategic objectives pursued by organizations, as it represents the true measure of their ability to achieve both current and future goals. It can be assessed through the effectiveness of human resource performance in accomplishing the goals and objectives established by organizations. In other words, the actual performance levels of human resources constitute the primary determinant of organizational effectiveness. Furthermore, attention to human behavior within organizations has become one of the key factors for organizational success. Therefore, responding to employees' needs and expectations is essential for increasing organizational productivity and improving overall performance.

Accordingly, the present study seeks to answer the following main research question:

### **Does occupational well-being influence the achievement of organizational effectiveness within the organization?**

To address this question, the following sub-questions were formulated:

- Does the physical work environment affect the achievement of organizational effectiveness within the organization?
- Does the psychosocial (non-material) work environment affect the achievement of organizational effectiveness within the organization?

## **3. Research Hypotheses**

To answer these questions, the study is based on the following hypotheses:

- The physical work environment has a significant effect on achieving organizational effectiveness.
- The psychosocial (non-material) work environment has a significant effect on achieving organizational effectiveness.

## **4. Objectives of the Study**

The overall objective of this study is to clarify the relationship between occupational well-being and organizational effectiveness within public-sector organizations. Specifically, it aims to identify the reality and determinants of occupational well-being related to both the psychosocial and physical work environment and to examine their role in promoting employees' efficient performance and

enhancing organizational effectiveness. The study also seeks to provide a set of findings and recommendations based on the experiences and perspectives of employees and managers working in public organizations.

## 5. Significance of the Study

The significance of this study lies in its contribution to the field of social psychology by integrating the concepts of subjective well-being and workplace well-being and examining their role in enhancing organizational effectiveness. Furthermore, the study identifies the dimensions and indicators of organizational well-being that contribute to building effective organizations.

## 6. Previous Studies

Numerous studies have examined occupational well-being under different conceptual frameworks depending on the perspective adopted. It has often been addressed through concepts such as quality of work life or happiness at work, among others. Nevertheless, occupational well-being combines both psychological and economic dimensions to produce a broader social concept. Among the most relevant studies are the following:

- Study entitled "Assessing Workplace Well-Being in Algeria: An Econometric Study" (Mokhtari, 2020), conducted by Hekkal Asmaa and Mokhtari Faisal. The study aimed to explore the meaning of workplace well-being and examine its determinants in the Algerian workplace by addressing the following question: What are the determinants of workplace well-being in Algeria? To answer this question, the researchers conducted a field study involving 210 employees selected through random sampling, who completed a questionnaire. The findings revealed that occupational well-being is associated with several determinants, including working hours, working conditions, the organizational environment, and income. The study concluded that income is not the sole or primary determinant of workplace well-being, as several other factors also play significant roles.
- Study by the Organisation for Economic Co-operation and Development (OECD): This study was based on data collected from approximately 7,000 workers across OECD member countries to complement qualitative measures of job quality through direct information gathered from employees. Participants responded to twenty questions covering six major components used to evaluate job quality. Regarding income, the study found a positive relationship between earnings and job satisfaction. Concerning working hours, the OECD emphasized their importance as an indicator of job quality. The highest average working hours were reported in the Czech Republic, Ireland, Japan, Mexico, Türkiye, and the United States, whereas France, Germany, the Netherlands, and Norway recorded the lowest averages. The study also observed that men generally work longer hours than women, while younger workers tend to work longer hours than both women and older workers (Mokhtari, 2020, p. 252).

### Previous Studies

- A study entitled "Evaluating the Organizational Effectiveness of Hospitals in Algeria: An Applied Study on Public Hospitals," conducted by Sanoussi Ali, examined the challenges and obstacles leading to employees' dissatisfaction with the quality of services they receive. The researcher developed a model for measuring organizational effectiveness based on 58 variables distributed across eleven dimensions. The findings indicated that the overall level of satisfaction among the sample was assessed through the main dimensions of satisfaction, namely satisfaction with service delivery time, staff treatment, service quality, and service costs. The results revealed a substantial gap between the actual level of need satisfaction and the expected level, indicating that Algerian public hospitals have not been successful in achieving the anticipated levels of satisfaction among service beneficiaries.

The present topic was selected because of its significant importance for any organization, regardless of its size or nature of activity. Furthermore, the study seeks to deepen the understanding of the relationship between the occupational well-being of human resources and the achievement of organizational effectiveness. Accordingly, the paper is organized into three main sections:

- A conceptual and theoretical framework.
- A sociological approach to occupational well-being.
- A field study.

Based on this perspective, the current study examines occupational well-being and its impact on organizational effectiveness by focusing on the organizational environment as a context that integrates both the psychological and social dimensions of the workplace.

## **7. Conceptual Framework**

### **7.1. The Concept of Occupational Well-Being**

Well-being is generally regarded as the ultimate objective that both individuals and societies strive to achieve. Occupational well-being, in particular, refers to a state that promotes an individual's psychological, physical, and social health. In the context of this study, occupational well-being and quality of work life are considered synonymous concepts, as both describe an individual's positive overall evaluation of the conditions under which work is performed.

According to Sulez, occupational well-being reflects a favorable assessment of all factors related to the working conditions experienced by employees. Likewise, Clip considers it a state characterized by positive feelings associated with personal development, comfort, and satisfaction. More broadly, occupational well-being encompasses the employee's physical and psychological condition under appropriate working conditions that enable the effective performance of job tasks while ensuring the absence of occupational diseases, workplace accidents, violence, and harassment (Meshrouf, 2020, p. 76).

The Centers for Disease Control and Prevention (CDC) in the United States emphasizes that well-being involves positive emotions, happiness with life, effective functioning, and the absence of negative feelings such as frustration and anxiety. It also describes well-being as the achievement of life goals and the ability to function effectively, noting that there is no single indicator capable of fully measuring well-being (Chaabani, p. 3).

Similarly, the Economic and Social Research Council (ESRC) defines well-being as a state in which an individual lives harmoniously with others, has their essential human needs fulfilled, is capable of behaving in a balanced manner, achieves personal goals, and enjoys an acceptable quality of life (Chaabani, p. 4).

In the same context, Martel and Dupuis define occupational well-being as the extent to which employees achieve their hierarchical goals through a dynamic process that minimizes the gap between personal aspirations and organizational objectives, thereby positively influencing both individual performance and overall organizational effectiveness (Meshrouf, 2020, p. 22).

According to Laschinger, occupational well-being is reflected in employees' job satisfaction, which reaches higher levels when positive relationships exist between employees, managers, and colleagues (Meshrouf, 2020, p. 76). In this sense, occupational well-being represents employees' evaluative responses and satisfaction with their jobs, the overall work environment, and the relationships and activities that characterize the workplace.

The United Arab Emirates Federal Authority for Government Human Resources defines occupational well-being as:

"A set of programs, initiatives, and services designed to enhance and improve employees' psychological, physical, and mental health, recognizing their importance in developing employees' behavior, job performance, and productivity, while improving their motivation to work, which in turn positively influences their happiness, loyalty, and organizational commitment" (Federal Authority for Government Human Resources, 2017, p. 5).

Accordingly, occupational well-being can be achieved through a positive and supportive work environment. From this perspective, occupational well-being is determined by the organization's ability to provide employees with the resources and opportunities necessary to fulfill their aspirations and achieve their goals within the organization's cultural values and institutional framework.

Sherman defines occupational well-being as "the organizational changes implemented to improve employees' quality of work life by seeking better ways to create a more beneficial work environment that reduces employees' anxiety and work-related stress." In contrast, Donnelly defines it as "a management philosophy that emphasizes employee dignity, promotes changes in organizational culture, and improves employees' physical and psychological well-being by providing opportunities for growth and development" (Jaghblou & Khan, 2020, p. 425). Both definitions emphasize that protecting employees' health and well-being constitutes a fundamental prerequisite for professional growth and organizational development.

**Operationally**, occupational well-being is defined in this study as the organization's ability to adopt work practices that satisfy employees' needs and aspirations while fostering a sense of professional competence, enabling them to cope effectively with workplace challenges, and enhancing their satisfaction with the organization's physical environment, occupational safety, and physical and psychological health.

## **7.2. The Nature of Organizational Effectiveness**

Organizational effectiveness is one of the most significant concepts in organizational theory and has attracted considerable scholarly attention since the emergence of management thought. Researchers in the field of organizational behavior have encountered difficulties in defining organizational effectiveness because of the diversity of theoretical perspectives and schools of thought. Although there is broad consensus that organizational effectiveness is a desirable characteristic of healthy organizations, there is still disagreement regarding its precise definition and methods of measurement. The principal approaches to defining organizational effectiveness can be classified into three major groups (Bouaacha, p. 442).

### **7.2.1. Traditional Definitions**

The traditional approach considers the achievement of organizational goals as the primary indicator of effectiveness. This perspective focuses on the organization's objectives in relation to the resources available in its external environment, without distinguishing between formal and informal goals or taking the time dimension into account.

According to Chester Barnard, who was among the first scholars to define organizational effectiveness, the effectiveness of any activity depends on the extent to which it achieves the objective for which it was established (Barnard, 1975, p. 55).

Similarly, Amitai Etzioni defines organizational effectiveness as the successful achievement of predetermined goals through the optimal and balanced utilization of the resources available within the external environment. In other words, it is "the degree to which an organization achieves its objectives" (Ahmed, 2008, p. 39).

James L. Price defines organizational effectiveness as the degree to which multiple organizational objectives are achieved (Daoudi, 2020, p. 10).

Likewise, Freeman and Hannan describe organizational effectiveness as "the degree of congruence between organizational objectives and the results achieved" (Allah, 1987, p. 9). Their definition emphasizes the extent to which organizational outcomes correspond to predetermined goals.

### **7.2.2. Systemic Definitions**

The systemic perspective views organizational effectiveness as a process based on systems theory, emphasizing the interaction between organizational inputs and outputs through continuous feedback mechanisms. From this viewpoint, organizational effectiveness reflects the organization's capacity to achieve balance and adapt to its environment through internal integration and coordination.

According to Kast and Rosenzweig, organizational effectiveness is reflected in an organization's ability to achieve objectives such as increasing sales volume, expanding market share, improving customer satisfaction, developing human resources, and sustaining organizational growth.

Similarly, Steers and Mahoney associate organizational effectiveness with high productivity, organizational flexibility, adaptability to environmental changes, stability, and innovation.

Katz and Kahn define organizational effectiveness as maximizing organizational outcomes through the optimal utilization of all available internal and external resources. Consequently, organizational effectiveness represents an organization's ability to survive, maintain continuity, and exercise effective control over its operations (Qahf, 1993, p. 9).

### **7.2.3. Contemporary Definitions**

Contemporary perspectives establish a stronger relationship between organizational effectiveness and the achievement of organizational goals within a dynamic and constantly changing environment. Organizations are viewed as continuously seeking dynamic equilibrium to ensure their sustainability and competitiveness.

Miles defines organizational effectiveness as the organization's ability to satisfy, at a minimum level, the expectations and aspirations of its strategic stakeholder groups, including employees, founders, shareholders, partner organizations, and competitors (Desreumaux, 1992, p. 133).

Pennings considers organizational effectiveness to be a function of the degree of congruence between organizational structure and environmental variables (Al-Nuaimi, Riyadh, p. 15).

According to Georgopoulos and Tannenbaum, organizational effectiveness refers to "the extent to which an organization, as a social system, is able to acquire the necessary resources and appropriate means required to achieve its objectives" (Al-Shamma, 2000, p. 327).

Tarf Shouqi defines organizational effectiveness as "the extent to which a leader accomplishes assigned tasks through the group he or she leads. It is not limited to achieving organizational objectives but also extends to satisfying the legitimate needs of organizational members in both the short and long term, as well as the legitimate needs of the local community within which the organization operates" (Al-Ayeb, 2004, p. 133).

These definitions demonstrate that organizational effectiveness has evolved beyond the mere achievement of organizational goals to encompass the organization's ability to adapt to a changing environment while maintaining dynamic equilibrium, sustainable growth, and long-term survival.

## **8. Dimensions and Indicators of Occupational Well-Being**

Researchers differ regarding the dimensions and indicators that constitute occupational well-being. In the present study, occupational well-being is examined through three principal dimensions: **organizational**, **financial**, and **psychosocial** dimensions.

### **8.1. Organizational Dimensions**

#### **Job Design**

Job design refers to the planned structuring of the efforts of individuals and work teams within the workplace. It involves defining tasks, responsibilities, and methods of performance. Its primary objective is to develop work tasks in a manner that satisfies organizational requirements while simultaneously meeting employees' needs (Jaghblou & Khan, 2020, p. 425).

#### **Quality of Work Organization**

This dimension includes the quality of work instructions, the organization's capacity to provide support and assistance in resolving work-related problems, opportunities for career progression, obstacles and work difficulties, workload and job fatigue, and the organization's ability to protect employees from occupational hazards (Addad, 2019, p. 23).

#### **Job Stability and Security**

Job stability refers to an employee's voluntary willingness to remain in the organization for an extended period despite the availability of alternative employment opportunities. It is closely associated with overall job satisfaction, including its social, financial, and psychological aspects. Indicators of job stability include a low number of employee complaints, psychological comfort, harmonious relationships within work teams, reduced occupational accidents, regular attendance, and a strong sense of job security (Jaghblou & Khan, 2020, p. 426).

### **8.2. Financial Dimensions**

#### **Compensation System**

Compensation represents one of the principal motivational factors for employees. Adequate wages foster positive attitudes toward work, encourage personal development, increase productivity, and reduce dissatisfaction, resistance, and labor disputes within the organization.

#### **Promotion and Career Advancement Opportunities**

Promotions are generally implemented through career development programs, professional training, committee appointments, or participation in special organizational projects. Organizations expand employees' responsibilities through promotion, which is defined as **the transfer of an employee from a current position to another position involving greater responsibilities, improved working conditions, and higher remuneration** (Mayer, 1969, p. 134). This dimension also encompasses professional achievement, career development, rewards, training, acquired rights, and capacity building.

### 8.3. Psychosocial Dimensions

#### Quality of Social Relationships

This dimension encompasses employees' perceptions of recognition for their work, mutual respect, active listening to their concerns, respectful relationships with colleagues, constructive social dialogue, and participation in organizational decision-making processes.

#### Work–Life Balance

Maintaining a balance between professional and personal life represents one of the greatest challenges faced by both employees and organizations. Employees are expected to fulfill their personal and family responsibilities while simultaneously meeting organizational expectations regarding work performance. Likewise, organizations seek to support employees in balancing these competing demands (Jaghblou & Khan, 2020, p. 427). This dimension includes working hours, family life, and opportunities for leisure and recreation.

#### Occupational Health and Safety

Occupational health and safety refers to **the set of procedures designed to provide employees with professional protection, minimize risks associated with machinery and equipment, safeguard organizational facilities, and create a healthy work environment that enables employees to perform their duties efficiently** (Jaghblou & Khan, 2020, p. 426). Employee performance is closely associated with both their psychological well-being and physical health.

## 9. The Organizational Environment and the Organization

### 9.1. The Organizational Environment as a Dimension of Organizational Effectiveness

The organizational environment reflects the interaction between employees' personal characteristics and the structural characteristics of the organization. It is therefore considered one of the fundamental concepts concerned with employee interactions and organizational performance. To understand the impact of occupational well-being on organizational effectiveness, it is essential to examine the organizational environment, its significance, and the role of formal structures and organizational relationships. In this regard, organizations emphasize two essential aspects:

- The importance of the human element.
- Providing a work environment that improves working conditions and interpersonal relationships.

The concept of the organizational environment is indispensable when discussing organizational effectiveness. It is defined as **"the set of internal and external forces and factors that influence an organization while simultaneously interacting with it, enabling the organization to adapt to or even shape its own environment. These environmental influences range from direct internal organizational factors to specific external influences and broader environmental forces"** (Peter, 1995, pp. 165–166).

Accordingly, the organizational environment encompasses all the conditions and factors associated with an organization's operational processes that directly influence its performance and effectiveness.

It has also been defined as **"the collection of ideas, concepts, and attitudes that prevail within the organizational work climate"** (Mohammed, 1978, p. 13). Consequently, the organizational environment both influences and is influenced by employees' performance and organizational effectiveness, either directly or indirectly. It shapes employees' work orientations and organizational frameworks because it constitutes a major source of the resources and conditions required by the organization.

Environmental conditions may either constrain organizational activities or create opportunities and challenges. Consequently, the organizational environment plays a decisive role in determining both employee behavior and organizational behavior.

## 9.2. Factors Influencing Employee Behavior

Employee behavior is a critical determinant of organizational success because the organizational environment directly influences the achievement of organizational objectives and contributes to performance improvement by enabling employees to satisfy their needs. Ultimately, employee behavior results from the interaction between individual characteristics and employees' perceptions of their organizational environment.

The principal factors affecting organizational behavior include:

- **Employee Competence:** Employees' knowledge, skills, and ability to perform their duties efficiently in accordance with organizational objectives constitute an important indicator of organizational well-being and contribute significantly to building an effective organization.
- **Raw Materials:** Raw materials represent one of the essential components of organizational activity and must be available in sufficient quantities and on a continuous basis to support production processes under appropriate conditions. Their availability or scarcity directly affects organizational performance and, consequently, organizational effectiveness.
- **Technological Development:** The adoption of advanced technologies, machinery, and equipment enhances employees' occupational well-being by improving working conditions and providing appropriate technological resources. Technological advancement contributes positively to organizational effectiveness by improving productivity and product quality in response to labor market demands.
- **The Formal Organizational Environment:** A stable organizational environment promotes greater formalization by reducing the need for rapid responses to uncertainty. Consequently, providing a supportive occupational environment enhances employee productivity and contributes to higher organizational effectiveness.

## 9.3. Factors Contributing to Reduced Employee Performance

Working conditions significantly influence employees' performance. Therefore, organizations should establish a healthy work environment that enhances productivity and improves organizational effectiveness. To achieve this objective, organizations should minimize factors that negatively affect employee performance, including:

- **Workload:** Excessive workloads, limited resources, and inadequate organizational capabilities prevent employees from improving their performance and increasing productivity.
- **Limited Decision-Making Authority:** The absence of sufficient authority to resolve work-related problems, together with rigid organizational regulations restricting employee autonomy, contributes to occupational burnout.
- **Lack of Positive Reinforcement:** When employees invest considerable effort, work overtime, or demonstrate creativity without receiving either financial or moral recognition, their job performance tends to decline.
- **Social Isolation:** Employees naturally require social interaction to share concerns and positive experiences. However, increasing reliance on technology and computer-based work has confined many employees to isolated offices and laboratories, negatively affecting their psychological well-being and reducing work performance.
- **Value Conflict:** Employees frequently experience conflicts between their personal values and those prevailing within the organization, particularly because organizations employ individuals from diverse cultural and social backgrounds.
- **Non-Routine Tasks:** Newly assigned tasks that deviate from employees' routine responsibilities may conflict with bureaucratic organizational structures, thereby reducing performance effectiveness (Al-Badr, 2006, p. 47).

In addition, several occupational factors—including role conflict, role ambiguity, and the nature of work itself—may contribute to psychological and occupational burnout, thereby constituting significant obstacles to effective employee performance.

## 10. The Relationship Between Working Conditions and Organizational Effectiveness

Researchers have proposed numerous explanations regarding the relationship between occupational well-being and organizational effectiveness. Since the organizational environment encompasses various conditions that directly influence organizational effectiveness, these conditions have been examined from different perspectives, including social, physical, and psychosocial dimensions. The following sections discuss the principal categories of working conditions.

### 10.1. Personal Conditions

#### Occupational Health and Safety

Occupational health and safety refers to the state of relative balance among the body's physiological functions, achieved through adaptation to potentially harmful factors present in the workplace. It has been defined as **"the outcome of the work environment's influence on the individual"** (Meshrou, 2020, p. 78). Accordingly, occupational health reflects an employee's sound physical condition and freedom from illness or disability that could impair job performance.

Heavy workloads exert considerable pressure on employees' health, potentially leading to physical exhaustion, reduced capacity, occupational accidents, and work-related injuries. Consequently, organizations seeking to promote occupational well-being respect official working hours and ensure adequate rest periods, thereby maintaining high levels of employee satisfaction.

To protect employees and their families from the consequences of occupational accidents, many organizations provide social insurance coverage that includes compensation for temporary or permanent disabilities resulting from workplace accidents.

#### Work-Related Stress

Occupational risks extend beyond physical hazards to include psychological risks. Whereas psychological stress was once primarily associated with individuals' personal lives, it has increasingly become one of the most significant workplace hazards resulting from unfavorable organizational conditions.

Work-related stress generally arises from two principal sources: **organizational factors** and **individual factors**.

Organizational sources include organizational structure, leadership style, and the overall organizational environment. Occupational stress has been defined as **"the condition experienced by employees when work demands are excessively difficult and exceed their available coping resources"** (Al-Wad, 2017, p. 182). In other words, occupational stress results from an imbalance between work demands and employees' ability to respond effectively.

Occupational stress may also be understood as any physical or psychological factor that negatively influences decision-making, disrupts emotional and psychological balance, and produces anxiety and nervous tension that impair sound judgment. Occupational burnout represents the final stage of employees' inability to adapt to persistent work demands.

Consequently, occupational stress manifests itself through working conditions that create feelings of discomfort and instability, leading to psychological disturbances arising from employees' inability to cope with continuous job demands. These pressures generate frustration, tension, and emotional distress, ultimately causing employees to deviate from their normal levels of performance and reducing their ability to fulfill their professional responsibilities effectively.

### 10.2. Material Conditions

#### Promotion and Motivation

**Frederick Herzberg** emphasized the importance of promotion as one of the primary motivational factors contributing to employee satisfaction. Promotion reflects recognition of employees' achievements, professional growth, increased responsibility, and enhanced organizational status, corresponding to **Maslow's esteem needs**.

Conversely, hygiene factors—including organizational policies, supervision, relationships with colleagues, salaries, job security, and physical working conditions—prevent dissatisfaction but do not necessarily generate job satisfaction. These factors correspond to **Maslow's basic needs**.

Motivating employees toward the achievement of common organizational objectives requires understanding their attitudes, needs, values, motives, and aspirations while satisfying these needs in ways that strengthen organizational cohesion, encourage productive collaboration, and enhance employee morale. Under such conditions, employees become increasingly committed to achieving organizational goals (Maher, p. 142).

### **Compensation and Workplace Flexibility**

Employees attach considerable importance to compensation because it serves as the primary means of satisfying their material and social needs. Salary significantly influences employees' motivation, job performance, and ultimately organizational effectiveness. It is one of the foremost considerations affecting employees' decisions to join and remain within an organization, as it constitutes their principal source of income for meeting basic living requirements.

Workplace flexibility has become an important model of organizational and human resource management, enabling organizations to respond rapidly to production demands and environmental changes.

**Quantitative flexibility** involves adjusting workforce size according to organizational needs through fixed-term employment contracts, where contract duration depends on production requirements. This enables organizations to increase or decrease staffing levels as necessary.

**Qualitative flexibility** involves outsourcing non-strategic organizational activities to external organizations through commercial contracts or engaging independent contractors to provide specialized services (Al-Wad, 2017, p. 77).

Such flexibility enables organizations to adapt to both anticipated and unforeseen changes while optimizing the deployment of available human resources to achieve organizational effectiveness and efficiency.

Workplace flexibility also allows employees to perform multiple tasks, commonly referred to as **job enrichment**. Horizontal job enlargement broadens employees' range of responsibilities, whereas vertical job enlargement increases both authority and responsibility. Under flexible compensation systems, salaries and bonuses are determined according to employees' competence and performance rather than merely their formal qualifications, thereby enhancing competition, productivity, and organizational performance (Jackson, 2009, p. 542).

Furthermore, job stability results from organizational policies that promote fairness, equity, challenging work, and employee participation in decision-making. Job stability is considered one of the most important indicators of organizational effectiveness because it reflects the organization's ability to manage career development systems and human resource practices effectively (Al-Ayeb, 2004, p. 138).

## **9.1. Organizational Conditions**

### **Work Groups and the Nature of Workplace Relationships**

An understanding of the internal organizational environment and the provision of a favorable work climate characterized by harmony, cooperation, justice, and equality contribute significantly to the achievement of both organizational and individual goals. Such an environment fosters mutual trust and constructive cooperation, enhances employees' morale, increases job satisfaction, and strengthens their sense of organizational commitment and loyalty (Hammoud, 2001, p. 160).

Conversely, an organizational climate that lacks the essential elements of harmony, cooperation, and trust is characterized by negative dimensions and behavioral consequences, including high employee turnover and absenteeism, indifference, low motivation, declining productivity, poor quality of work, and increased costs typically associated with poor performance. This clearly demonstrates the crucial role of the organizational environment in enabling both the organization and its employees to achieve their respective objectives (Al-Wad, 2017, p. 231).

The stability of an organization's internal environment increases with the prevalence of teamwork, shared responsibility, coordination, and integration among work units, as well as employees' loyalty and commitment to their work groups. The quality of interpersonal relationships within the organization plays a fundamental role in creating a positive organizational climate because individuals do not work in isolation but rather interact with colleagues who differ in their psychological, cultural, and social characteristics (Al-Badr, 2006, p. 35).

**Likert** argued that organizational effectiveness depends on the competence and effectiveness of work groups. He considered workplace relationships to be among the most important variables influencing both individual and organizational behavior. When relationships are cooperative, they positively affect employees' behavior and organizational efficiency. In contrast, when relationships become competitive or evolve into conflict, they diminish the effectiveness and efficiency of the organization as a whole. Likert further emphasized that a management system based on friendship between leaders and subordinates, mutual trust, and teamwork contributes significantly to the achievement of organizational objectives (Pernin, 1985, p. 44).

## Work Climate

The organizational climate reflects the physical work environment, including lighting, ventilation, noise, and other environmental factors that influence employees' performance, productivity, health, and safety. When physical working conditions are appropriate, employees are better prepared to perform their duties and are less likely to be exposed to occupational diseases and work-related hazards associated with certain jobs.

**Adel Hassan** defines the work climate as "**the conditions surrounding an individual while performing his or her job, which significantly affect the individual's mental and physical capabilities and are beyond the individual's control**" (Pernin, 1985, p. 44).

Accordingly, favorable physical working conditions and an appropriate work climate contribute substantially to achieving organizational effectiveness. Proper lighting enhances employees' ability to perform their tasks efficiently, whereas excessive noise negatively affects work performance, particularly in occupations requiring high levels of mental concentration. Likewise, workplace temperature significantly influences employees' performance during both winter and summer, making adequate heating and cooling systems essential.

Furthermore, a workplace that is clean, free from dirt and production waste, provides sufficient space for movement, has brightly painted walls, and is furnished with comfortable and well-organized offices creates a psychologically comfortable environment for employees. Such conditions improve employees' willingness to work, increase their capacity and motivation to perform their duties effectively, and ultimately enhance organizational effectiveness.

## 11. Theoretical Framework

The occupational well-being model is primarily based on two fundamental theories:

- **Need Satisfaction Theory**
- **Spillover Theory (Indirect Effect Theory)**

The **Need Satisfaction Theory** of occupational well-being is grounded in the need satisfaction models developed by **Abraham Maslow** and **Frederick Herzberg**. The central premise of this theory is that individuals possess fundamental needs that they strive to satisfy through their work. Employees experience job satisfaction to the extent that their jobs fulfill these needs. This constitutes the first proposition of the theory.

The second proposition suggests that well-being in the workplace may extend to other domains of life beyond work. Employee satisfaction is therefore viewed as the fulfillment of a variety of needs through the resources, activities, and outcomes resulting from participation and engagement in work.

Based on the foregoing, it is evident that human needs constitute the primary determinant of individuals' behavior and work motivation. Consequently, achieving organizational effectiveness requires the optimal utilization of human resources by identifying employees' actual motives and providing a work environment that promotes occupational well-being. **Maslow** classified human needs into five hierarchical levels (Maher, p. 142):

### 1. Physiological Needs

These represent the fundamental requirements necessary for human survival, including food, water, air, shelter, and sexual needs. Physiological needs dominate all other needs when they remain unsatisfied.

## 2. Safety and Security Needs

These needs include protection against physical, health, and bodily hazards, as well as protection from economic risks through job security and continuity of employment. Such security ensures the financial support necessary for maintaining an acceptable standard of living.

## 3. Social Needs

Social needs arise from the fact that human beings are inherently social by nature. Individuals live within groups and interact with others. These needs include forming interpersonal relationships, affection, belongingness, and social affiliation. Social needs constitute the transition from basic physiological needs to higher-order psychological needs.

## 4. Esteem Needs

Once physiological, safety, and social needs have been reasonably satisfied, individuals begin to seek esteem and self-respect. Esteem needs consist of two dimensions. The first relates to self-esteem and includes self-confidence, self-respect, competence, independence, and freedom. The fulfillment of these needs generates feelings of capability, strength, usefulness, and personal worth. The second dimension concerns the individual's desire to receive recognition, appreciation, and respect from others.

## 5. Self-Actualization Needs

The need for self-actualization emerges only after the lower-level needs have been substantially satisfied. **Maslow** defined self-actualization as the desire to become everything one is capable of becoming and to fully realize one's potential. At this highest level of the hierarchy, individuals strive to develop all their talents and capabilities and pursue continuous personal growth through creativity and innovation in their broadest sense (Addad, 2019, p. 28).

The essence of **Maslow's theory** lies not merely in classifying human needs but in arranging them according to their relative priority. Maslow argued that once a particular level of need has been satisfied, it no longer functions as a motivating force. Instead, motivation shifts toward satisfying the next higher level of needs. Consequently, individuals remain motivated as long as progressively higher needs continue to emerge until they ultimately reach the stage of **self-actualization**.

Therefore, for organizations to promote occupational well-being among their employees, they should first identify the level of need that is most relevant to each employee, satisfy that need, and then progressively address higher-level needs. Nevertheless, practical applications of Maslow's theory have demonstrated the necessity of certain modifications, since individuals may seek to satisfy multiple levels of needs simultaneously, or their behavior may change when they fail to satisfy particular needs.

Many employee needs, both inside and outside the organization, are primarily fulfilled through four organizational sources within the work environment: **job requirements, supervisory behavior, organizational programs, and support services**. Employee needs can be satisfied in the workplace through the following:

### 1. Basic Needs

These include employees' economic and family-related needs, primarily reflected in salaries, the nature of the job performed, and the fulfillment of family responsibilities. Meeting these needs contributes to employees' sense of security and stability both within and outside the organization. The **Classical School of Management**, particularly **Frederick Taylor**, emphasized the mechanical aspects of production, productivity enhancement, and the reduction of wasted time.

### 2. Health and Safety Needs

These involve protecting employees from occupational hazards and workplace accidents, ensuring job security, and providing equipment and facilities that promote employees' physical and psychological well-being. Although the physical work environment is fundamental in motivating employees to improve their performance, material conditions alone are insufficient; they must be complemented by psychological and social support.

### 3. Social Needs

These encompass the nature of interpersonal relationships within both the formal and informal work environment, communication patterns, leadership style, and supervisory practices. Such social relationships are among the most important indicators contributing to employee satisfaction and enhanced performance. According to **Émile Durkheim**, human beings are inherently social and naturally integrate into the work environment to which they belong.

### 4. Esteem and Achievement Needs

These needs relate to employees' competence and ability to perform their assigned duties effectively within the workplace. High performance contributes directly to the achievement of organizational objectives. Organizations address these needs through incentive systems, promotion opportunities, and both financial and moral recognition. Furthermore, organizations strengthen employees' professional competencies through education, training, and continuous professional development, making training a cornerstone of occupational competence.

### 5. Self-Fulfillment and Job Satisfaction

This represents the highest level of employee fulfillment within the organization and is closely associated with job satisfaction. It encompasses employees' satisfaction with both the material and psychological aspects of their work, as well as their perception of the effectiveness and efficiency of their performance within the workplace. Such satisfaction is often reflected in creativity and innovation. According to **Herzberg's Two-Factor Theory**, also referred to as the **Motivation-Hygiene Theory**, motivational factors play a central role in promoting self-fulfillment and encouraging employees to achieve higher levels of organizational effectiveness (Nawar, 2005, p. 231).

In conclusion, the work environment should satisfy employees' diverse needs by creating an appropriate organizational climate characterized by occupational well-being. Such an environment enhances employees' performance and competence, thereby enabling the organization to achieve its objectives effectively. Organizational decisions, directives, and instructions transmitted from top management through middle and supervisory management to operational levels contribute significantly to achieving organizational goals and represent a positive component of the organizational climate (Nawar, 2005, p. 83), particularly in organizations committed to promoting the occupational well-being of their human resources.

## 12. Methodological Procedures

### 12.1. Research Methodology

The selection of a research methodology is not arbitrary; rather, it is determined by the nature of the research problem in order to obtain objective findings. Since this study seeks to understand the relationship between occupational well-being and organizational effectiveness within public institutions, a qualitative research approach was adopted. According to Maurice Angers, the qualitative approach is "a set of procedures used to identify and understand phenomena" (Angers, p. 98). Accordingly, this approach was employed to gain an in-depth understanding of the phenomenon under investigation.

#### 12.2. Population and Sample

The study population consisted of individuals occupying administrative positions in a public institution, regardless of their hierarchical level or job rank. A probability random sample of employees was selected to participate in the interviews.

#### 12.3. Data Collection Techniques

##### Interview

The interview is a direct data collection technique used to question individuals individually. It is considered a verbal questionnaire through which the researcher collects information orally from respondents. It can be defined as "a scientific inquiry process based on verbal communication for the purpose of obtaining data relevant to the research" (Angers, p. 197).

##### Observation

Observation was employed as a secondary research tool throughout the study. It is one of the methodological techniques commonly used in social research to provide researchers with factual information about the research setting. Observation is defined as "the deliberate direction of the senses and attention toward a specific phenomenon or a group of phenomena" (Gharbi, 2006, p. 84).

Observation served as a complementary technique to the interview by enabling the researcher to record behaviors and interactions within the institution, particularly during interviews with respondents while discussing their work activities and working conditions. The observed situations that were relevant to the research topic were subsequently used to support the analysis and interpretation of respondents' answers.

### 13. Field Analysis

This study examined the impact of occupational well-being on organizational effectiveness within a public institution. A qualitative approach was adopted to gain a deeper understanding of the relationship between these two variables through interviews designed to collect information and explore respondents' opinions and perceptions. Observation was also employed to monitor and record behaviors within the organizational setting.

To analyze the collected data, the study employed **content analysis**<sup>[1]</sup> using analytical categories. Specifically, the **recording unit** and the **context unit**<sup>2</sup> were adopted to analyze the interview discourse.

Based on the analysis and interpretation of the findings, and according to the study themes, the results can be summarized under the following headings.

#### 13.1. Sample Characteristics

##### Gender

The study included **seven respondents**, comprising **four females** and **three males**.

##### Age

The respondents ranged in age from 29 to 37 years. This relatively young age group is characterized by ambition, creativity, and a strong desire for self-realization and professional achievement both inside and outside the workplace.

##### Job Position

Although respondents occupied different administrative positions with varying levels of responsibility, all worked within administrative departments. Their positions differed in rank and grade, ranging from Administrative Officer to Head of Center, reflecting differences in organizational structure and job requirements.

##### Years of Experience

The respondents had between 3 and 10 years of professional experience, indicating that they were generally at the early stages of their careers and actively seeking professional advancement and career development.

#### 13.2. The Nature of Psychological and Social Working Conditions

##### Formal Relationships

Organizational effectiveness can be understood through the nature of communication prevailing within the organization, particularly formal communication, which is governed by regulations and organizational rules to which employees are expected to

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<sup>1</sup> **Content Analysis:** Berelson defined content analysis in his book *Content Analysis in Communication Research* (1952) as "a research technique for the objective, systematic, and quantitative description of the manifest content of communication."

<sup>2</sup> **Recording Unit:** The portion of the text selected by the researcher, according to the objectives of the study, for inclusion in the analytical framework. It may consist of a word, sentence, or paragraph.

adapt. Organizational leaders strive to align institutional objectives with employees' personal goals in order to motivate them and enhance organizational effectiveness.

One respondent emphasized the importance of employee participation in decision-making by stating:

"Participating in decision-making within the institution helps ensure the implementation of decisions and reduces resistance to them."

Employee participation in organizational decision-making reflects the organization's recognition of employees' importance and their contribution to achieving institutional objectives and organizational effectiveness. Such participation also helps prevent organizational conflict and undesirable employee behavior.

The role of leaders and managers is equally important in creating a supportive organizational environment. One respondent stated:

"Managers should provide an appropriate working environment for employees by involving them in various organizational activities, which creates a sense of belonging to the institution."

Another respondent remarked:

"Managers should act as leaders whenever possible, as they are responsible for creating an atmosphere that facilitates communication and coordination while allowing all employees to participate."

These statements indicate that organizational leaders play a crucial role in promoting human relations within the workplace, consistent with **Elton Mayo's** Human Relations Theory, which emphasizes that human relations should be based on objectivity, enabling individuals to perform their work while maintaining happiness, satisfaction, and psychological adjustment (Rashwan, 2003, p. 70).

### **Informal Relationships**

The strength of work groups often lies in their informal dimension, as they develop shared values, traditions, and informal norms that regulate employees' behavior. Although informal groups may function as pressure groups, they can also become valuable organizational assets when effectively utilized to promote solidarity, cooperation, and mutual support among employees.

Respondents emphasized the importance of these informal relationships. One participant stated:

"My relationship with my colleagues is like having a second family. We are connected not only through work but also through weddings and other social occasions."

Similarly, another respondent commented:

"We often meet outside work at cafés and even in our homes with colleagues and managers."

These responses suggest that informal relationships strengthen interpersonal bonds among employees and managers alike. Since individuals identify with their work groups and their behavior reflects the group's values and norms, such relationships become a powerful motivational force that contributes to organizational effectiveness.

### **Providing Opportunities for Psychological Recreation**

Attention should be given to the psychosocial work environment because it significantly influences employees' mental and physical health. Employees suffering from psychological distress or occupational burnout are likely to experience declining health and reduced job performance, which ultimately hinders the achievement of organizational objectives.

Work-related psychological stress is often associated with unmet psychological needs, particularly employees' inability to participate in decisions concerning their work and its implementation. One respondent stated:

"Employees' complaints and concerns should be listened to and taken into consideration."

This highlights the importance of reducing employees' stress by addressing their concerns before they escalate into more serious problems.

Psychological stress can also be alleviated through recreational opportunities. One respondent expressed appreciation for the institution's initiatives by stating:

"I really appreciated the sports facility established by the institution, in addition to the recreational trips organized from time to time."

These findings demonstrate that employees' psychological well-being is an essential driver of efficient and effective performance within organizations.

### **Organizational Satisfaction**

The relationship between job satisfaction and employee performance is fundamentally causal. Higher levels of job satisfaction generally lead to improved employee performance and greater organizational productivity. This interpretation is consistent with the Human Relations School, which argues that satisfied employees are more motivated and productive.

One respondent explained that dissatisfaction with the work environment had reduced her performance and increased her absenteeism, eventually leading her to consider leaving the organization:

"I am not completely satisfied. The job does not match my academic qualifications, and I also feel exploited by my supervisors."

This statement indicates that relationships with supervisors, leadership style, and managerial practices play a decisive role in creating a work environment that promotes psychological comfort and facilitates problem-solving.

Another respondent stated:

"I am satisfied with the department where I work because of my immediate supervisor's supportive and flexible management style."

These responses confirm that relationships characterized by flexibility, cooperation, and mutual respect contribute to satisfying employees' social needs within the workplace, thereby enhancing organizational effectiveness.

## **13-1. Nature of Material Working Conditions**

### **Provision of Staff Transportation**

Providing transportation for employees contributes to reducing commuting difficulties, ensuring punctuality, enhancing job satisfaction, and improving organizational effectiveness.

### **Provision of Physical Work Requirements**

Physical working conditions constitute one of the fundamental requirements for effective job performance. However, the availability of essential and complementary resources is what enhances employees' satisfaction and increases their contribution toward achieving organizational goals. Respondents emphasized the importance of providing work tools on time without delay. One respondent stated, "Work equipment should be available whenever requested and without waiting." Others highlighted that some facilities have become necessities rather than luxuries, such as "heating during winter, air conditioning in summer, and a reliable internet connection." They also stressed the need for ergonomic office furniture, including comfortable desks and chairs suitable for administrative work.

These findings reflect the significance of the physical work environment in supporting employee performance. Frederick Taylor emphasized the importance of physical workplace conditions and the integration of human and mechanical elements within the work environment (Rashwan, 2003, p. 59). Therefore, providing adequate welfare facilities enables employees to perform their duties efficiently and contributes positively to organizational effectiveness.

## **Material Incentives**

Material incentives represent one of the strongest motivators influencing employees' behavior within the workplace. They are also among the primary objectives employees seek to achieve. Frederick Taylor argued that financial rewards significantly influence workers' motivation and productivity. This perspective was confirmed by respondents, one of whom stated, "The higher the salary, the better the performance." This demonstrates the direct relationship between financial rewards and employee performance.

Material incentives may also take the form of improving the workplace itself. One respondent noted that "well-designed offices create a motivating work environment and protect employees' health." Taylor's studies further confirmed that material incentives contribute to higher productivity and, consequently, greater organizational effectiveness.

## **13-2. Organizational Working Conditions**

### **Job Design**

#### **Working Hours and Nature of Job Performance**

The nature of work includes the responsibilities assigned to employees and the diversity of their tasks. Employees generally prefer work that provides comfort, satisfaction, and opportunities for creativity while avoiding routine tasks that generate boredom and reduce innovation.

Most respondents emphasized that greater autonomy in carrying out their duties enhances comfort, creativity, and commitment. Their statements included:

- "Complete freedom at work helps, although our freedom is only relative."
- "I do not like anyone interfering with the way I perform my work."
- "We are bound by regulations, but there is still some degree of freedom that facilitates task accomplishment."
- "The greater the authority, the greater the freedom in performing the job."

These responses support Michel Crozier's argument that granting employees a margin of autonomy encourages creativity and innovation. Respondents also indicated that long working hours restrict their freedom and reduce job satisfaction. One participant explained, "Freedom to perform my work without being restricted by fixed working hours makes employees happier." Therefore, organizations seeking higher effectiveness should balance organizational control with employee autonomy.

#### **Compatibility Between Academic Qualification and Job Position**

Employees' academic qualifications should correspond to their job positions to ensure optimal utilization of their skills and competencies, thereby enhancing performance and organizational effectiveness.

#### **Clarity of Duties and Responsibilities**

Clearly defining tasks and responsibilities helps employees understand their roles, reduces ambiguity, minimizes work-related conflicts, and improves overall organizational performance.

## **13-3. Nature of Positions and Hierarchical Levels**

Professional well-being varies according to employees' positions within the organizational hierarchy. Although employees have different perceptions of workplace welfare, most respondents agreed that professional well-being increases with promotion. One participant stated, "The higher the promotion, the greater the professional well-being within the workplace."

This finding indicates that employees occupying higher managerial positions enjoy greater authority, better working conditions, and more organizational privileges. Several respondents commented:

- “Professional well-being mainly exists in managers’ offices.”
- “Managers and supervisors enjoy greater workplace welfare than ordinary employees.”

These perceptions were supported by observations showing that managers’ offices are generally better equipped and more comfortable than those of ordinary employees. In many cases, employees share crowded offices, whereas managers enjoy private offices, superior equipment, faster internet access, and even official vehicles. As respondents explained:

- “Sometimes two vehicles are assigned to the director.”
- “Only the manager’s office has all the necessary facilities, including a much faster internet connection.”

Such advantages can be attributed to managers’ greater authority in acquiring resources and making decisions that improve their own working conditions.

### **Main Findings of the Study**

The study demonstrates that professional well-being has a substantial impact on organizational effectiveness through several key factors:

- Professional well-being is achieved when organizations satisfy not only employees’ basic needs but also their higher-level needs, creating happiness, satisfaction, and commitment to the workplace.
- Professional well-being serves as a powerful incentive for employee retention. Organizations that provide supportive psychological, physical, financial, and organizational environments promote employee stability, productivity, and organizational effectiveness.
- Employees’ psychological comfort, job satisfaction, and high morale strengthen their organizational commitment and lead to higher performance levels.
- Recognizing and supporting informal workplace relationships enhances organizational effectiveness by promoting cooperation, harmony, and shared organizational goals.
- Employees’ performance depends not only on their physical capabilities but also on the extent to which their professional needs are satisfied within the workplace.
- Financial incentives alone are insufficient to achieve organizational effectiveness. Organizations must also address employees’ psychological and social needs, as these play a crucial role in motivating effective performance.

### **Conclusion**

The essence of the organizational process lies in transforming the organization’s internal environment into a positive organizational climate. This is achieved through clearly defining responsibilities, establishing an effective administrative division of labor, and fostering sound working relationships among employees, supervisors, managers, and the various departments within the organization. Professional well-being represents one of the most significant factors influencing employee performance, as it contributes to aligning employees with their work roles, facilitating organizational procedures, and ensuring the smooth flow of decisions, instructions, and directives from top management through middle management to supervisory and executive levels. In this way, professional well-being becomes a positive element that enhances the organizational climate and supports the achievement of organizational objectives. Conversely, when it negatively affects the attainment of these objectives, it becomes an organizational obstacle. Consequently, organizations increasingly strive to create a work environment characterized by professional well-being that encourages creativity, innovation, adaptability, and high performance.

The success of organizations, regardless of their nature or sector, is closely associated with the efficiency and effectiveness of their human resources, irrespective of their positions or roles within the organizational structure. Human resources constitute the organization’s most valuable asset because of their technical skills, intellectual abilities, and cognitive capacities. The strong relationship between organizational success, effective performance, and employees’ professional well-being extends beyond purely

material considerations. It also encompasses key aspects such as opportunities for achievement, professional growth, career advancement, organizational policies, supervision, working conditions, interpersonal relationships, compensation, and job security.

In this regard, Herzberg distinguished between motivators, which relate to the intrinsic aspects of work such as achievement and personal growth, and hygiene factors, which include organizational policies, supervision, working conditions, interpersonal relationships, salary, and job security. This distinction formed the basis of his Motivation–Hygiene Theory, which emphasizes that while hygiene factors prevent dissatisfaction, motivators are essential for enhancing employee motivation, professional well-being, and ultimately organizational effectiveness.

Based on the findings of this study, several recommendations can be proposed:

- Organizations should pay greater attention to improving the work environment by providing all the physical, organizational, and technological resources necessary to enhance employees' productivity and organizational effectiveness.
- Greater emphasis should be placed on employees' psychological and physical well-being through comprehensive healthcare services, recreational activities, team-building events, and organized social and cultural programs that promote work-life balance.
- Organizations should strengthen interpersonal relationships and communication, particularly through effective upward and downward communication channels. Positive relationships between employees and management contribute to higher levels of job satisfaction, reinforce organizational commitment, and promote a stable and healthy organizational climate.

## DECLARATIONS

### Ethics Approval and Consent to Participate

The study was conducted in accordance with the ethical principles for research involving human participants. All participants were informed about the objectives of the study, and voluntary informed consent was obtained prior to participation. Participants were assured of confidentiality, anonymity, and their right to withdraw from the study at any stage without any negative consequences.

### Consent for Publication

All authors have reviewed and approved the final version of the manuscript and consent to its publication.

### Availability of Data and Materials

The qualitative data generated and analyzed during the current study are available from the corresponding author upon reasonable request. To protect participants' privacy and confidentiality, interview transcripts are not publicly available.

## Competing Interests

The authors declare that they have no competing interests or conflicts of interest regarding the publication of this article.

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### Authors' Contributions

**Zelmat Ghania:** Conceptualization, study design, data collection, qualitative interviews, data analysis, manuscript drafting, and corresponding author responsibilities.

**Dorbane Hafidha:** Literature review, methodological support, qualitative data interpretation, manuscript revision, and critical editing.

**Boularaf Redhouane:** Data validation, supervision, interpretation of findings, manuscript review, and final approval of the submitted version.

All authors have read and approved the final manuscript.

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