

Research Article



Employee Morale as an Interactive Variable between Inclusive Behaviors in the Workplace and Organizational Flourishing -An Analytical Study in the Najaf Education Directorate

Ameera Khudhayer Kadhim AL-Enizy

Al-Furat Al-Awsat Technical University (ATU), Al-Kufa Technical Institute, 54003, Kufa, Iraq

Abstract: The research aimed to find the "relationship between" the independent variable, Inclusive behaviors, with its dimensions (Inclusive practices, Inclusive climate, Inclusive leadership), and the dependent variable, Organizational Flourishing, with its dimensions (strategic agility, intellectual capital, infrastructure), mediated by the variable, employee morale, with its dimensions (belonging, open communication, appreciation and rewards, training and development). The research problem was represented by the following question: (What is the "relationship between" Inclusive behaviors and Organizational Flourishing, mediated by employee morale) for a sample of employees of the Directorate of Education / Najaf. The importance of the research was demonstrated through the results reached by the research in light of the analysis and processing of the opinions of the sample, represented by 164 respondents from the community, which amounted to 277 employees, using a questionnaire prepared according to the five-point Likert scale. Descriptive statistical methods were used, including the arithmetic mean and standard deviation, as well as analytical statistical methods such as linear regression and correlation coefficient, using SPSS. Program. (AMOS), The results revealed that employee morale plays a strong and crucial interactive role in strengthening the relationship between" inclusive behaviors and Organizational Flourishing. When employee morale is high, the positive impact of inclusive behaviors on Organizational Flourishing is significantly multiplied. The most important recommendation was for leaders and supervisors to establish a culture of inclusion by actively engaging all employees in decision-making processes and discussing work issues, ensuring that all opinions and experiences are heard and valued.

Keywords: Inclusive behaviors, Organizational Flourishing, employee morale, Najaf Education Directorate.



This is an open-access article under the [CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/) license

Introduction

Organizations no longer view employees as mere productive machines but as integrated human beings with needs and aspirations that directly impact their performance, satisfaction, and loyalty. This fosters an environment that supports their growth and development at all levels. Inclusive behaviors in the workplace create a positive environment for employees by removing obstacles and creating an environment where each individual is treated with respect and fairness, providing them with equal opportunities for participation and advancement, leading to organizational success. Understanding and adopting these behaviors is not just an added advantage; it has become necessary for building organizations capable of thriving in the future (Apelehin et al., 2025:1843).

Employee morale is a vital indicator of the health of the work environment within any organization. Employee morale is not merely a matter of psychological well-being but an essential element in building a successful and stable organization. Addressing this variable seriously enhances the organization's ability to adapt, grow, and achieve its strategic goals through human resources. Therefore, modern organizations are keen to adopt management practices that support positive morale by building an organizational culture that promotes appreciation and respect and encourages participation and interaction (Zizi et al., 2025:723). In today's rapidly changing and highly competitive business environment, achieving Organizational Flourishing has become a strategic goal that many organizations pursue. Organizational Flourishing is a manifestation of managerial maturity and strategic planning, whereby an organization successfully utilizes its resources and capabilities in an integrated manner, developing its ability to adapt and respond quickly to changes. The importance of studying Organizational Flourishing stems from the fact that it sheds light on the internal strengths of organizations and the mechanisms by which they excel in changing business environments. This opens new horizons for decision-makers to adopt policies and strategies to ensure continued success and achieve sustainable impact. Kleynhans et al., 2022:3). The research structure included four main sections. The first addressed the methodology, the second included a review of the literature related to the main research variables and their sub-dimensions, the third section was devoted to the results of the research analysis, and the fourth section reviewed the conclusions and recommendations presented in light of the statistical analysis process.

1- Methodology

The section includes the following: the problem, objectives, significance, research methodology, and tools for data collection, analysis, and statistical processing.

1-1- The Problem

The Najaf Education Directorate faces a challenge in promoting Organizational Flourishing, which is not limited to achieving quantitative goals alone. It also extends to include employee well-being and continuous development. Despite the importance of leaders adopting inclusive behaviors in creating a positive work environment, the question remains about the effectiveness of these behaviors in achieving direct and sustainable Organizational Flourishing. Is implementing practices such as employee engagement and adopting diverse work methods sufficient to ensure Organizational Flourishing, or do other factors play a vital role? This raises a question about how the directorate can activate inclusive behaviors to ensure maximum impact on Organizational Flourishing, especially given that the direct impact of inclusive behaviors alone may be limited.

The problem of the study on the "relationship between" inclusive behaviors and Organizational Flourishing is the interactive role of employee morale. To clarify the problem, we pose the following questions:

1. To what extent is the selected sample aware of the study variables?

2. What is the interactive role of employee morale in the "relationship between" inclusive behaviors and Organizational Flourishing in the Najaf Education Directorate?
3. What is the role of inclusive behaviors in achieving Organizational Flourishing?
4. What is the "relationship between" employee morale and Organizational Flourishing?

1-2- Objectives.

The objectives are as follows:

1. To identify the extent to which the selected sample understands the study variables.
2. To identify the interaction between employee morale and the relationship between" Inclusive behaviors and Organizational Flourishing in the Najaf Education Directorate.
3. To identify the role of Inclusive behaviors in achieving Organizational Flourishing.
4. To uncover the nature of the "relationship between" employee morale practices.For two factors in achieving Organizational Flourishing.

1-3- Importance:

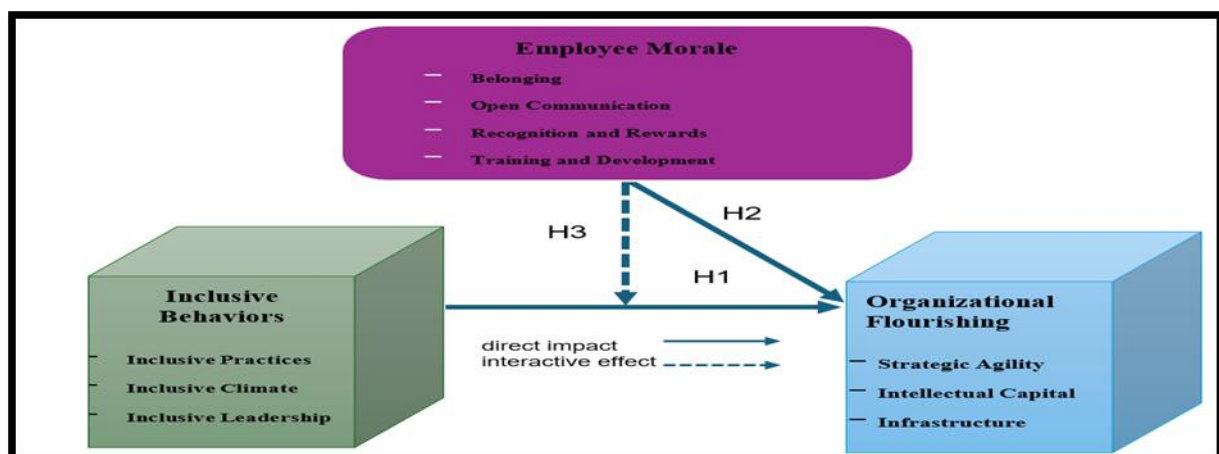
Importance can be explained as follows:

1. A conceptual, intellectual, and practical presentation of the reality of the variables (Inclusive behaviors, Organizational Flourishing, employee morale).
2. The organization under study actively adopts the concept of Inclusive behaviors, as evidenced by the conclusions reached.
3. The logical interconnectedness of the variables is of exceptional importance to organizations in achieving Organizational Flourishing.

1-4- The Hypothetical Model:

Represents the logical relationships that illustrate the reality within which the variables operate.

A summary of the conceptual framework can be seen in the theoretical model (Figure 1).



"Figure (1) The hypothetical model of the research"

The researcher's preparation was based on scientific sources.

1-5- Research Hypotheses

Based on the title, we can formulate hypotheses as follows:

- 1- (H1) There is a direct, "statistically significant" effect of Inclusive behaviors on employee morale in the directorate under study.
- 2- (H2) Employee morale positively and directly affects Organizational Flourishing in the directorate under study.
- 3- (H3) Employee morale is interactive in the "relationship between" Inclusive behaviors and Organizational Flourishing in the directorate under study.

1-6- Research Methodology:

The descriptive/analytical approach was adopted to frame the theoretical aspect and study and analyze the correlations and directions of influence between the research variables.

1-7- Study Population and Sample

Appropriately selecting the study location and the research population ensures accuracy and validity when testing the study hypotheses. Accordingly, the Najaf Education Directorate was chosen as the practical site for this study, given its critical importance to the educational sector in Najaf Governorate in particular.

The sample size was determined based on Krejcie's statistical tables (1970: 608). The total population size of all individuals and employees of the directorate under study was 277 individuals. According to the statistical tables, the optimal sample size is at least 161 individuals to meet the study requirements. To achieve this goal, the researchers distributed 170 questionnaires to a random sample of employees in the Najaf Education Directorate, as shown in the table below.

Table (1) Response of the sample members studied'''

Status	Distributed	falsehood	Non-refundable	Suitable for analysis
Number	170	3	3	164
Percentage	100.00%	1.76%	1.76%	96.47%

Source: Prepared by the researcher

The study sample had diverse characteristics, both in terms of personal and professional characteristics, which were represented by (age, gender, educational qualification, number of years of service), as shown in the table below:

Table (2) Demographic information of the study sample'''

Age	Repetitions	%
21-29 years	24	14.6%
30-39 years	45	27.4%
40-49 years	57	34.8%
50 years and older	38	23.2%
Total	164	100.0%
Gender	Repetitions	%
Male	109	66.5%
Female	55	33.5%
Total	164	100.0%
Educational Qualification	Repetitions	%
Preparatory School or below	11	6.7%

Diploma	21	12.8%
Bachelor's	74	45.1%
Master's	34	20.7%
Doctorate	24	14.6%
Total	164	100.0%
Number of Years of Service	Repetitions	%
6 years or less	29	17.7%
7 to 12 years	53	32.3%
13 to 18 years	49	29.9%
19 years and older	33	20.1%
Total	164	100.0%

Source: "Prepared by the researcher based on field data"

The following is evident from the table above:

1. Years of age

The most represented age group in the sample data, 40–49, is 34.8%. This suggests that the study will mostly reflect the opinions of the most experienced, mature, and steady personnel in the Najaf Education Directorate. The least represented age group—21 to 29—is the youngest, 14.6%. From the standpoint of seasoned personnel, this concentration sharpens the depth of the study on the effects of inclusive practices on employee morale and Organizational Flourishing.

2. Male

Males, who account for 109 workers, or 66.5% of the sample, are the highest age group.

Female lowest age group: 55 employees, or 33.5%.

3. Educational Level

While individuals with a preparatory education or less are the least represented (6.7%), holders of a bachelor's degree predominate in the research sample (45.1%). This emphasis on academic credentials implies that the study will probably show a high degree of awareness and knowledge of organizational principles, therefore offering insight on the effect of inclusive practices on employee morale and organizational success.

4. Years of Service: Count

Those with 7 to 12 years of experience are the most represented (32.3%), while those with 6 years or less represent the least (17.7%). Based on years of service data, individuals with less experience might offer insights into the responses of new workers. In comparison, those with more experience can offer a complete view of the effect of inclusive behaviors on employee morale and organizational profitability over time.

1-8-Measuring the stability coefficient, coding the study scale, and the normal data distribution.

The study scale was coded to help data analysis with SPSS (version 26) and Amos. A suitable statistical technique was used to guarantee the validity of the findings and efficient population representation. Extraction of the kurtosis and skewness coefficients confirmed the usual variation of the variables. Most research, including Hair et al. (2010), indicates that values between -1.96 and +1.96 are acceptable, suggesting a normal data distribution. Cronbach's alpha coefficient was used to confirm the scale's dependability; values of 0.70 or above are deemed satisfactory according to Nunnally & Bernstein (1994). The requirements for dependability of the scale and normal distribution were satisfied quite satisfactorily..

Table 3: Coding of the study scale

Dimension	Number of questions	Kurtosis	Skewness	Cronbach's alpha
Inclusive Practices	4	0.608	-0.743	79.2%
Inclusive Climate	4	1.587	-1.493	74.5%
Inclusive Leadership	4	1.625	-1.732	89.3%
Inclusive Behaviors	12	1.273	-1.323	81.0%
Belonging	4	0.765	-0.821	87.7%
Open Communication	4	1.21	-1.198	91.2%
Recognition and Rewards	4	1.119	-1.264	79.1%
Training and Development	4	1.137	-1.132	88.8%
Employee Morale	16	1.058	-1.104	86.7%
Strategic Agility	4	1.298	-1.309	92.1%
Intellectual Capital	4	1.087	-1.065	84.2%
Infrastructure	4	0.785	-0.892	85.6%
Organizational Flourishing	12	1.057	-1.089	87.3%

Source: Created by the investigator.

The table above illustrates:

- Evaluation of the normal distribution and dependability of the scale

Cronbach's alpha: the dependability coefficient. Every aspect of the scale reveals high Cronbach's alpha values of over seventy percent. This great internal consistency guarantees that the concepts of the questions inside every dimension are always and constantly the same. Generally speaking, all kurtosis and skewness values lie within the permitted range (between -1.96 and +1.96), showing that the data follow a somewhat normal distribution with no kurtosis or high skewness indicating notable departure from normalcy. This guarantees a fit for parametric statistical testing of the data.

2- The Theoretical Aspect.

2-1-Inclusive Behaviors in the Workplace:

2-1-1- The Concept of Inclusive Behaviors in the Workplace:

In today's fast-paced and competitive business world, the focus is no longer limited to individual employee performance or achieving organizational goals in isolation from human aspects. Rather, there is a growing recognition of the importance of adopting inclusive behaviors in the workplace as a fundamental pillar for achieving sustainable success and organizational and individual well-being (Buse et al., 2016:4).

Siperstein et al., 2022:388, believe that in inclusive workplaces, individuals of all identities and styles can be fully themselves while contributing to the larger group as valued and complete members. Therefore, creating value for the individual employee can increase their well-being, enhancing the organization's positive performance. Inclusive behaviors are considered a series of continuous practices representing access to information, connection with colleagues, and the ability to participate in and influence decision-making.

Lengnick-Hall (2013:14) defined inclusive behaviors as the ability of individuals to participate meaningfully and access opportunities within an organization, regardless of their unique identity.

Apelhin et al. (2025:1843) defined inclusive behaviors as a leadership style that enhances employee engagement from all backgrounds, embraces differences, and leverages diversity to achieve optimal performance and team collaboration.

2-1-2- Dimensions of Inclusive Behaviors in the Workplace:

Many researchers have examined various models of inclusive behavior dimensions, each from their perspective. Therefore, our study conducted a survey involving a number of experts and university professors. These dimensions were selected to suit the context under study:

A- Inclusive Practices:

In light of the rapid transformations witnessed in modern work environments, it has become imperative to adopt inclusive and fair organizational practices to ensure a supportive and stimulating work environment for all individuals, regardless of their backgrounds or individual characteristics. These practices are a key factor in promoting inclusive workplace behaviors, which are individual and collective actions that support colleagues, respect differences, and contribute to building a culture of cooperation and appreciation (Metzler et al., 2001:449).

B- Inclusive Climate:

Climate is a vital element in shaping inclusive behaviors within the workplace, as it contributes to encouraging employees to adopt cooperative behaviors, respect different viewpoints, and support colleagues in a way that enhances the collective spirit. When individuals feel valued and accepted, they are more willing to engage in positive behaviors that reflect this climate, leading to improved internal relationships and increased productivity and job satisfaction. Organizations can develop supportive environments that enhance organizational performance and drive innovation and organizational sustainability (Mees, 2022:1).

C- Inclusive Leadership:

Inclusive leadership refers to a leadership style characterized by valuing individual differences, empowering all employees, and providing equal opportunities for participation and influence, thus enhancing a sense of belonging and respect within the organization. Inclusive leadership directly impacts inclusive workplace behaviors. Inclusive leaders set an example through their actions and support an environment that enables employees to express their opinions and actively participate in decision-making, which fosters behaviors based on appreciation, tolerance, and teamwork. This provides an insight into how to build a supportive organizational culture, achieve sustainable performance, and enhance employee loyalty and job satisfaction (Griffith et al., 2019:3).

2-2- Employee Morale:

2-2-1- The Concept of Employee Morale:

High employee morale is an indicator of a healthy work environment that stimulates creativity and belonging. In contrast, low morale indicates the presence of internal problems that may negatively impact overall performance. Therefore, it has become imperative for administrative leaders to pay genuine attention to employee satisfaction levels by promoting organizational justice and building an effective communication culture that makes employees feel valued and valued within the workplace. From this perspective, organizations are seeking to understand the factors influencing employee morale and work to enhance it through motivational policies and a supportive environment, as it is a fundamental pillar in achieving organizational stability and success. Companies that foster positive employee morale often experience improved performance, and employee morale directly contributes to increased efficiency and overall performance. High morale is linked to enhanced confidence, goal setting, and job satisfaction, enabling employees to accomplish the tasks assigned to them by sector leaders (Sil et al., 2025:6).

Patmawati et al., 2024:207, defined morale as the psychological and mental state an employee feels toward their work, reflected in their behavior, performance, commitment, and interaction within the work environment.

Ogunmakin & Sunday, 2023:471, defined morale as "a set of internal feelings and attitudes that an individual holds toward their work, directly affecting their mood, level of motivation, and degree of commitment." Slil et al. (2025:6) defined it as a manifestation of energy, happiness, and enthusiasm, which enhances adaptability and trust within organizations.

2-2-2- Dimensions of Employee Morale:

Many researchers have examined various models of employee morale dimensions, each from their perspective. Therefore, our study conducted a survey involving a number of experts and university professors, based on the context under study. The following dimensions were selected:

A. Belonging:

An employee who feels they are an integral part of their organization is more committed and loyal, and better able to cope with work pressures. Studying the "relationship between" belonging and morale is gaining increasing importance in light of the challenges facing organizations in the modern era, such as high employee turnover and low satisfaction. Job satisfaction and weak organizational loyalty. Belonging plays a crucial role in shaping employee morale and enhancing their well-being by fostering a positive and inclusive culture, providing opportunities for professional growth and development, and addressing systemic issues that impact employee satisfaction and well-being (Nalini, 2024:7160).

B. Open Communication:

The importance of open communication is evident in its direct impact on employee morale. Enabling individuals to express their opinions and participate in decision-making makes them feel valued and a sense of belonging, motivating them to exert greater effort and achieve optimal performance. Open communication channels also reduce rumors and misunderstandings, and increase feelings of psychological stability and job satisfaction, which positively impact the organization's overall productivity. Transparent and open communication cultivates trust and camaraderie among employees, leading to increased morale and job satisfaction. They claimed that when employees perceive themselves as appreciated and well-informed, they are more likely to display positive attitudes toward their work and the organization (Okunade, 2025:2).

C. Recognition & Rewards:

Recognition, whether financial or moral, is one of the most prominent means of directly impacting employee morale and enhancing their motivation to perform well. Rewards also play an effective role in stimulating energies and building a sense of belonging and loyalty. Recognition and rewards are not merely motivational tools; they are strategic elements that directly contribute to improving employee morale, which is reflected in their productivity and the success of the organization as a whole. Recognition is the acknowledgment of an employee's efforts and achievements, and can be verbal (such as thanks and praise) or formal (such as certificates of appreciation) (Chukuigwe, 2022:5).

D. Training and Development:

The importance of training and development lies in their role as vital factors in improving employee morale. Individuals who receive development opportunities feel supported and cared for by the organization, which enhances their loyalty and increases their sense of job security. Training also opens up new avenues for advancement and growth, which directly impacts their motivation to work and reduces employee turnover rates. Successful organizations strive to make

training an integral part of their strategy, not only to improve performance but also to create a positive and stimulating work environment (Singh, 2023: 12).

2-3-Organizational Flourishing:

3-2-1- The Concept of Organizational Flourishing:

Organizational Flourishing reflects the state in which an organization reaches a dynamic balance between its economic and social goals, contributing to sustainable development both internally and externally. The importance of prosperity and success in a modern organization lies in creating organizational cultures and relationships that carefully integrate individual and organizational priorities. Great organizations challenge their employees to excel while 1 emphasizing the importance of the work accomplished. 2) Enhancing employees' sense of self-worth and their value to the organization. This has led to organizational and employee prosperity, as well as increased levels of employee engagement. This association between organizational success and thriving employees is a well-established pattern achieved in high-performing, high-trust organizations (Ellera et al., 2023:6).

Organizational Flourishing (Kleynhans et al., 2022:3) is defined as a high level of positive interaction between individuals and the organizational system, resulting in improved performance, increased employee morale, and enhanced organizational belonging.

Mercado (2018:171) defines it as an employee's sense of self-fulfillment, personal growth, and empowerment within the organization, which enhances their effective participation and job satisfaction.

Giri & Pathak (2025:303) also define it as an organization's ability to create sustainable added value for all stakeholders (customers, employees, investors) by utilizing resources efficiently and balancing economic returns with social responsibility. A'yunnisa et al. (2024:4482) also defined it as a psychological state characterized by integrated and sustainable growth in organizational performance, whereby goals are achieved efficiently within a positive work environment that supports employee well-being and innovation.

2-3-2- Dimensions of Organizational Flourishing:

Many researchers have examined various models of Organizational Flourishing dimensions, each from their perspective. Therefore, our study conducted a survey involving a number of experts and university professors. These dimensions were selected based on the context under study:

A. Strategic Agility:

In light of the rapid transformations witnessed by the contemporary world, strategic agility has emerged as a vital concept that enables organizations to quickly adapt to environmental changes and face complex challenges effectively and flexibly. Strategic agility refers to an organization's ability to predict future changes and respond quickly to them by developing dynamic strategies, making flexible decisions, and adopting innovation in charting future directions. Agility enables individuals to adapt to changing circumstances, facilitating healthy responses to challenges. Therefore, many individuals struggle to develop these skills (Yasmeen et al., 2024:844).

B. Intellectual Capital

Intellectual capital contributes to Organizational Flourishing, and prosperity, in turn, contributes to the enhancement and development of intellectual capital. Therefore, focusing on developing intellectual capital should be a priority for any organization aspiring to achieve sustainable prosperity. Intellectual capital leads to Organizational Flourishing, and when the organization thrives, it invests more in developing this capital, which reinforces the cycle of continuous

growth. In other words, intellectual capital law is a means to enable the goal of Organizational Flourishing (Frischmann, 2017:22).

C. Infrastructure:

Infrastructure is not limited to physical aspects such as buildings, equipment, and technology. It also includes the technological and digital infrastructure, organizational structures, and information systems that enable the organization to perform its functions efficiently and effectively. Accordingly, the "relationship between" Organizational Flourishing and infrastructure is an interactive, complementary one, as the development of infrastructure contributes to enhancing competitiveness and improving the work environment. Prosperous organizations typically possess a greater capacity for innovation, attracting talent, and fostering a culture of teamwork, all of which are vital components of long-term competitive advantage (Schooling et al., 2021:170).

2-4- The "relationship between" Variables

The interactive variable (employee morale) is a variable used in statistical or research studies to understand how it affects the relationship between two other variables. That is, it modifies or changes the nature of this relationship (either its strength or direction). The interactive variable demonstrates the conditions or factors that cause the "relationship between" an independent variable (cause) and a dependent variable (result) to vary depending on the values of the interactive variable. The interactive variable does not necessarily have a direct effect on the dependent variable; it only affects the "relationship between" the two variables (Ji et al., 2015:2391).

2-4-1- The "relationship between" Inclusive Behaviors and Organizational Flourishing:

In light of the dynamic transformations taking place in contemporary work environments, enhancing Organizational Flourishing has become a strategic goal pursued by organizations seeking to achieve high performance and competitive sustainability. Achieving this prosperity is a result of several interconnected factors, most notably the adoption of inclusive behaviors in the workplace, embodied in practices that promote inclusion, mutual respect, diversity, and appreciation of differences among individuals (Santi & Ghedin, 2014:192).

However, the "relationship between" inclusive behaviors and Organizational Flourishing cannot be isolated from the overall morale of employees, which represents a collective psychological state reflected in feelings of satisfaction, belonging, motivation, and positivity within the work environment. High employee morale can enhance the impact of inclusive behaviors on organizational outcomes, while low morale can diminish or distort this effect (Bakker & Schaufeli, 2008:149).

2-4-2- The typical or intellectual construction of the research model:

From this perspective, the importance of the interactive role of employee morale emerges as a moderating or moderating factor that can strengthen or weaken the relationship between" inclusive behaviors and Organizational Flourishing. This opens the way for researchers and decision-makers to gain a deeper understanding of how to build more inclusive and prosperous work environments by investing in the psychological and moral dimensions of the human element (Shamout et al., 2022:13).

3- The Practical Aspect:

In this section, descriptive analysis, confirmatory factor analysis, and testing of the study hypotheses will be conducted, as follows:

3-1- Descriptive analysis for the variables of the research

Examining the views of 164 Najaf Education Directorate personnel will help this section of the research investigate the genuine nature of the study variables. A five-point Likert scale will enable one to ascertain the response level of the sample to the survey questions. The arithmetic mean results of these answers are shown below.

Table (4) Weighted average and response level

weighted average		Weights		Answer direction	Response Scale
4.21	5	84.2%	100%	Strongly agree	Very Good
3.41	4.2	68.2%	84%	Agree	Good
2.61	3.4	%52.2	68%	Neutral	Average
1.81	2.6	36.2%	52%	Disagree	Weak
1	1.8	20%	36%	Strongly disagree	Very Weak

Akadiri O. P. (2011), Development of Multi-Criteria Approach for the Selection of :Wolver Hampton, U.K.

Reflecting great consistency and strong response from the chosen sample, the relevance of the key dimensions and variables was established and prioritized according to the greatest degree of relative importance. This method seeks to expose, within the Najaf Education Directorate, the degree of knowledge, interest, and uniformity about the factors under investigation.

1. Inclusive behaviors

With a standard deviation of (0.806) and a degree of agreement of (71.5%), the table reveals that the overall behaviors variable attained an average mean of (3.574). These findings show that the dimensions of the variable are growing, but near to moderation, which implies that the degree of awareness of Inclusive behaviors among employees in the directorate under examination was high and heading towards moderation. The results revealed at the sub-dimensions level are as follows:

- With an arithmetic mean of (3.456) and a great degree of agreement of (69.1%), "Inclusive Practices" scored lowest in the agreement rate among the directors' staff. The expanded knowledge and dedication to inclusive education methods among the directors' staff show their efficient application of these ideas in their everyday activities, therefore supporting a fair and inclusive educational environment for all. Still, there is space for development to get to the required level.
- With an arithmetic mean of (3.689) and a great degree of agreement of (73.8%), the "Inclusive Climate" dimension placed top in the percentage of agreement among the directorate's personnel. The findings show that the directors' staff members have a strong awareness of and dedication to establishing an inclusive school environment, which helps to create a safe, friendly atmosphere for every member of the school community. This seeks to create an environment in which everyone feels appreciated, valued, and a part of something, not only follows policies. Still, the ideal level has not yet been attained.
- With an arithmetic mean of 3.678 and a high degree of agreement of 71.6%, the dimension of "inclusive leadership" came second in the percentage of agreement among the directors' staff. The findings show that the staff members of the directorate have a strong awareness and dedication to the inclusive leadership values, which center on including and empowering everyone in the learning environment, regardless of their positions or backgrounds. This aims

to create an inclusive and supporting company culture going beyond conventional management. Still, this degree has not yet attained the necessary level.

- All standard deviations for the main variable and dimensions were less than one, which indicates the consistency of the participants' answers according to (Hair et al., 2017).

Table 5: Descriptive indicators for the dimensions of the Inclusive behavioral variable

Dimensions of Inclusive Behaviors	average	S.D	Answer direction	Agreement rate	Answer level	NO.
Inclusive Practices	3.456	0.903	I agree	69.1%	High	3
Inclusive Climate	3.689	0.706	I agree	73.8%	High	1
Inclusive Leadership	3.578	0.809	I agree	71.6%	High	2
Inclusive Behaviors	3.574	0.806	I agree	71.5%	High	

Researcher relies on SPSS, a statistical application, as their source.

2. Employee morale

The employee morale variable reached a degree of agreement of 71.1%, with a standard deviation of 0.783 and an overall mean of 3.553, as shown in the table. Based on these findings, it appears that the employee morale awareness level in the studied directorate was high and trending towards moderation, as the variable dimensions are trending towards higher values. The findings revealed the following at the level of the sub-dimensions:

- With an arithmetic mean of (3.602) and a high degree of agreement of (72.0%), the dimension of belonging came second in the percentage of agreement among directors in the directorship. The great sense of belonging among directors shows that they view their profession as more than simply a job; rather, it is a necessary component of their identity and sense of direction. Their morale is immediately and favorably influenced by this close relationship to the institution, colleagues, and educational goal, which also drives them to perform at their best. Still, this belonging has not yet reached the ideal degree.
- With an arithmetic mean of 3.543 and a strong degree of agreement of 70.9%, "open communication" came in third in the agreement rate among the directors' staff. The great respect for open communication among the members of the directorate shows a strong awareness and strong conviction in the value of the free and open flow of ideas and information at all levels of the school community. This indicates an institutional culture that supports openness, active listening, constructive criticism, and goes beyond simple message sharing. Still, this level has not yet attained what is needed.
- Regarding: Recording an arithmetic mean of (3.414) and a high degree of agreement of (68.3%), "Recognition and Rewards" scored lowest in the agreement rate among Directorate workers. The great awareness of recognition and awards among Directorate staff members points to a strong knowledge and conviction that appreciating efforts and achievements transcends mere administrative process; rather, it is a necessary component for improving performance, loyalty, and morale. This encompasses moral gratitude in all its manifestations, in addition to tangible benefits exclusively. Still, the intended level hasn't been attained yet.
- With an arithmetic mean of 3.654 and a high degree of agreement of 73.1%, "Training and Development" scored lowest in the agreement rate among directors' staff. The great awareness of training and development among employees in the investigated directorate shows a strong knowledge and conviction that constant learning and acquiring new skills is not only a privilege, but also a necessary component of professional and personal development and of improving the quality of the whole educational process. Though it is not

at the intended level, this awareness reflects a culture of self-learning and adaptation to new developments and transcends mere attendance at training sessions.

- All standard deviations for the main variable and dimensions were less than one, which indicates the consistency of the participants' answers according to (Hair et al., 2017).

Table (6) "Descriptive indicators of the dimensions of the employee morale variable"

Dimensions of Employee Morale	average	S.D	Answer direction	Agreement rate	Answer level	NO.
Belonging	3.602	0.764	I agree	72.0%	High	2
Open Communication	3.543	0.803	I agree	70.9%	High	3
Recognition and Rewards	3.414	0.847	I agree	68.3%	High	4
Training and Development	3.654	0.717	I agree	73.1%	High	1
Employee Morale	3.553	0.783	I agree	71.1%	High	3.553

Researcher relies on SPSS, a statistical application, as their source.

3. Organizational Flourishing

Overall, the table shows that the Organizational Flourishing variable achieved an overall mean of **3.300** with a standard deviation of **0.792**, with a level of agreement reaching **66.0%**. These results indicate that the dimensions of the variable tend toward moderation, but are close to moderation, suggesting that the level of Organizational Flourishing in the directorate under study was average and tending toward an increase. At the sub-dimension level, the results showed the following:

- With an arithmetic mean of (3.310) and an average level of agreement of (66.2%), the dimension of (strategic agility) came second in the sequence of employee percentage of agreement in the directorate. The average interest in the dimension of strategic agility in the examined directorate shows that there is an awareness of the need to adapt and develop. Still, this awareness may not have been totally translated into systematic daily practices, or it has not reached the level of full adoption in the institutional culture.
- Recording an arithmetic mean of (3.387) and an average agreement level of (67.7%), the dimension of (intellectual capital) scored first in the agreement rate among directors. Though this awareness of the value of knowledge, experience, and the capacity to innovate may not have been completely translated into organized strategies and daily practices to maximize these intangible assets, the average interest in the dimension of intellectual capital in the studied directorate shows that this awareness exists.
- With an arithmetic mean of 3.204 and an average agreement level of 64.1%, the infrastructure factor scored first in the agreement rate among directors. Although the average interest in the infrastructure dimension of the investigated directorate shows that there is awareness of the need for buildings, facilities, and equipment to support the educational process, this awareness has not totally translated into sufficient investment, Inclusive maintenance, or continuous development that meets the expanding needs of the educational community.
- All standard deviations for the main variable and dimensions were less than one, which indicates the consistency of the participants' answers according to (Hair et al., 2017).

Table 7: Descriptive indicators for the dimensions of the Organizational Flourishing variable

Dimensions of Organizational Flourishing	average	S.D	Answer direction	Agreement rate	Answer level	NO.
Strategic Agility	3.308	0.791	Neutral	66.2%	middle	2
Intellectual Capital	3.387	0.743	Neutral	67.7%	middle	1
Infrastructure	3.204	0.843	Neutral	64.1%	middle	3
Organizational Flourishing	3.300	0.792	Neutral	66.0%	middle	

Researcher relies on SPSS, a statistical application, as their source.

3-2- Exploratory factor analysis of research variables

In this study, exploratory factor analysis (EFA) is a basic statistical instrument, particularly since the variables and their dimensions are novel to the existing research environment in the educational sector in Najaf. The objective of this study is to identify the fundamental framework of the interactions among questionnaire questions and categorize them into relevant basic variables or dimensions. EFA seeks to reduce the number of independent and orthogonal components—factors—from a great number of items answered on the questionnaire. Every element consists of a group of objects that either weakly or strongly link to that particular factor and other elements. As follows helps streamline the data and ease its interpretation: Hair et al., 2017

1. Inclusive behaviors

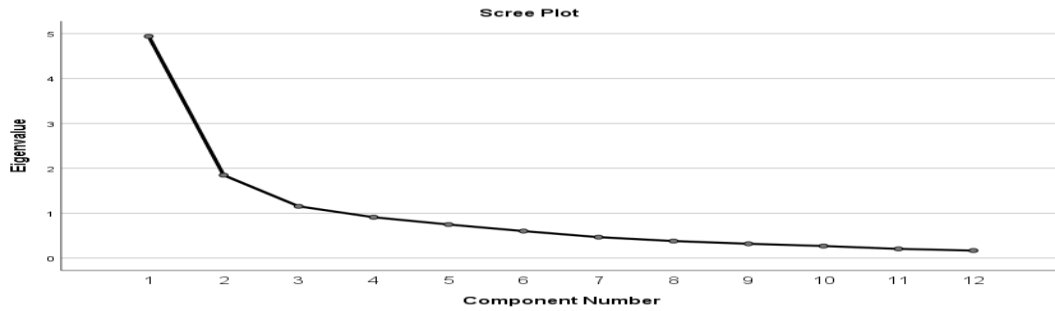
Exploratory factor analysis was conducted for the items of the Inclusive behavioral variable, numbering 12 items, to determine its sub-dimensions. The sample for standardizing the scale was 164 respondents. The values of variance explanation indicate acceptable values, as they explain (66.154%) of the total variance value. The value of the (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) or (KMO Test) was equal to 0.923, which is a good value based on (Hair et al., 2017), which indicates that the sample size is sufficient to conduct the factor analysis. Table 8 shows the results of the factor analysis.

Table (8) Exploratory factor analysis of Inclusive behaviors

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.939	41.159	41.159	4.939	41.159	41.159
2	1.846	15.385	56.545	1.846	15.385	56.545
3	1.153	9.610	66.154	1.153	9.610	66.154
KMO Test Measure of Sampling Adequacy						
0.923						

Source: "SPSS program outputs"

It is clear from the results of the table above that the factor analysis resulted in the presence of three factors with vocabulary saturation greater than (± 0.4) and their latent root greater than one.

**Figure 2: Exploratory factor analysis of Inclusive behaviors****Source: "SPSS program outputs"**

2. Employee Morale

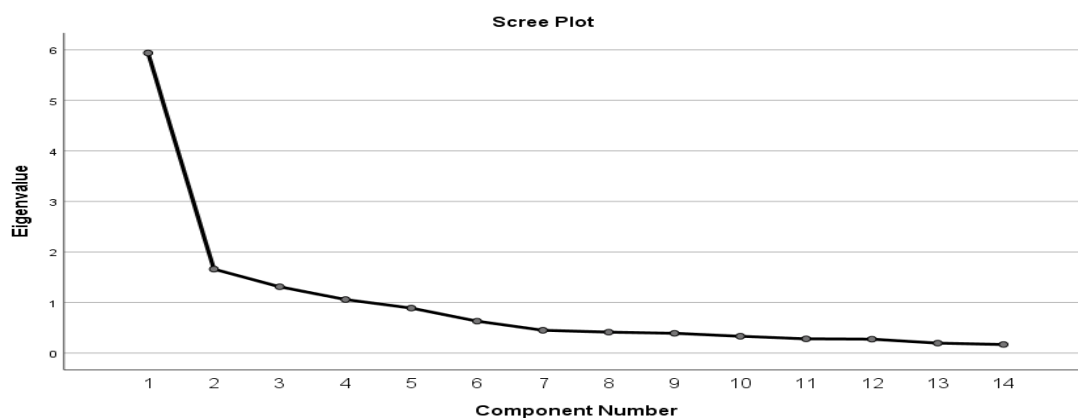
Exploratory factor analysis was conducted on (16) items in the employee morale variable to determine its sub-dimensions. The sample used to standardize the scale was 164 respondents. The variance explanation values indicated acceptable values, as they explained (71.203%) of the total variance. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO Test) value was 0.943, which is a good value according to Hair et al. (2017). This indicates that the sample size was sufficient to conduct the factor analysis. Table 9 shows the results of the factor analysis.

Table 9: Exploratory Factor Analysis of Employee Morale

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.937	42.409	42.409	5.937	42.409	42.409
2	1.660	11.860	54.269	1.660	11.860	54.269
3	1.311	9.368	63.637	1.311	9.368	63.637
4	1.059	7.566	71.203	1.059	7.566	71.203
KMO Test Measure of Sampling Adequacy						
0.943						

Source: "SPSS program outputs"

It is clear from the results of the table above that the factor analysis resulted in the presence of four factors with vocabulary saturation greater than (± 0.4) and their latent root greater than one.

**Figure 3: Exploratory factor analysis of employee morale****Source: "SPSS program outputs"**

3. Organizational Flourishing

Exploratory factor analysis was conducted on (12) items of the organizational flourishing variable to determine its sub-dimensions. The sample used to standardize the scale was 164 respondents. The variance explanation values indicated acceptable values, as they explained (69.036%) of the total variance. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO Test) value was 0.972, which is a good value according to Hair et al. (2017). This indicates that the sample size is sufficient to conduct the factor analysis. Table 10 shows the results of the factor analysis.

Table (10) Exploratory factor analysis of Organizational Flourishing

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.624	46.863	46.863	5.624	46.863	46.863
2	1.492	12.431	59.294	1.492	12.431	59.294
3	1.169	9.742	69.036	1.169	9.742	69.036
KMO Test Measure of Sampling Adequacy						
0.972						

Source: "SPSS program outputs"

It is clear from the results of the table above that the factor analysis resulted in the presence of three factors with vocabulary saturation greater than (± 0.4) and their latent root greater than one.

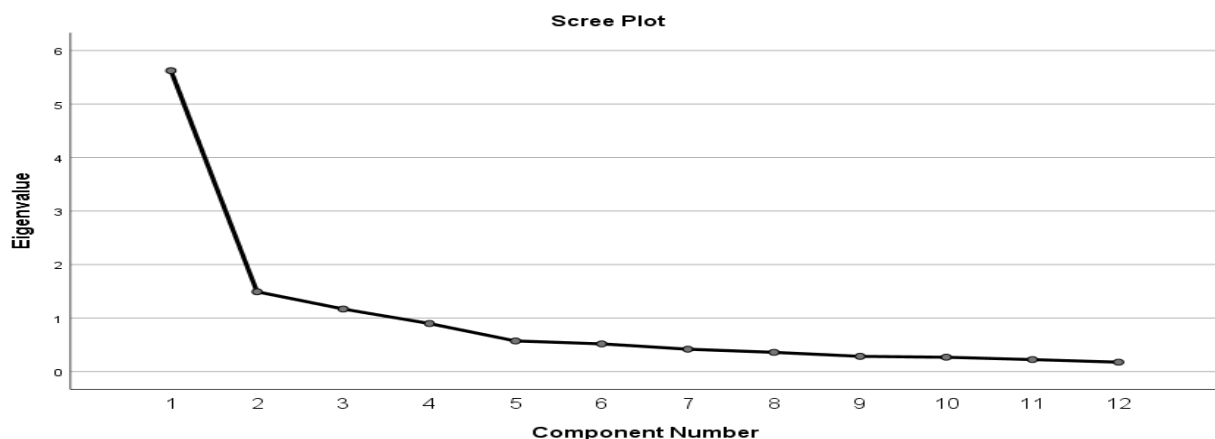


Figure 4: Exploratory factor analysis of Organizational Flourishing

Source: "SPSS program outputs"

3-3- Confirmatory factor analysis of the research variables to verify the structural validity of the research scale, including its variables, dimensions, and items.

Structural equation modeling, specifically confirmatory factor analysis, is used using Amos V.24 software to verify the validity of the proposed model. The researcher aims to achieve two main objectives through this procedure:

1. Ensure that the proposed dimensions truly represent the studied variables and that the questionnaire items have structural validity and are statistically acceptable.
2. Verify that the data collected from the sample aligns well with the hypothesized structural model of the measurement.

This verification process will be conducted based on two main criteria:

- ✓ Item saturation exceeds or is equals to 0.40 or greater.
- ✓ Goodness of fit criteria according to the following table:

Table (11)" Indicators and rule of goodness of fit for the structural modeling equation"

Indicators	Goodness-of-Fit Rule
Comparative Fit Index (CFI)	Greater than or equal to 0.95
Ratio between χ^2 values and degrees of freedom df	Less than or equal to 3
Root Mean Square Error of Approximation (RMSEA)	Less than 0.05 or 0.08
Goodness of Fit Index (GFI)	Greater than or equal to 0.90

Source: Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)", 2nd Ed. Thousand Oaks, CA: Sage, p.289.

Figure 5) shows that all items of the dimensions (overall behaviors, employee morale, Organizational Flourishing) exceeded the saturation value (0.40), indicating their statistical validity according to the study (Costello & Osborne, 2005). Moreover, the goodness-of-fit criteria for the structural model were above the specified limits. This confirms that the research variables are multidimensional and that the data collected from the sample are homogeneous and consistent with the hypothesized structural construction of the research variables. Therefore, it can be concluded that the data extracted from the research sample matches the measurement model represented by the scale of the research variables.

3-3- Testing and analyzing the study hypotheses

A sophisticated statistical method used in research and modeling of complicated interactions among a group of variables is structural equation modeling (SEM). It seeks to find how one or more independent variables—that is, variables—affect another, maybe incorporating an interaction variable clarifying the process by which the independent variable influences the dependent variable.

This section discusses the results of the impact hypotheses that will be tested sequentially:

- A. The first main hypothesis (H1): There is a direct, "statistically significant" effect of Inclusive behaviors on employee morale in the directorate under study.

To determine the extent to which the data support the study's hypotheses, the researcher designed a structural model. The following figure illustrates this structural model, which was designed and proposed by the researcher:

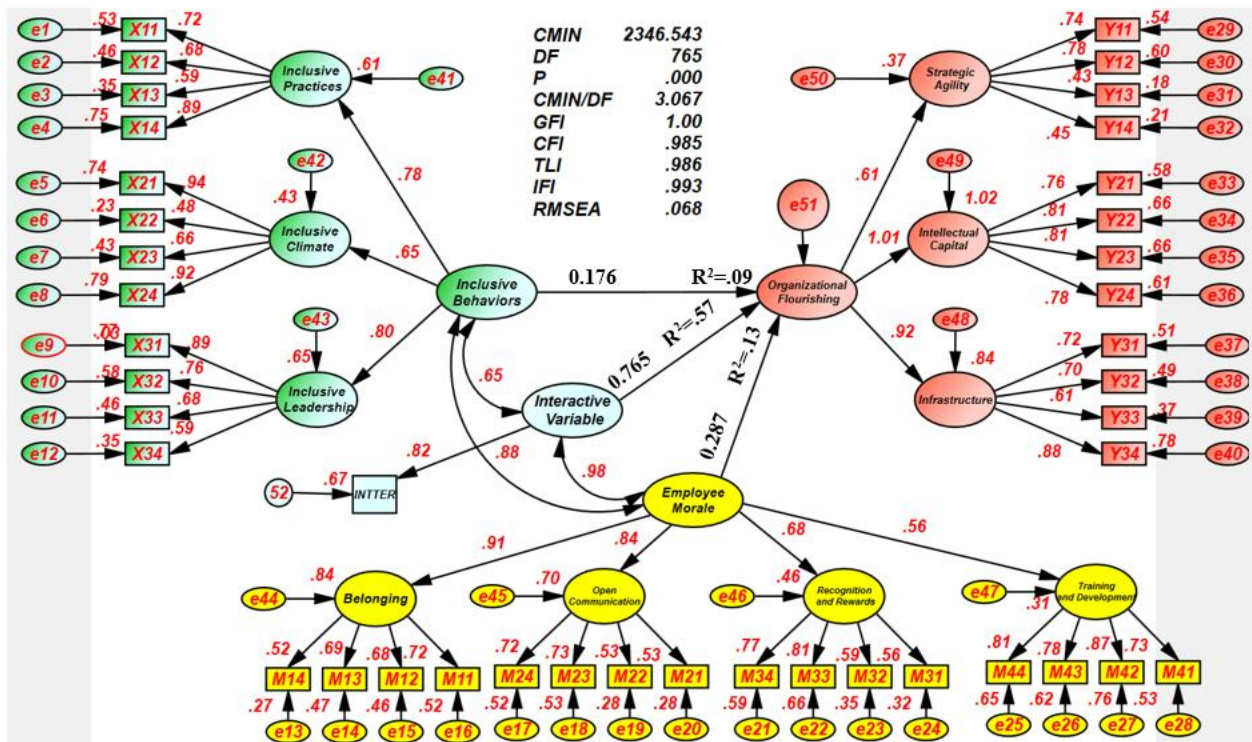


Figure (5) The effect of Inclusive behaviors and Organizational Flourishing mediated by employee morale

Source: "AMOS Program Outputs. 23"

"The following table includes the results obtained by the researcher from the statistical analysis related to the criteria for accepting or rejecting the impact model.":

Table 12: Results of the study hypotheses

	Relationships			Estimates	S.E	R2	CR	P ¹	Impact level
1	Inclusive Behaviors	-- <	Organizational Flourishing	0.176	.244	0.09	2.532	***	weak
2	Employee Morale	-- <	Organizational Flourishing	2870.	.144	0.13	4.654	***	weak
3	The Interactive Role of Employee Morale in Inclusive Behaviors	-- <	Organizational Flourishing	0.765	.063	0.57	8.432	***	strong

Source compiled by the researcher utilizing the results of the AMOS V. 24 software.

The results of the table above demonstrate the following to test the study's hypotheses:

A structural model analysis, at a significance level of 0.05, showed a direct and weak impact of Inclusive behaviors on Organizational Flourishing. The regression coefficient was 0.176, indicating that Inclusive behaviors explain only 9% of the variance in Organizational Flourishing. The remaining 91% is attributed to other factors not included in this model. Despite the weak impact, the "relationship between" the two variables is positive, positive, and "statistically significant" at a significance level of 0.00, and the model met all quality requirements.

B. The second main hypothesis: (H2) Employee morale has a positive and direct impact on Organizational Flourishing in the directorate under study.

Structural model analysis, at a significance level of 0.05, indicates a weak, moderate direct effect of employee morale on Organizational Flourishing. The regression coefficient was 0.287, meaning that employee morale explains 13% of the variance in Organizational Flourishing, a weak explanation close to the average. The remaining 87% is attributed to other factors not included in the study model. Nevertheless, the "relationship between" employee morale and Organizational Flourishing is positive, positive, and "statistically significant" at a significance level of 0.00, meeting all criteria for model quality.

C. Third Main Hypothesis: Employee morale plays an interactive role in the relationship between" holistic behaviors and Organizational Flourishing in the directorate under study.

At a significance level of 0.05, route model analysis indicates that employee morale significantly influences the association between holistic behaviors and organizational profitability. The regression coefficient attained 0.765, signifying a substantial influence of the interaction variable (employee morale in Inclusive behaviors) on organizational success. This variable accounts for 57% of the variance in organizational success, indicating a substantial explanatory power, whereas the remaining 43% is ascribed to factors outside the model. The association is positive, direct, and "statistically significant" at the 0.00 significance level, and the model satisfied all quality criteria.

The results unequivocally indicate that employee morale plays a crucial role in enhancing the association between inclusive behaviors and organizational success. Many indicators evidence this:

The interaction variable of employee morale demonstrated a substantial value.

- Enhanced Explanatory Value (R^2): The R^2 value rose from 9% in the direct impact model to 57% in the interaction effect model, signifying a much stronger explanatory capacity when employee morale is considered.
- Enhanced Impact Coefficient: The impact coefficient rose from 0.176 to 0.765, substantiating the crucial influence of staff morale.

The results affirm that employee morale significantly enhances the association between inclusive behaviors and corporate success. The data indicates that elevated staff morale significantly boosts Organizational Flourishing compared to low and middle levels. Furthermore, Figure 6 illustrates the interaction influence of employee morale on Inclusive behaviors and organizational profitability, as seen by the elevation of its curve relative to the curves of other variables.

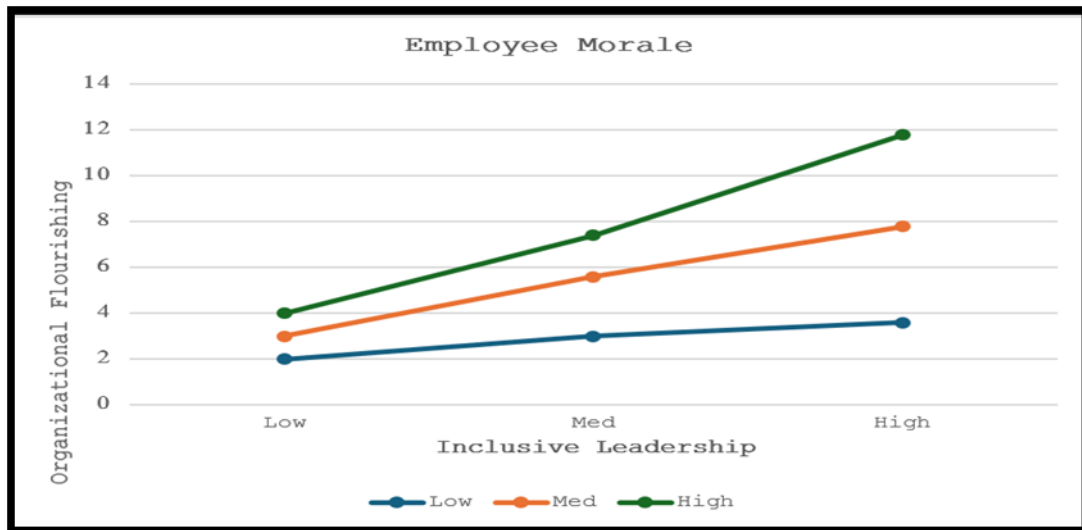


Figure (6) The interactive effect "relationship between" employee morale and Inclusive behaviors and the dependent variable, Organizational Flourishing

Source: Compiled by the investigator.

4- Conclusions and Recommendations

This section highlights the most important conclusions reached by the research, both theoretical and practical, as well as the most important recommendations that can be generalized to other organizations for the benefit of the research community. This section addresses two requirements:

Requirement

4-1- Results and Discussion

1. The Inclusive behaviors variable achieved an overall mean of 3.574, with a standard deviation of 0.806, and an agreement level of 71.5%. These results indicate that the dimensions of the variable are on the rise, but close to moderate.
2. The employee morale variable achieved an overall mean of 3.553, with a standard deviation of 0.783, and an agreement level of 71.1%. These results indicate that the dimensions of the variable are on the rise, but close to moderate.
3. The Organizational Flourishing variable achieved an overall mean of **3.300**, with a standard deviation of **0.792**, and an agreement level of **66.0%**. These results indicate that the dimensions of the variable are skewed towards the high, but close to the moderate.
4. The investigation revealed a favorable and "statistically significant" association between inclusive behaviors and organizational success in the Najaf Education Directorate, despite the influence being modest and direct. Inclusive behaviors, notwithstanding their low individual impact, enhance corporate profitability.
5. The investigation indicates that staff morale directly enhances organizational profitability within the directorate. Despite being characterized as "weak to moderate," this impact is "statistically significant", affirming that bolstering employee morale enhances organizational success.
6. This hypothesis is essential, as the findings indicate that employee morale significantly and decisively enhances the association between inclusive behaviors and organizational success. High staff morale considerably amplifies the beneficial effects of inclusive practices on organizational success. This indicates that staff morale is not only an independent variable but a crucial catalyst that enhances the efficacy of inclusive policies inside the directorate.

4-2- Recommendations:

This section presents some recommendations based on the findings, as follows:

1. Inclusive Practices: Leaders and supervisors must cultivate an inclusive culture by including all workers in decision-making processes and addressing work-related concerns, ensuring that every perspective and experience is acknowledged and respected.
2. Inclusive Climate: Strive to provide a secure and nurturing workplace where employees experience belonging and acceptance, irrespective of their origins or attributes. Awareness initiatives and fostering reciprocal respect may accomplish this.
3. Inclusive Leadership: Enhance the competencies of leaders within the directorate to adopt adaptable leadership approaches that acknowledge individual variances, including promoting diversity in task execution methods and appreciating the varied contributions of workers.
4. Belonging: Involve employees in decision-making processes that impact them.
5. Transparent Communication: Cultivate proficient listening abilities and offer constructive comments.
6. Acknowledgment and Incentives: Employ ethical recognition in conjunction with tangible benefits.
7. Training and Development: Address the genuine requirements of personnel.

Sources and references

1. A'yuninnisa, R. N., Carminati, L., & Wilderom, C. P. (2024). Job flourishing research: A systematic literature review. *Current Psychology*, 43(5), 4482-4504.
2. Akadiri O. P. (2011), Development of Multi-Criteria Approach for the Selection of :Wolver Hampton, U.K.
3. Apelehin, A. A., Imohiosen, C. E., Ajuluchukwu, P., Abutu, D. E., & Ann, C. (2025). Transforming organizational and educational cultures: Developing global leadership and building inclusive workplaces through innovative HR and educational practices. *world (Abulibdeh et al., 2024; Okafor et al., 2024)*, 1, 4.
4. Azizi, N. U., Momin, A., Hussain, A. K., Shahzad, K., & Khan, A. (2025). Exploring the Devastating Impact of Workplace Bullying on Employee Morale and Efficiency. *The Critical Review of Social Sciences Studies*, 3(1), 721-733.
5. Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(2), 147-154.
6. Buse, K., Bernstein, R. S., & Bilimoria, D. (2016). The influence of board diversity, board diversity policies and practices, and board inclusion behaviors on nonprofit governance practices. *Journal of Business Ethics*, 133, 179-191.
7. Chukuigwe, N. (2022). RECOGNITION AND EMPLOYEE MORALE IN ORGANISATIONS. *BW Academic Journal*, 7-7.
8. Ellera, L., Jamali, D. R., & Caldwell, C. (2023). "Quiet Quitting" and "Quiet Thriving"—Flourishing in the Modern Organization. *The Journal of Values-Based Leadership*, 16(2), 8.
9. Frischmann, B. M. (2017). Capabilities, Spillovers, and Intellectual Progress: Toward a human flourishing theory for intellectual property. *Rev.. Econ. Rsch. on Copyright Issues*, 14, 1.

10. Giri, M., & Pathak, S. (2025). Harnessing Wisdom and Happiness Through Character-Strengths in Organizations: Building Flourishing Workplaces for Sustainable Success. In *Harnessing Happiness and Wisdom for Organizational Well-Being* (pp. 295-326). IGI Global Scientific Publishing.
11. Griffith, J. A., Baur, J. E., & Buckley, M. R. (2019). Creating Inclusive leadership pipelines: Applying the real options approach to organizational leadership development. *Human Resource Management Review*, 29(3), 305-315.
12. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)", 2nd Ed. Thousand Oaks, CA: Sage, p.289.
13. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017) "A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)", 2nd Ed. Thousand Oaks, CA: Sage, p.289.
14. Hair, Jr. J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010).
15. Ji, A., Liu, H., Qiu, H. J., & Lin, H. (2015). Data envelopment analysis with interactive variables. *Management Decision*, 53(10), 2390-2406.
16. Kleynhans, D. J., Heyns, M. M., & Stander, M. W. (2022). Authentic leadership and flourishing: Do trust in the organization and organizational support matter during times of uncertainty?. *Frontiers in psychology*, 13, 955300.
17. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.
18. Lengnick-Hall, R. D. (2013). An inclusive public sector workplace
19. Mees, H. L. (2022). Why do citizens engage in climate action? A Inclusive framework of individual conditions and a proposed research approach. *Environmental Policy and Governance*, 32(3), 167-178.
20. Mercado, J. A. (Ed.). (2018). *Personal flourishing in organizations*. Springer International Publishing.
21. Metzler, C. W., Biglan, A., Rusby, J. C., & Sprague, J. R. (2001). Evaluation of a Inclusive behavior management program to improve school-wide positive behavior support. *Education and treatment of Children*, 448-479.
22. Nalini, D. R. R. (2024). The Role Of Employee Engagement In The "relationship between" Staff Morale And Employee Well-being Of Education.
23. Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. New York: McGraw-Hill
24. Ogunmakin, A. A., & Sunday, O. A. (2023). Effect of financial incentives on employee morale and motivation of small and medium scale enterprises in Ekiti State. *American Journal of Industrial and Business Management*, 13(6), 465-484.
25. Okunade, J. K. (2025). Exploring the Impact of Effective Internal Communication Strategies on Employee Morale, Productivity, and Organizational Culture. *Lakhomi Journal Scientific Journal of Culture*, 6(1), 1-11.
26. Patmawati, P., Arisinta, O., & Ulum, R. (2024). The Effect of Leadership Style and Working Hours on Employee Morale. *Edunesia: Jurnal Ilmiah Pendidikan*, 5(1), 205-218.
27. Santi, M., & Ghedin, E. (2014). Commitment towards inclusion repertoire: a tool for flourishing communities. *Revista Interacções*, 10(33).

28. Schooling, J., Enzer, M., & Broo, D. G. (2021). Flourishing systems: Re-envisioning infrastructure as a platform for human flourishing. *Proceedings of the Institution of Civil Engineers-Smart Infrastructure and Construction*, 173(1), 166-174.
29. Shamout, M. D., Elayan, M. B. H., Hamouche, S., Rawashdeh, A. M., & Elrehail, H. (2022). Impact of technostress on withdrawal behavior and workplace flourishing: do contextual variables matter?. *Information Resources Management Journal (IRMJ)*, 35(1), 1-17.
30. Singh, A. (2023). Impact of training and development as a vital instrument for boosting morale and productivity among young employees. *International Journal of Management, Public Policy and Research*, 2(4), 11-17.
31. Siperstein, G. N., Ballard, S. C., Jacobs, H. E., Rodriquez, J., & Shriver, T. P. (2022). "A Place for Everybody": Students' Perspectives on Inclusive Behavior in School. *Educational Researcher*, 51(6), 387-398.
32. Slil, E., Iyiola, K., Alzubi, A., & Aljuhmani, H. Y. (2025). Impact of Safety Leadership and Employee Morale on Safety Performance: The Moderating Role of Harmonious Safety Passion. *Buildings*, 15(2), 186.
33. Yasmeen, K., Nazir, A., & Imran, H. (2024). Building Resilience, Practicing Mindfulness, and Cultivating Emotional Agility for Enhanced Well-Being and Positive Relationships in Challenging Times. *Journal of Development and Social Sciences*, 5(2), 842-851.