

## Guidelines for Assessing and Enhancing the Organizational Human Resources Sprightliness: A Call to Action!

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**Abstract:** The purpose of this applied and qualitative research is to identify the necessary infrastructure for creating Organizational Human Resources Sprightliness in the university environment. Data collection has been done using the method of targeted observation, semi-structured interviews, and the review of documents related to the strategic and operational plans of universities. Based on the Kleizeri methodology, In the selective coding, obstacles of human resources Sprightliness management from the perspective of university members were identified including: weakness in talent management and substitution, structural inadequacies, neglect of the cultivation of positive psychological capacities in members, lack of support for members' organizational and family responsibilities, and abandonment of scientific-executive abilities of members in a competitive environment. Responding to the environmental needs of the university, honoring the stakeholders, dynamic knowledge, communication, skill of members of the academic members, and the flourishing of educational-research activities were drivers of human resources Sprightliness management. By calculating Cohen's kappa, the average coefficient of experts' agreement with each other about codes and research findings was 0.66, which is an acceptable proportion of their agreement. The coefficient of agreement between experts and researcher was 79%, which was calculated by rounding the same 80%, which means that five experts had good agreement with each other regarding the coding of the data for this research, which indicates the excellent status of these identified concepts.

**Keywords:** Organizational Sprightliness, Human Resources, Kleizeri Methodology, Cohen's kappa.

### Extended Abstract

#### Introduction

Sprightliness in the work environment is a kind of feeling. This feeling comes from inside people, and like defining all feelings, it is difficult to define this feeling. Although there is no official definition of

Sprightliness in the work environment, everyone knows exactly when they are cheerful at work. Happiness is the frequent experience of positive emotions and feelings, the feeling of satisfaction with life, and the relative absence of unpleasant feelings. Employees who perceive more positive emotions than negative emotions at work are employees with Sprightliness (Jovari & Mohammadi Moghadam, 2021). This behavior includes altruism, kindness, love, chivalry, work conscience, volunteering for optional tasks, helping others, supporting the organization, providing suggestions for improving and developing the organization, and developing personal skills. All these behaviors improve organizational performance and are affected by positive emotions and happiness (Çayak, 2021). Since universities are the main centers of knowledge promotion and have an undeniable importance in society (Qoreyshi Khorasgani, 2019); it can be said that governments consider universities one of the most important levers to achieve their goals. To make rational and informed decisions about setting strategic plans, paying attention to the Organizational Sprightliness of universities is an undeniable necessity for all activists at the managerial level and policy planners of the country's educational research system to better knowledge of the status of how to implement the prepared plans and also the evaluation of the adopted strategies. Considering that every organization has its own spiritual and psychological world and also considering the socio-cultural and ideological differences between organizations in distinct cultures the question that arises is what are the obstacles and drivers of human Resources Sprightliness in universities? The importance of investigating this issue increases when we know that in most of the existing research, Organizational Sprightliness as one of the components of job engagement has been investigated as a sub-topic and the method of these researches has been often quantitative (Jovari, 2023; Jovari & Mohammadi Moghadam, 2021; Jovari et al., 2020), And this can be one of the new aspects of the current research. Therefore, the purpose of the current study is to identify obstacles and drivers of human resources Sprightliness for the employees of universities.

### **Theoretical framework**

Sprightliness in the work environment is strongly related to productivity in the organization. However, the job satisfaction of employees is not necessarily effective in increasing their productivity (Ennida & Allouani, 2023). The relationship between productivity and Sprightliness is a two-way relationship; on the contrary, according to Robbins, while productivity causes job satisfaction, it can be done, but the opposite of this case cannot be confirmed. Organizational Sprightliness and liveliness are associated with efficiency, hope, thinking power, success, and quality of work life. In summarizing the past research, it can be said, the factors affecting the Sprightliness of employees are divided into four levels jobs, organizational, managerial, welfare factors, and spiritual (for example Abduraimi et al., 2023; Akhavan Sarraf et al., 2017; Alkorashy & Alanazi, 2023; Azike et al., 2023; Cortes-Denia et al., 2023; Sepahvand & Bagherzadeh Khodashahri, 2021). Jovari's research (2023) shows that these variables play a significant role in explaining the individual and organizational consequences of positive organizational behaviors and the phenomenon of Organizational Sprightliness and Vitality have a good predictive power in predicting the occurrence of these behaviors. Considering that every person has his own spiritual and psychological world and also considering the socio-cultural and ideological differences between countries, cities, villages, neighborhoods, and even families, the question that arises is whether to measure the state of Sprightliness of people with a fixed measure is also correct based on non-Iranian research with distinct cultures.

## **Methodology**

The current research is applied in terms of purpose and qualitative in terms of method. The participants in the research were selected considering three criteria: a) being a member of the university, b) having the desire to participate in the research, and c) being an expert in human resources management and management of higher education in psychological sciences; they have the highest experimental and scientific creation regarding the issues related to this study (the scope of this study) while having a wide range of opinions and deep knowledge. This means that in this field, they have records and educational background, scientific works (books, articles), teaching or research records, or related positions and executive records, or in this field (for example, in the field of human resources management, educational sciences, and organizational psychology, strategic and operational program of the university) make decisions. The sampling method in the present study was a non-random and purposive method, during which people with specific characteristics in terms of scientific and experimental records and having the necessary communication skills to participate and influence the research were selected. Emphasis on the membership in the specialized working group of the strategic and operational program of the university, academic degree, and work experience has been to express the individual's opinion based on organizational knowledge and the data are reliable. In addition, some experts were selected based on the results of the analysis of the previous sample, and some were selected by the snowball method. To analyze the data, the Kleizeri methodology was used. Information coding consists of three stages: open, axial, and selective. In this research, Cohen's kappa ( $k$ ) method or coefficient of agreement is used to calculate the reliability between coders. The coefficient of agreement between experts and researcher was 79%, which was calculated by rounding the same 80%, which means that five experts had good agreement with each other regarding the coding of the data for this research, which indicates the excellent status of these identified concepts.

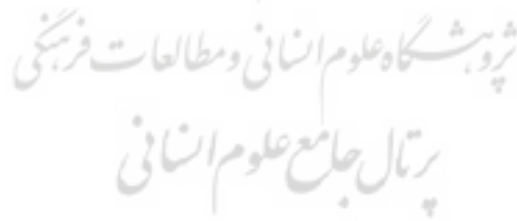
## **Discussion and Results**

The current research aims to identify the strategies for the organizational revitalization of university members. The organizational barriers to revitalization from the perspective of university members include five main categories: Weakness in the design and establishment of the talent management system and succession, structural inadequacies, neglecting the development of positive psychological capacities in members, lack of support for members' organizational and family responsibilities, and the neglect of scientific-executive capabilities of members in the competitive environment of recognition became. It is worth mentioning that theories such as Homans and Peter Blau's exchange theories (BagusBerkah & Yudianto, 2023), the satisfaction of objective needs theory (Sankaran et al., 2023), expectation theory (Crump et al., 2023), relative deprivation theory (Pan & Yang, 2023), justice theory (Sidhu et al., 2023), Maslow's hierarchy of needs theory (Yurdakul & Arar, 2023), Mintzberg's, McClelland's motivational theories (Hejazi et al., 2023), Integration-combination model (Gallo et al., 2023) confirm the findings of the current research. In the final model of revitalizing the human resources of universities, the central phenomenon of strategic management of the human resources of universities became the center of gravity of the paradigmatic model. Structural core boosting strategies of universities, strategies to support the organizational and family roles of members as the governing platform, The basis of appropriate management styles is the system of evaluating and monitoring the performance of universities so that members can grow and learn while receiving clear feedback on their

performance. It is more likely that the members will work with enthusiasm and Sprightliness and be attracted to their roles.

### **Conclusion**

Creating Organizational Sprightliness requires a combined organizational structure; On this basis, the creation of academic Sprightliness depends on a combination of appropriate democracies and bureaucracies with the scientific-executive conditions of the members. To manage knowledge in universities, things like the development and diversity of academic fields offered by the university at different levels, students' participation in the selection of educational resources and content, and the possibility of students' interaction in education with professors and peers through alternative channels (telephone, e-mail, etc.). Giving the categories of organizational health and sprightliness, as well as creating think rooms in the organization and pursuing new ideas by the management to apply the categories of organizational health and sprightliness. Considering that membership in a brand university can be exciting for its members in terms of the responsibilities they have, the university can smooth the flow of knowledge, making the scientific-executive processes within the organization more agile and concluding scientific-research agreements to introduce the capabilities of the members to the target society. To further develop the universities in the region and thus support the Sprightliness of its members.



## **Introduction**

Sprightliness in the work environment is a kind of feeling. This feeling comes from inside people, and like defining all feelings, it is difficult to define this feeling. Although there is no official definition of Sprightliness in the work environment, everyone knows exactly when they are cheerful at work. Happiness is the frequent experience of positive emotions and feelings, the feeling of satisfaction with life, and the relative absence of unpleasant feelings. Employees who perceive more positive emotions than negative emotions at work are employees with Sprightliness (Jovari & Mohammadi Moghadam, 2021). Price-Jones considers Sprightliness in the work environment as an attitude that enables a person to maximize his performance and develop his potential talents (Pryce-Jones, 2011). In another definition, Sprightliness in the work environment is achieved when a person uses his abilities and talents to achieve his work goals. According to the literature review, positive feelings towards work and happiness cause job satisfaction, which is directly related to citizenship behavior (Jovari, 2023). This behavior includes altruism, kindness, love, chivalry, work conscience, volunteering for optional tasks, helping others, supporting the organization, providing suggestions for improving and developing the organization, and developing personal skills. All these behaviors improve organizational performance and are affected by positive emotions and happiness (Çayak, 2021). So these behaviors include helping colleagues, supporting the organization, making constructive suggestions, and developing organizational abilities (Yildiz, 2019). Positive emotions lead to stronger social skills and relationships; for example, people with positive emotions and feelings generally have a higher cooperative spirit and greater usefulness, are less aggressive, and are likely to be more productive in a work environment. They increase by sharing efforts. (Pryce-Jones, 2011). Since universities are the main centers of knowledge promotion and have an undeniable importance in society (Qoreyshi Khorasgani, 2019); it can be said that governments consider universities one of the most important levers to achieve their goals. The ever-increasing expansion and development of science and the infusion of science through universities has attracted the attention of policymakers in formulating strategic and targeted plans in universities (Mohammadzadeh & Salehi, 2015). To make rational and informed decisions about setting strategic plans, paying attention to the Organizational Sprightliness of universities is an undeniable necessity for all activists at the managerial level and policy planners of the country's educational research system to better knowledge of the status of how to implement the prepared plans and also the evaluation of the adopted strategies. Considering that every organization has its own spiritual and psychological world and also considering the socio-cultural and ideological differences between organizations in distinct cultures the question that arises is what are the obstacles and drivers of human Resources Sprightliness in universities?; The importance of investigating this issue increases when we know that in most of the existing research, Organizational Sprightliness as one of the components of job engagement has been investigated as a sub-topic and the method of these researches has been often quantitative (Jovari, 2023; Jovari & Mohammadi Moghadam, 2021; Jovari et al., 2020), And this can be one of the new

aspects of the current research. Therefore, the purpose of the current study is to identify obstacles and drivers of human resources Sprightliness for the employees of universities.

### **Literature Review**

Sprightliness in the work environment does not mean that people should always have an emotion based on happiness and Sprightliness in the work environment and never experience the usual negative emotions in the work environment, such as anger, failure, despair, or failure. Instead, all these feelings make a person take a different action to return his Sprightliness spirit (Ghahramani Qajar et al., 2017). This phenomenon is defined more widely than the individual phenomenon of “Organizational Happiness”, which is only related to the “job satisfaction” of people. Job satisfaction does not have enough dynamics to include all necessary for employees' Sprightliness. Sprightliness in the work environment is strongly related to productivity in the organization. However, the job satisfaction of employees is not necessarily effective in increasing their productivity (Ennida & Allouani, 2023). The relationship between productivity and Sprightliness is a two-way relationship; on the contrary, according to Robbins, while productivity causes job satisfaction, It can be done, but the opposite of this case cannot be confirmed. The characteristic of Organizational Sprightliness and liveliness refers to a person devoting all his strength, efforts, and talents to achieve the goals and mission of the organization sincerely and enthusiastically and without any bias (Qoreyshi Khorasgani, 2019). Organizational Sprightliness and liveliness are associated with efficiency, hope, thinking power, success, and quality of work life. An employee with Sprightliness and liveliness enjoys physical, mental, and emotional health and participates in realizing organizational goals with a sense of satisfaction from himself and the organization (individual and Organizational Sprightliness and liveliness). Positive attitude towards life, positive self-concept, more willingness to help others, having high life indicators, balanced social relations, favorable and satisfactory attitude towards oneself and others, and better job performance and decision-making for the individual and the society are among the achievements of being cheerful and Organizational Sprightliness (Taherian et al., 2013). The phenomenon of organizational revitalization as one of the three components of work belonging has become one of the hot management topics during the last decade (Jovari, 2023).

### **Research background**

In summarizing the past research, it can be said ,the factors affecting the Sprightliness of employees are divided into four levels of job, organizational, managerial, welfare factors and spiritual (for example Akhavan Sarraf et al., 2017); Sepahvand & Bagherzadeh Khodashahri, 2021); Azike et al., 2023; Cortes-Denia et al., 2023); Alkorashy & Alanazi, 2023), Abduraimi et al., 2023)). Jovari's research (2023) shows that these variables play a significant role in explaining the individual and organizational consequences of positive organizational behaviors and the phenomenon of Organizational Sprightliness and Vitality have a good predictive power in predicting the occurrence of these behaviors (Jovari, 2023). Considering that every person has his own spiritual and psychological world and also considering the socio-cultural and ideological differences between countries, cities, villages, neighborhoods and even families, the

question that arises is whether to measure the state of Sprightliness of people with a fixed measure is also correct based on non-Iranian research with distinct cultures.

### **Research Methodology**

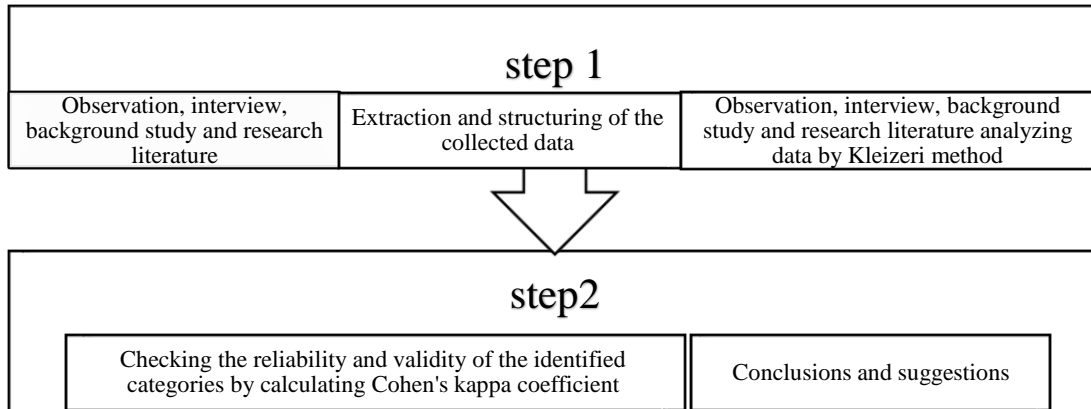
The current research is applied in terms of purpose and qualitative in terms of method. The participants in the research were selected considering three criteria: a) being a member of the university, b) having a desire to participate in the research, and c) being an expert in human resources management and management of higher education in psychological sciences; they have the highest experimental and scientific in creation regarding the issues related to this study (the scope of this study), while having a wide range of opinions and deep knowledge. This means that in this field, they have records and educational background, scientific works (books, articles), teaching or research records, or related positions and executive records, or in this field (for example, in the field of human resources management, educational sciences, and organizational psychology, strategic and operational program of the university) make decisions.

The sampling method in the present study was non-random and purposive method, during which people with specific characteristics in terms of scientific and experimental records and having the necessary communication skills to participate and influence the research were selected. Emphasis on the membership in the specialized working group of the strategic and operational program of the university, academic degree and work experience has been in order to express the individual's opinion based on organizational knowledge and the data are reliable. In addition, some experts were selected based on the results of the analysis of the previous sample, and some were selected by the snowball method.

To analyze the data, the Kleizeri methodology was used. Information coding consists of three stages: open, axial, and selective. In this way, the desired data always followed the emerging theory, and the interview process was based on a zigzag movement between collection and analysis (Jovari, 2023). So after coding and extracting the concepts of open questions and the text of supplementary interviews by Kleizeri methodology, it was necessary to test the reliability of central and selective coding. From the 31st interview onwards, repetition was observed in the received information, but to be sure, it continued until the 49th interview. However, from the 45th interview onwards, the data was repeated entirely and had reached saturation.

Reliability calculation comes from observing the principle of objectivity in research. One of the characteristics of the scientific method, including the content analysis method, is to observe the principle of objectivity: repeating the study should yield the same results (Kaloka et al., 2024). In this research, using SPSS software, the coefficient of agreement between coding experts was calculated in pairs so Cohen's kappa (k) method or coefficient of agreement is used to calculate the reliability between coders. Cohen's kappa is a quantitative measure of reliability for two raters that are rating the same thing, correcting for how often the raters may agree by chance. The size of the kappa coefficient reflects the agreement between coders (Shah et al., 2023). Cohen suggested the Kappa result be interpreted as follows: values  $\leq 0$  as indicating no agreement and 0.01–0.20 as none to slight, 0.21–0.40 as fair, 0.41–0.60 as moderate, 0.61–0.80

as substantial, and 0.81–1.00 as almost perfect agreement (Appel et al., 2023). In figure1, the steps of the research are shown.



**Figure 1: The steps of this research (Source: By author)**

**Research findings**

In the beginning, to achieve a common understanding of the content of the interview, the desired concept of Sprightliness was explained to the participants based on the findings of the literature review and the background of the research. The Sprightliness of human resources of the university is a state of positivity, satisfaction, and intellectual flexibility in university members, which leads to the activity and expenditure of additional educational, research, and executive energy, to voluntarily participate in the realization of individual and organizational goals. The data obtained from semi-structured interviews with academic experts were analyzed using the Kleizeri method .

To summarize the data, reduce and consolidate the codes found, and increase the accuracy of evaluating the reliability and validity of the mentioned model, at first, the codes related to the challenges and strategies counted were given to five experts. They were asked to confirm the correctness and validity of the model. Comment and code their comprehensiveness. These experts were selected from among the participants in the interview process, as well as the working group of the strategic and operational plan of the universities .

At first, twenty-one macro themes collected from interviews, literature review, and observations recorded in the form of a matrix questionnaire were available to five experts, and they were asked to code in the form of selective codes (causal conditions, governing context, class-based, intervening conditions, actions and interactions, consequences). Organizational strategies were obtained according to the identified obstacles and solutions in two categories: discovered organizational needs and developed organizational strategy. Based on 1, organizational obstacles that were discovered consisted of 1. Lack of attention to organizational and family responsibilities of members, 2. Weakness in succession in talent management, 3. Lack of attention to positive psychological capacities in members, 4. Weakening of individual and organizational growth of members, and abandonment of scientific-executive capabilities of members in a competitive environment.



**Table 1: Identified Organizational Obstacles of Human Resources Sprightliness (Source: By author)**

Lack of attention to organizational and family responsibilities of members
Weakness in succession in talent management
Lack of attention to positive psychological capacities in members
Weakening of individual and organizational growth of members
Abandonment of scientific-executive capabilities of members in a competitive environment

**Table 2: Operational Strategies for Revitalizing Human Resources Organizations Universities (according to research findings) (Source: By author)**

<b>Operational solution</b>	<b>Operational evidence and examples</b>
<b>Supporting organizational and family responsibilities of members</b>	Holding synergistic educational workshops with the participation of members' families, creating a positive mental image and a sense of value in the members towards the roles of mothers and wives, establishing an organizational atmosphere of empathic understanding and cooperation with members in fulfilling maternal and wifely duties, empowering university officials to believe in themselves and rely on the world's expectations from them, setting up a unit for empowering working women in universities and appointing expert and experienced people to run this unit in human resource management and women and family matters, explaining and promoting the Iranian Islamic lifestyle...
<b>Succession talent spotting</b>	Designing a model of general managerial competencies, collecting personal information and evaluating selected people, preparation of a comprehensive information bank of university members and creation of a talent fund, respecting the principles of meritocracy and giving priority to attracting brilliant talents and qualified elites (scientific, cultural and religious), forming the appointment committee and providing suitable proposals for replacement or revision appointments in educational regulations and executive instructions related to training and improving human resources, compiling and approving the educational evaluation of human resources of universities based on strategic goals and priorities, identifying managers, capable members of universities to teach and hold workshops and classes...
<b>Growth in administrative-financial-educational-research regulation Growth of work-welfare facilities Growth in the evaluation and quality assurance system Growth in participatory decision-making</b>	Flexible working hours, cooperative employment, development of part-time and periodic jobs, revival and activation of the policy council for the role of women in the family, formation of a cultural working group to design the content of specialized meetings and workshops, revision of the mechanisms of internal employment-financial-spiritual bylaws, Emotional support and support, work with meaning, solidarity, coordination with organizational values, creating an atmosphere with a sense of empathy, sincerity and compassion, generosity of words, good manners, spiritual maturity, human rights, work conscience, God-centeredness, promoting kindness, honoring, celebration and national-religious occasions...
<b>Identification of the target community Introducing the internal capacities of the members to the target community</b>	Continuous review of the status of universities in national and international rankings and comparison with top universities (every six months), providing solutions to improve the ranking of universities, introducing the competitive environment with women's abilities and capabilities, expediting the processes of concluding research contracts and administrative affairs, finding specific organizations and partners, signing a memorandum of understanding or an agreement with relevant organizations, coordination for the operationalization of the notes, providing services to individuals and organizations to earn exclusive income setting up a knowledge network in order to share: 1- research results, 2- electronic publication of scientific productions, 3- identification of experts in specific fields, and 4- for easy access to research tools, honoring the work fields of

Operational solution	Operational evidence and examples
	interest to members, holding knowledge-enhancing courses, conducting compensatory training...

Based on table 2, by codes collected from the interviews organizational strategies corresponding to the identified challenges identified, the solutions identified by these solutions were: 1. Supporting organizational and family responsibilities of members, 2. Strategic Management of Human Resources, 3. Cultivating positive psychological capacities in members, 4. Leverage-oriented structural strategies, and 5. Branding the capabilities of universities for the target society.

**Table 3: operational strategies for revitalizing the organizational human resources of universities (Source: By author)**

Discovered organizational obstacles	Identified operational solution	Developed organizational strategy
Lack of attention to organizational and family responsibilities of members	Organizational mechanisms coordinating the dual family and organizational roles of members	Attitudinal and action support of organizational and family responsibilities of members
Weakness in succession in talent management	Conducting ethics training courses Scoring positive psychological capacities in the system of individual and organizational promotion and promotion of members	Training positive psychological capacities in members
Weakness in succession Lack of attention to positive psychological capacities in members	Designing and establishment of succession management Developing a comprehensive plan of human resources to flourish and cultivate talents	Strategic Management of Human Resources
Weakening of individual and organizational growth of members	Growth in administrative-financial-educational-research regulation Growth of work-welfare facilities Growth in the evaluation and quality assurance system Growth in participatory decision-making	Leverage-oriented structural strategies
Abandonment of scientific-executive capabilities of members in a competitive environment	Introducing the internal capacities of the members to the target community	Branding the capabilities of universities for the target society

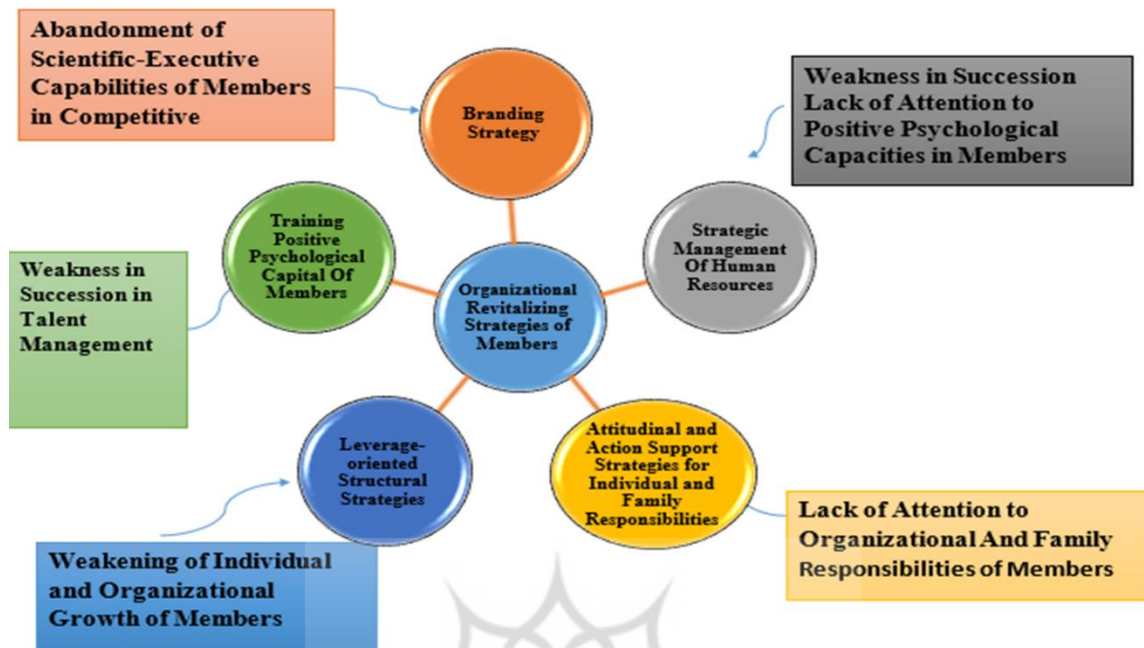


Figure 2: Obstacles and Drivers of Human Resources Sprightliness (Source: By author)

In table (3) and figure (1), operational strategies for revitalizing the organizational human resources of universities (according to research findings) are presented. Based on Table (4), the average coefficient of experts' agreement with each other about codes and research findings was 0.66, which is an acceptable proportion of their agreement. Also, according to table (5), the coefficient of agreement between experts and researcher was 79%, which was calculated by rounding the same 80%, which means that five experts had good agreement with each other regarding the coding of the data for this research, which indicates the excellent status of these identified concepts.

Table 4: Average coefficients of experts' agreement with each other (Source: By author)

Experts	First expert	second expert	third expert	fourth expert,	fifth expert,	sixth expert	Total	Average kappas	Average of all kappas
The first expert		0.74	0.96	1	0.85	0.41	3.96	0.79	0.66
The second expert	0.74		0.72	0.74	0.6	0.41	3.21	0.64	
The third expert	0.96	0.7		0.96	0.38	0.38	3.38	0.67	
The fourth expert	1	0.72	0.96		0.85	0.41	3.94	0.78	
The fifth expert	0.85	0.6	0.82	0.85		0.42	3.54	0.7	
The sixth expert	0.41	0.41	0.38	0.41	0.42		2.03	0.4	

Table 5: Coefficient of agreement between experts and researcher (Source: By author)

Experts	Kappa agreement coefficient with the researcher
First expert	0.74
Second expert	96.0

Experts	Kappa agreement coefficient with the researcher
Third expert	1.00
Fourth expert	0.85
Fifth expert	0.41

$$\frac{\sum_{i=1}^{i=M} K_i}{M} = \frac{3.95}{5} = 0.79 \approx 0.80$$

## Discussion and conclusion

The current research aims to identify the strategies for the organizational revitalization of university members. Based on selective coding, organizational strategies of the foundation were identified to revitalize the university environment. According to the results of the research, paying attention to the Sprightliness and Organizational Sprightliness of the employees can only be realized by looking strategically at the organization's human resources. Strategy is a comprehensive program showing how the organization achieves its mission and goals. Various research conducted in the field of strategic human resources management (for example, the research of Wei and Lao, 2008; Ngo, Lao, and Folley, 2008; Bujeldik, 2008; Kim, Wright, and Su, 2010) show that the actions taken in this field can help organizations and companies to improve their performance and in the competitive business environment; appear more successful, profitable and effective.

The organizational barriers to revitalization from the perspective of university members include five main categories: Weakness in the design and establishment of the talent management system and succession, structural inadequacies, neglecting the development of positive psychological capacities in members, lack of support for members' organizational and family responsibilities, and the neglect of scientific-executive capabilities of members in the competitive environment of recognition became. It is worth mentioning that theories such as Homans and Peter Blau's exchange theories (BagusBerkah & Yudianto, 2023), the satisfaction of objective needs theory (Sankaran et al., 2023), expectation theory (Crump et al., 2023), relative deprivation theory (Pan & Yang, 2023), justice theory (Sidhu et al., 2023), Maslow's hierarchy of needs theory (Yurdakul & Arar, 2023), Mintzberg's, McClland's motivational theories (Yurdakul & Arar, 2023), Integration-combination model (Gallo et al., 2023) confirm the findings of the current research.

In the final model of revitalizing the human resources of universities, the central phenomenon of strategic management of the human resources of universities became the center of gravity of the paradigmatic model. Structural core boosting strategies of universities, strategies to support the organizational and family roles of members as the governing platform, The basis of appropriate management styles is the system of evaluating and monitoring the performance of universities so that members can grow and learn while receiving clear feedback on their performance. It is more likely that the members will work with enthusiasm and Sprightliness and be attracted to their roles.

In educational and research dimensions, we will no longer witness unprofessional behavior, the rule of indifference towards the goals of universities, and the freezing of creative thinking. In addition, with the empowerment of communication, reluctance, and low scientific courage,

organizational stagnation gives way to dynamism and production of science instead of imitation; that is, we will face scientific dynamism and production of knowledge.

Strategies to cultivate positive psychological capital of members in the form of optimism, hope, efficiency, and flexibility, If the atmosphere of the universities becomes stimulating and satisfying, the way of stimulating the work Sprightliness is managed in a meritorious system, along with the productivity of regulations and executive instructions and more education and empowerment of human resources, conditions, and emotional-communication atmosphere, in which university members have the support of their colleagues and supervisors in the workplace, regardless of family, financial and welfare concerns, and have the perception of independence, freedom of action and the right to vote in their jobs. University members' branding and branding capabilities were considered. Responding to the environmental needs (quality, expertise, knowledge, income generation) of the university, honoring the stakeholders, dynamic knowledge, communication, skill in the academic member, and the flourishing of educational-research activities are the consequences of this model, which were under the energetic collection of university members.

One of the limitations of this research is that generalizability is less discussed in qualitative research findings, and the researcher looks for contextual and local meaning instead of general and global meaning during analysis and also most of the research conducted in the field of human resources and positive organizational behavior has focused on concepts such as job satisfaction, organizational commitment, organizational citizenship behavior, depression analysis, etc. (Alkaser, 2021; Ennida & Allouani, 2023; Ghita et al., 2022; Hossain, 2020; Omasu et al., 2022; Rosafizah et al., 2020; Warnabarana & Randika, 2022; Yaman & Yaman, 2023); In addition based on the present findings, effective university human resources management requires hardware and more urgent software changes. On the other hand, changes lead to changes in attitudes, beliefs, and organizational values. Achieving such changes and making them sustainable is difficult and time-consuming because it is not only in the university but even in people. In addition, it can be said that for universities in general, creating Organizational Sprightliness in the academic environment requires structure and human resources strategies. Therefore, creating academic Sprightliness depends on identifying, cultivating, and expanding the capabilities of the internal and external talents of the members in a stimulating atmosphere. In this organizational atmosphere, we face an open and dynamic atmosphere in which the morale of managers and employees, mutual trust between managers and members, and the level of organizational commitment is very high. Establishing such an atmosphere was recognized as one of the basic duties of university management. Such an atmosphere is highly related to the organization's effectiveness criteria. Therefore, It can be said that the results of the current research are generally similar to the past research in the field of positive organizational behavior with the such research as: Abdullahi and Baz Argan's research (2013) titled "Construction and Validation of a Scale for Measuring the Educational Productivity of Academic Faculty Members," Asghari research (2015) titled "Job satisfaction of faculty members in Iran," Mousavi Zare research (2008) titled: "Evaluation of effective factors in the growth of the academic quality of faculty members," Sangari research (2017) titled "a

comprehensive model for the competencies of faculty members of Islamic universities" Mohammadzadeh and Salehi research (2015) titled "Explaining the Phenomenon of Scientific Sprightliness and Dynamism in Scientific Centers from the Perspective of Academic Elites: A Study with a Phenomenological Approach" and Yazdan Panah and Soltani research (2014) titled "Identification and analysis of strategic planning relationships, flexibility and performance of universities and higher education institutions." and Jovari research (2023) titled "Organizational Sprightliness Creation Paradigm Model in Universities." So it is recommended to include more variables in the conceptual model in the future research. It is also recommended to implement and institutionalize the final research model in other knowledge-based companies to improve the model.

Creating Organizational Sprightliness requires a combined organizational structure; On this basis, the creation of academic Sprightliness depends on a combination of appropriate democracies and bureaucracies with the scientific-executive conditions of the members. In the shadow of the hybrid structure, the foundation of a resource-oriented view towards academic members causes the member to evaluate and judge the fairness and justice of the organization by comparing his own ideas with those of others, that is, the architecture of the organizational structure of the university is based on the promotion of will go and the helm of this space will be the human resources of the university.

In order to manage knowledge in universities, things like the development and diversity of academic fields offered by the university at different levels, students' participation in the selection of educational resources and content, the possibility of students' interaction in education with professors and peers through alternative channels (telephone, e-mail, etc.), the possibility of providing educational content from alternative channels, the development and diversity of optional courses for each field, the organization of various extracurricular courses for university applicants, the possibility of establishing virtual and distance education courses in the university and exploitation Among the high capabilities of information technology in the field of education and learning, it is suggested to realize technological flexibility.

Due to the fact that psychological capital in individuals can be taught, it is possible to design training courses on strategies for creating this capital in the organization's employees, as well as obtaining strategies for creating an organizational culture in the organization for the emergence and application of creativity and value. Giving the categories of organizational health and Sprightliness and spirituality, as well as creating think rooms in the organization and pursuing new ideas by the management in order to apply the categories of organizational health and Sprightliness and spirituality.

Considering that membership in a brand university can be exciting for its members in terms of the responsibilities they have, the university can by smoothing the flow of knowledge, making the scientific-executive processes within the organization more agile and concluding scientific-research agreements in order to introduce the capabilities of the members to the target society. To further develop the universities in the region and thus support the Sprightliness of its members.

### **Conflict of interest**

The author declares no conflicts of interest regarding the publication of this paper.

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