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Validation of the model of effective barriers to creating organizational vitality in governmental organizations

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Abstract

This study was conducted with the aim of validating a model of barriers influencing the creation of organizational vitality in governmental organizations of Bushehr Province. The present research is descriptive–correlational in nature, and was carried out cross-sectionally in 2025 among all employees of governmental organizations in Bushehr Province, numbering 2,289 individuals, 328 participants of whom were selected through snowball and purposive sampling methods. Data were collected by a researcher-made questionnaire on barriers to organizational vitality. The validity and reliability of the questionnaire were assessed at 0.90 and 0.92, respectively. All statistical analyses were performed by SPSS and PLS software.

The results of data analysis indicated that individual barriers with a defuzzified mean of 0.8182; organizational barriers with a defuzzified mean of 0.8197; and workplace environment barriers with a defuzzified mean of 0.7827 play significant roles in hindering the creation of organizational vitality in governmental organizations of Bushehr Province. Based on the findings, it can be concluded that vitality—by generating positive emotions among employees—enhances their success within their job and organization. Employees with positive emotions show greater willingness to embrace new situations and conditions in their organization and engage more effectively in their tasks.

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Extended Abstract

Introduction

Happiness and vitality are among the most important and influential components affecting the course of human life. Without them, the foundation for activity, creativity, innovation, invention, and healthy living cannot be established. According to Argyle's theoretical perspective, happiness and vitality constitute a human phenomenon and trait encompassing three principal components: positive affect, life satisfaction, and the absence of negative emotions (Khodaei et al., 2025). The experience of happiness and vitality depends on the presence of positive emotions such as pleasure, tranquility, self-confidence, interest, surprise, joy, liveliness, and excitement, as well as life satisfaction and the absence of negative emotions such as anger, anxiety, and depression (Chen et al., 2022).

Happiness, on one hand, enhances employees' positive emotions and, on the other hand, reduces their negative emotions, ultimately leading to increased productivity (Mohammadi Moghaddam et al., 2023). Researchers have examined happiness through various socio-scientific approaches and orientations, including: happiness as a stable personal trait; happiness derived from objective life conditions; happiness as a function of individual utility; happiness resulting from social comparison (relative satisfaction); and happiness as a stable cultural and national characteristic (Masoumi Nejad et al., 2022).

Furthermore, research findings indicate that happy individuals perform better both mentally and physically compared to others. They possess higher levels of energy and creativity, show greater willingness to help others, and achieve greater success in the workplace. Happiness is considered a valuable resource, as happy employees require less supervision and exhibit lower absenteeism, and they are less likely to leave their jobs. Moreover, vitality in individual and social life fosters a positive outlook on life, positive self-concept, greater willingness to assist others, higher quality-of-life indicators, balanced social relationships, favorable and satisfying attitudes toward oneself and others, and ultimately improved occupational and academic performance and decision-making for both individuals and society (Klahn, 2023).

Behavioral scholars believe that vitality in the workplace reduces anxiety and concern, encouraging individuals with high motivation to strive to meet their physical, psychological, emotional, and spiritual needs. However, in recent years, the art of joyful living in the workplace appears to have been increasingly neglected. A sense of vitality in the workplace is a fundamental necessity, and the role of managers and colleagues in creating a joyful work environment is of critical importance (Montella et al., 2022).

Given the necessity and importance of happiness and organizational vitality—and their impact on quality of work life and professional performance—this issue holds particular significance within governmental organizations across the country. Due to their extensive presence throughout all provinces, such organizations occupy a unique position in directly fostering public welfare, livelihood conditions, and positive morale among employees, which in turn indirectly promotes vitality and happiness within the broader community they serve (Greenland et al., 2023).

Accordingly, the present study seeks to determine how a comprehensive model of organizational vitality can be developed by identifying all relevant dimensions and influencing factors within governmental organizations in Bushehr Province, with the potential for generalization across similar institutions. Therefore, the central research question is: What are the barriers affecting the creation of organizational vitality in governmental organizations of Bushehr Province?

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Theoretical Foundations

Myers defines happiness as a sense of well-being—an overall feeling that life is proceeding pleasantly and positively. Regardless of the stage an individual is in, the continuity of happiness and vitality holds significant importance for them. Aristotle also defines happiness as the cultivation and development of the highest human virtues and characteristics. He identifies at least three levels of happiness: at the lowest level is the belief held by ordinary people, who equate happiness with pleasure; at the highest level is happiness derived from spirituality. In summary, every human being, in accordance with their worldview and beliefs, experiences a state known as happiness when they attain what they desire (Nikolova & Graham, 2024).

In a study titled "Teacher Vitality in the Workplace," Tadić et al. (2024) sought to determine whether self-motivation fluctuates from one job task to another. Their findings showed that specific work activities are positively associated with vitality, and that self-motivation neutralizes the negative effects of job demands on vitality.

Khodaparast and Bagherzadeh (2021), in a study aimed at identifying the dimensions and components of lack of organizational vitality in governmental organizations in Gilan Province, applied the Fuzzy Delphi method to determine these dimensions and components. Their results identified and confirmed 3 dimensions, 12 components, and 84 indicators related to the absence of organizational vitality in governmental organizations. The individual dimension included two components; the group dimension included two components; the organizational dimension included three components; the environmental dimension included two components; and the human and educational dimension included two components. Organizational vitality in governmental organizations plays a crucial role in improving productivity and enhancing employee motivation. Therefore, to create a vibrant and energetic atmosphere within governmental organizations, comprehensive measures must be taken so that organizational goals can be achieved more effectively and more rapidly. Undoubtedly, the presence of happiness and vitality in organizations brings numerous positive outcomes.

Research Methodology

The present study is applicable and survey-based in nature, and was conducted using the Fuzzy Delphi method (expert panel evaluation). An advanced Delphi approach was employed in this research. The Delphi assessment was carried out by a Likert-scale questionnaire with 5 response levels.

The statistical population of the quantitative section included all managers and employees of governmental organizations in Bushehr Province, totaling 2,289 individuals. Since the study aimed at model development—and modeling requires the use of factor analysis—a large sample size enhances the validity of the results. Based on the size of the population and using Cochran's formula, an initial sample of 328 participants was determined and used for quantitative data analysis.

To collect data, a researcher-made questionnaire on barriers affecting organizational vitality was utilized. The questionnaire's validity and reliability were measured at 0.90 and 0.92, respectively. All statistical analyses were carried out by SPSS and PLS software.

Findings

The confirmatory factor analysis of the hypothetical model of factors influencing organizational vitality consisted of 84 items, 12 components, and 3 dimensions, examining the factor loadings between latent and observed variables. The results of the confirmatory factor analysis indicated that the proposed model provides the best fit for explaining the

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present data. Considering that the significance values (t-values) are greater than 1.96, the significance of each parameter is confirmed.

Discussion and Conclusion

According to the findings of the first main hypothesis and its components, it was determined that the most significant barriers affecting the creation of organizational vitality in the governmental organizations of Bushehr Province include: lack of individual mental happiness, religious beliefs, lack of increased creativity, psychological–health factors, organizational management, bureaucracy in organizations, organizational culture, organizational justice, lack of vitality at work, and lack of positive interaction within the organization. These results are consistent with the findings of Hadian & Rahmanzadeh (2018), Javouri et al. (2018), Niazi & Zolfaqari (2023), and Khodaparast & Bagherzadeh (2021).

Based on the results of the second main hypothesis and its related components, it was found that there is a significant relationship among the components of lack of individual mental happiness, religious beliefs, lack of increased creativity, psychological–health factors, organizational management, bureaucracy in organizations, organizational culture, organizational justice, lack of vitality at work, and lack of positive organizational interaction in the governmental organizations of Bushehr Province. These outcomes align with the findings of Safari & Sadeghi (2025), Nikolova & Graham (2024), Zhu et al. (2024), Tadić et al. (2024), and Khodaparast & Bagherzadeh (2021).

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Conflicts of Interest

The authors declare that they have no financial or non-financial, personal, professional, or institutional conflicts of interest relevant to this work.

Conflicts of Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

AI Use Statement

The authors declare that no generative artificial intelligence (AI) or AI-assisted technologies were used in the preparation, writing, or editing of this manuscript.