FUNCTIONAL ENTRENCHMENT AND ITS ROLE IN ACHIEVING PSYCHOLOGICAL PROSPERITY-ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF EMPLOYEES IN THE DIRECTORATE OF EDUCATION IN KUFA

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Article history:		Abstract:
		The current research tests the correlation and impact relationship between career stability and psychological prosperity, as the research problem is represented by the extent of the role of career stability in supporting and achieving psychological prosperity among the employees in the Directorate of Kufa Education. The questionnaire form was used as a data collection tool, and the research sample was (78) employees, and the data was analyzed using the (spss) program and a number of statistical methods were used to test the research hypotheses, and the research reached a set of conclusions, the most important of which was the existence of a correlation and impact relationship between career stability and its variables (links, alignment, sacrifice) Psychological prosperity in general, and the research ended with a set of conclusions, the most important of which was a clear awareness by the employees of the Directorate of Education in Kufa of the importance of career stability in dealing with co-workers, and this in turn contributes to the promotion of psychological prosperity among workers, and one of the most prominent recommendations is the need to educate the staff working in the researched organization and its various educational, administrative, technical and service competencies that the approach to career stability and building personal relations within the organization is necessary and is a major option for workers in the Directorate of Education in Kufa. Established work without activating its dimensions of linkages, alignment and sacrifice in the provision of educational services does not mean Something without working with positive emotions and relationships and completing the required work tasks to the fullest

INTRODUCTION

One of thetasks of human resources is that the employee must perform the job task entrusted to him with flexibility and stability, and senior management must work to encourage him to stay in the organization, as the personal values of the employee and his career goals must be commensurate with the future plans of the organization, its organizational culture, and the environmental conditions surrounding the employee, so organizations must attract specialized employees in various fields in human resources. Thus, career stability is the ability of the individual to adapt or adapt to the challenges and difficulties of the different working environment conditions or to endure the difficulties of life and the social conditions represented by thefamily or emotional problems or the health status of the individual himself and other functional challenges and to work on everything that ensures his continuity and survival in his work environment, as the ability of the employee to face all these conditions depends on his characteristic of stability, overcoming suffering and effective retention of his psychological state in a balanced manner, so the career stability must be viewed as a wide range of influences that have an impact on the decisions of the employees in order to survive Career work environment, and these effects include factors within the work environment such as (links with work friends, alignment between the worker's skills and job requirements, and community service activities under the auspices of the organization), and factors outside the organization such as (commitment to individuals outside the

organization), which is an individual process through which the individual seeks to reach psychological prosperity represented by the situation in which individuals feel positive emotions and positive psychological and social performance most of the time, and live within an ideal area of human performance, which is a description and measurement of positive mental health and well-being of life Functionalism in general, and the ability to face the various challenges facing the individual in the internal work environment. Having a well-established approach or stability in performing his job tasks and in dealing with human behavior helps him to explain the problems he faces and works to build successful relationships with co-workers and be able to express all the situations that confront him without emotion and work in a positive way for self-esteem and build positive work relationships and accomplish the tasks assigned to him with professionalism and psychological comfort. This is called psychological prosperity, and this research will consist of four main topics. The first, which represents the scientific methodology of the research, and the second section clarifies the theoretical aspect of the research variables and the third section to present the practical or field side of the research. Finally, the fourth section presents the most important conclusions and recommendations reached by the research.

THE FIRST TOPIC/RESEARCH METHODOLOGY

This topic deals with identifying the problem of research, its importance and purpose, the hypothesis outline and hypotheses, which are:

First: Research Problem

Understanding the nature and structure of the well-being and prosperity of the employee is one of the priorities of the tasks of the senior management in the organization, and that one of the difficult tasks in the psychological, social and administrative sciences is how to work to support and promote the highest states of prosperity and self-esteem, build relationships, stimulate positive emotions and make the work environment work according to the highest levels of quality of career life, and that all this is achieved by providing job stability or making the employee secure and driven for his work and senior management tasks, and since today's organizations work in a complex competitive environment has generated many variables that have drawn a new internal reality from the business environment, which requires supporting the indicators of career stability and their reflection on the psychological support and prosperity that affect the life of the work environment of the human resource, especially in dealing with the requirements and tasks of work and keeping pace with the accelerated developments to achieve psychological prosperity among workers in the work environment, and the research problem is manifested by the following main question: (Is there a clear role for career stability in achieving psychological prosperity among employees in the Directorate of Kufa)? The research seeks to answer the following questions:

1. What is meant by functional entrenchment, and what is the level of its dimensions (linkages, alignment, sacrifice) in the research?
2. What is meant by psychological prosperity, and what is the level of its dimensions (self-esteem, positive emotions, positive relationships, meaning in life, achievement)   in the research?
3. Is there a correlation between career entrenchment and psychological prosperity?
4. Is there an effect of career entrenchment in psychological flourishing?

Second: The importance of research

The research derived its importance through the following:

1. The topics of career consolidation and psychological prosperity are among the modern and important topics in contemporary administrative literature, specifically in the field of human resources management, and many writers and researchers have made great efforts to deepen their concepts at the level of administrative sciences of ambiguity, as organizations of all kinds and sizes need these two pillars, in today's business environment, which is characterized by accelerated change, as job consolidation is an essential stabilizing factor for the conduct of business , down to indicators of psychological prosperity.
2. The importance of the results that will be reached in the field reality of the surveyed organization (Directorate of Kufa Education), which determines the nature of the relationship and impact between job consolidation and psychological prosperity, and the extent to which they benefit from these results.
3. Work to encourage the Directorate of Education in Kufa to develop field work programs that encourage the stability of the employee by supporting the relations of co-workers, harmonizing the tasks assigned to the employee and his specialization, and sacrificing in order to support the human resource within the organization, all of which helps to face thechallenges facing employees.

Third: Research Objectives

The research seeks to achieve the following objectives:

1. Provide a knowledge framework related to the research variables and its sub-dimensions by monitoring what was presented on the two topics, and then provide a field (practical) framework describing the trends in the interpretation of the research variables.

2. Identify the extent of the presence of job entrenchment in the work environment of the surveyed organization through the workers' possession of subvariables for job entrenchment such as linkages, alignment and sacrifice in the work environment.

3. Diagnosing indicators of psychological prosperity among theemployees of the surveyed organization through the basic components of psychological prosperity such as self-esteem, positive emotions, positive relationships, andachievement.

4. Analyze the relationships of correlation and influence between research variables (functional stability and psychological prosperity) in theresearchorganization.

Fourth: Research Outline

The research outline provides an expressive picture of the research idea, as it shows the nature of the relationships and trends of influence between its variables, andas shown in Figure (1) to include all the main and sub-research variables, and then the possibilities of measuring the relationships of correlation and influence among them, and in order to understand the outline in more detail, the following can be clarified:

1. The **independent variable**: It is represented by functional stability with its components (linkages, adaptation, sacrifice).

2. **Dependent variable:** It is represented by psychological prosperity with its five dimensions (self-esteem, positive emotions, positive relationships, meaning in life, achievement).
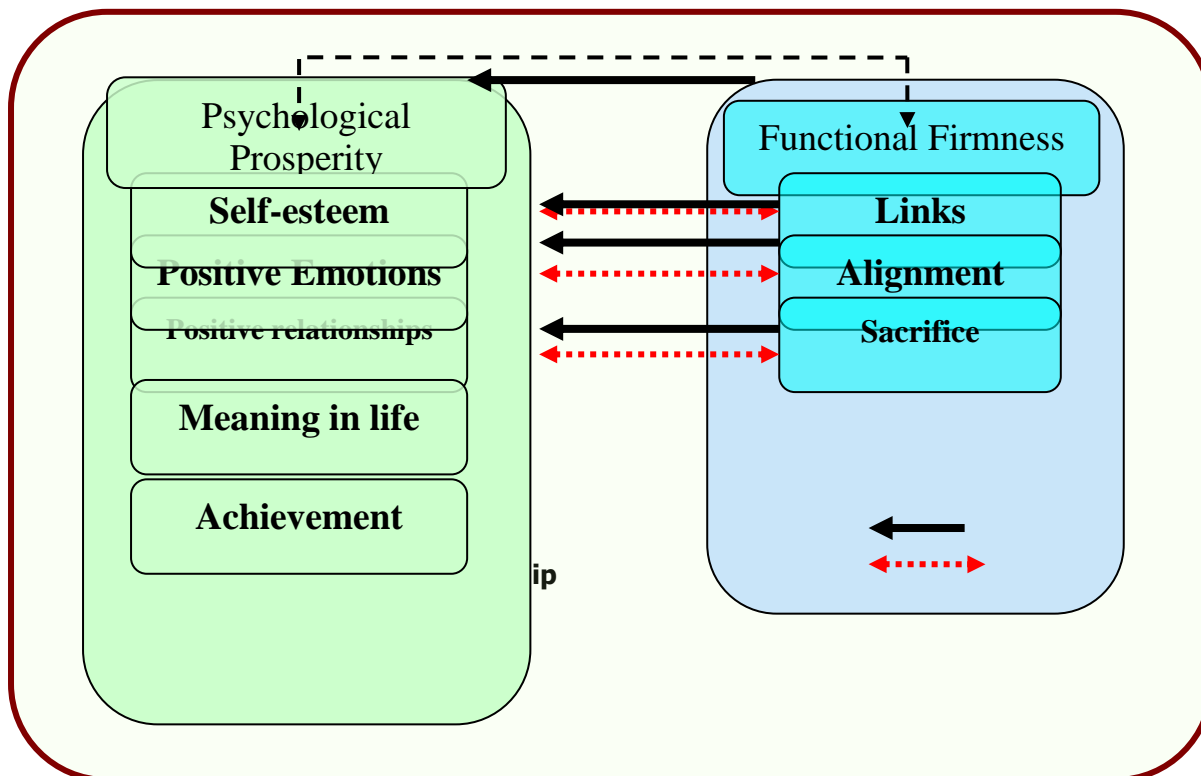

Figure (1) Hypothetical research scheme

Fifth: Research Hypotheses

In light of the questions of the research problem and the hypothetical outline of the research, the hypotheses of the research can be formulated as follows:

1. The first main hypothesis: There is a moral correlation between career stability and psychological prosperity. The following sub-hypotheses follow:

a. There is a positive moral correlation between bonds and psychological prosperity.

B. There is a positive moral correlation between harmony and psychological prosperity.

C. There is a positive moral correlation between sacrifice and psychological prosperity.

2. The second main hypothesis: There is an impact relationship of functional entrenchment in psychological prosperity, and the following sub-hypotheses are derived fromit:

a. There is an influence relationship ofbonds in psychological flourishing.

b. There is an influence relationship of coping in psychological flourishing.

c. There is an influence relationship of sacrifice in psychological flourishing.

S: Community and sample of theresearch

The research community is represented by the Directorate of Education of Kufa, as the number of employees in the Directorate of Education of Kufa according to the data of the General Staff (2024) is (117) employees on permanent staff and in various educational, administrative and technical specialties, and the sample was identified with a number of (78) employees from various divisions and units in the Department , which represents a percentage of (68%), as the target sample has wide and relevant information on the research variables, vision, mission and objectives of the research organization.

Seventh: Research Limits

The conceptual limits of this research stand when analyzing the relationship and impact between functional stability in its dimensions (links, compatibility, sacrifice), and psychological prosperity in its dimensions (self-esteem, positive emotions, positive relationships, meaning in life, achievement). Limiting the limits of research within clearly defined ranges is an essential necessity for any academic study within a specific scientific discipline, and thus it is necessary to diagnose the limits of research, especially human, spatial and temporal appropriate to the current research, as follows:

1. Place Bounders

The Directorate of Education of Kufa was chosen as the spatial boundaries of the research,whose geographical location is in the center of Kufa district. It was chosen for reasons related to the nature of the research variables.

2. Human Bounders

According to the research variables, the categories with influence at all administrative and technical levels (upper, middle, and lower) were approved by (the Director of Education and his assistants, officials of the divisions, units, and employees) working in the researched organization (the Directorate of Education in Kufa).

3. Time Bounders

The time limits of the study, both theoretical and field, were extended from 1/10/2023 to 15/10/2024, during which the period of distribution of the questionnaire form and the personal interview form was interspersed, with obtaining official approvals to complete the research.

Eighth: Search Scale

The questionnaire form was used as a main tool to collect the required data and is divided into two parts. The first part relates to the independent variable represented by functional stability and by (15) bad. The second part relates to the approved variable and the psychological prosperity and by (25) questions.

The five-point Likert scale was used to convert descriptive opinions into quantitative form, using the following weights of the scale: fully agree (5), agree (4), somewhat agree (3), disagree (2), and completely disagree (1), and the paragraphs have been adapted to suit the current research. In order to verify the appropriateness of the questionnaire for the current research process, it was necessary, in line with the requirements of scientific research, to conduct the validity and stability test as follows:

1. Content validity test:

It means the degree of resolution to express the goal for which it was described. The validity was chosen after arranging the answer totals for the paragraphs of the scale in descending order, as they were divided into two equal groups. (35%) of the highest scores and(35%) of the lowest scores were taken. Then, the difference between the two groups was measured using the (Mann-whitney) test, so p-value was less than (0.05), which indicates the validity of the scale in all its paragraphs.

2. Testing the stability of the questionnaire:

Constancy means that the questionnaire scale gives the same results when reapplied to the same research community again, and the reliability coefficient was calculated using the (split-Half) scale, that is, the half partition by finding the correlation coefficient between the scores of individual questions and the scores of even questions. Its value was (85%) and at a significant level (0.05). When correcting the correlation coefficient, its value was (90%). When using the (Alpha) scale, it was found to be significant at a level of (0.05) and its value was (0.95). These results confirm that the questionnaire with its different scales has a great stability that can be adopted at different times for the same community to give the same results.

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The second topic
Theoretical Framework for Research Variables
Functional Stabilization and Psychological Prosperity

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First : Functional Stabilization
1. The concept of functional entrenchment:

   The concept of career entrenchment represents a major shift in understanding why employees stay within the organization, moving beyond traditional views focused on job satisfaction and organizational commitment, This innovative framework, introduced in the early 21st century, particularly by (Mitchell et al., 2001) , has revolutionized the way employers and researchers view employee retention and turnover (Fan et al., 2023:106). At its core, career entrenchment involves a complex set of factors that connect employees to their jobs and organizations, and unlike previous models, it extends far beyond the workplace, taking into account the role of non-work-related factors in an employee's decision to stay, this holistic approach reflects the fact that employees' lives are multifaceted, and that their attachment to the job is influenced by a myriad of interrelated factors (Menon & Sujatha,2023:3). The historical background of this concept goes back to studies that have recognized the limits of traditional employee turnover theories, and these theories have often failed to explain the deeper and more complex reasons that drive employees to remain in their positions, and career entrenchment has emerged as a response, providing a more comprehensive and realistic understanding of the relationship between the employee and the organization (Khusna & Suseno,2023:111). The researchers' views differed on developing a unified definition of the concept of career stability. Each of them gave a definition according to the field in which he addressed it. He defined career stability as the sum of the forces that make a person see his job as more than just a salary, and it includes various aspects of an individual's personal and professional life, including his compatibility with the organization, the relationships that bind him to people and activities, and what he would have to sacrifice if he left his job (Yoon,2022:3).

While (Holtom et al, 2006:320) pointed to the definition of job entrenchment as the joint influence of an individual's relationships and networks inside and outside his workplace, and confirms how these links, along with an individual's perception of his job and organization, contribute to his decision to remain in office. He defined it (AlMemari et al, 2023:3) as a broader form of commitment compared to traditional measures of organizational commitment, and it takes into account not only the employee's desire to stay based on their job satisfaction and alignment with organizational values, but also to immerse themselves in their community and the personal sacrifices they may face if they leave. From another perspective, job entrenchment has been defined as a complex set of factors that affect the likelihood of an employee staying in their current job, and it involves a combination of alignment with the organization, the relationships that the employee has formed (both inside and outside of work), and the ease or difficulty of leaving, which include professional and personal considerations (Karatep, & Shahriari,2014:3). Each of these definitions highlights a different aspect of career entrenchment, underscoring its complexity and the range of factors that contribute to an employee's decision to remain in their job.

To further explore the concept of career entrenchment, it is necessary to recognize that this framework extends beyond its core dimensions of (linkages, relevance, and sacrifice), theoretical perspectives on career entrenchment provide a rich tapestry of ideas, highlighting how different factors are intertwined to influence an employee's decision to remain in the organization. This multifaceted approach recognizes that the decision to stay is not only based on rational calculations or clear benefits, but is also deeply rooted in the psychosocial context (Peltokorpi & Allen, 2023:2).

Before delving into specific aspects such as psychological attachments, organizational support, work-life integration, social capital, and cultural influences, it is important to understand that these elements collectively contribute to a more holistic view of why employees choose to stay in their jobs. These perspectives help us appreciate the complexity of the work relationship, highlighting that it is not just about the job itself, but about the entire ecosystem surrounding the employee (Ng & Feldman, 2010:1068). In essence, the entrenchment of the job is a concept that embodies the essence of the employee's overall experience within the organization. It highlights the complex and often subtle factors that collectively affect employee commitment and loyalty. By considering additional theoretical

perspectives, we can gain a deeper and more comprehensive understanding of the dynamics that play into employee retention and organizational commitment (Landry,2023:5). The following illustrates these perspectives:

1- Psychological and Emotional Aspects: The main theoretical perspective includes the psychological and emotional aspects of career entrenchment. This insight examines how an individual's emotional attachment to his job and organization, including feelings of identity and personal achievement , contributes to his decision to stay. For many employees, their job is not just a means of earning a living, but a large part of their identity and satisfaction with their lives. This emotional investment can make the possibility of leaving the job especially difficult, regardless of other external opportunities or rewards (Sun et al, 2012:70).

2- Support and Organizational Development: Another important perspective focuses on the role of organizational support and professional development opportunities in enhancing job stability. When employees feel that their organization is investing in their growth and providing avenues for advancement and skills development, they are more likely to feel that they are an integral part of their jobs, including access to training, guidance, and career advancement opportunities , which can foster a sense of loyalty and commitment (Sekiguchi et al.,2022:763).

3- Work-life integration: The concept of **work-life** integration also plays a crucial role in career consolidation. This perspective recognizes that employees seek to balance their professional and personal lives, and the extent to which the organization supports this balance can affect their decision to stay, factors such as flexible work arrangements, support for family obligations, and a culture that values personal time contribute to the employee's sense of integration (Fan,2023:107).

4- Social capital and networks: Job entrenchment is also related to the concept of social capital within the organization. This perspective highlights the importance of networks and relationships that employees build over time, which provide them with resources, information and support. These networks can be within the organization or extend to professional communities outside it. The depth and breadth of these links can make employees feel more integrated and less inclined to leave (Holtom et al, 2006:321)

5- Cultural and contextual factors: Finally, cultural and contextual factors are also integral to understanding job entrenchment. This perspective recognizes that employees' decisions to stay or leave are influenced by the cultural norms and societal values in which they and the organization work. For example, in cultures that are highly valued for long-term work, employees may feel more integrated into their organizations. Similarly, industry-specific economic norms and conditions can also play a role in shaping an employee's perception of their job stability and the attractiveness of alternatives (Menon & Sujatha,2023:4).

These additional theoretical perspectives provide a richer and more nuanced understanding of job entrenchment , and confirm that an employee's decision to remain in the organization is influenced by a complex interplay of emotional, psychological, organizational, and socio-cultural factors, which goes beyond the traditional dimensions of ties, fit, and sacrifice (Khusna & Suseno,2023:78).

From all of the above, and through reviewing the previous literature, the researcher came up with a definition of career stability (it is a complex set of personal, professional, and social factors that contribute to the individual's desire and tendency to stay in his job. This concept goes beyond just job satisfaction or organizational commitment, including social ties, compatibility with the culture and values of the organization, and potential costs when leaving the job. The career stability takes into account how these factors collectively affect the individual's decision to stay in his workplace, recognizing that this decision is greatly affected by the broader social and cultural context.).

In conclusion, the concept of career consolidation provides a comprehensive and multifaceted understanding of why employees choose to stay in their roles within organizations. It goes beyond traditional notions of job satisfaction and organizational commitment by integrating personal, professional and social dimensions. This concept highlights the importance of an individual's attachments to their job, alignment with organizational culture, and the personal sacrifices involved in leaving. By considering the complex interaction between these factors, career consolidation provides valuable insights into employee retention and organizational behavior, underscoring the complex and dynamic nature of the modern workplace. This holistic approach not only enriches academic discourse, but also has practical implications for human resource strategies and management practices, with the aim of creating more cohesive and resilient organizations (Yoon,2022:4).

2. The Importance of Studying Functional Establishments

The concept of job entrenchment is of great importance in the contemporary work environment. This concept greatly affects key organizational outcomes, especially in the areas of employee retention and turnover, as well as overall organizational performance and employee satisfaction. As organizations strive to navigate the complex dynamics of the modern workplace, understanding the role of job entrenchment becomes critical. It highlights why employees choose to stay, and the factors that reduce employee turnover. By exploring the impact of job

entrenchment, we gain deeper insight into its critical role in forming a flexible and effective workforce, which is essential to achieving organizational goals and maintaining competitive advantage (Holtom et al, 2006:321). The following is an explanation of the importance of job entrenchment:

A. Impact on employee retention and turnover

The impact of job entrenchment on employee retention and turnover is profound and multifaceted. At its core, this concept reveals how a complex web of factors that go beyond mere job satisfaction can significantly influence an employee's decision to stay or leave the organization. In environments where employees feel deeply engaged, turnover rates tend to decline, illustrating the strong impact of this concept on employee retention strategies (AlMemari et al, 2023:4). When employees integrate into their jobs, they develop strong relationships with their colleagues, integrate well into the organizational culture, and are often aware of the high cost associated with leaving work, collectively reducing their tendency to look for work elsewhere. These connections are not only professional but often personal, adding a layer of complexity to the decision-making process regarding hiring changes (Karatep , & Shahriari,2014:5). Moreover, the sense of harmony that employees feel with their organization - in line with its values, culture, and goals - enhances their commitment and satisfaction, two key factors in reducing employee turnover, when employees believe that their personal and professional aspirations have been met, they are less likely to leave, leading to higher retention rates (Peltokorpi & Allen, 2023:3). The sacrifice aspect, which is another pillar of career entrenchment , also plays a crucial role. Employees take into account not only what they gain from their current jobs, but also what they will lose if they leave their jobs. This includes not only tangible benefits such as salaries and career advancement opportunities, but also intangible aspects such as social ties and a sense of belonging. The more the employee feels that he has to sacrifice when leaving, the more likely he is to stay.

Furthermore, job entrenchment not only reduces employee turnover but also enhances employee retention by fostering a supportive and engaging work environment, when employees feel that their job is an important part of their lives, they become more engaged and motivated, leading to better performance and a stronger desire to stay with the organization (Ng & Feldman, 2010:1068). In summary, the concept of job firming provides vital insights into the dynamics of employee retention and turnover. By understanding and reinforcing the factors that contribute to job firming, organizations can not only reduce employee turnover but also grow a committed and satisfied workforce, which is essential for long-term success and stability in today's rapidly changing business landscape (Landry,2023:6).

B. Role in Organizational Performance and Employee Satisfaction

The role of job consolidation in organizational performance and employee satisfaction is one of the main areas of concern, which shows that there is a direct link between the employee's sense of inclusion, public health, and the effectiveness of the organization. Job consolidation contributes significantly to organizational performance by promoting a stable and committed workforce. When employees are deeply rooted, they are more likely to participate and invest in their work, which leads to increased productivity and innovation. This increased participation often improves the quality of work, as employees are motivated not only by financial rewards but by their relationships with the organization and its members. In addition, when employees feel a strong sense of relevance and alignment with the values and goals of their organization, they are more likely to exceed their basic duties, and contribute to organizational success in a more beneficial way (Peltokorpi & Allen,2023:4). In terms of employee satisfaction, job stability plays a crucial role. Employees who feel that their personal and professional needs are being met are more likely to report higher levels of job satisfaction. This satisfaction stems from various factors, such as supportive work relationships, alignment with the organization's culture, and a sense that their job offers more than just a salary. When employees realize that they have a lot to lose by leaving their jobs, including valuable relationships and alignment with personal values, their satisfaction with their current position is likely to be higher (Sekiguchi et al.,2022:764). Moreover, organizations with high levels of career solidity often exhibit a positive and inclusive culture, which fosters employee satisfaction. A culture that values and fosters strong interpersonal bonds, provides opportunities for growth and development, and aligns with employees' personal values, can create a work environment in which employees feel valued and understood (Fan et al.,2023:108). In short, the impact of job consolidation on organizational performance and employee satisfaction is significant, and by creating an environment in which employees feel deeply connected and integrated with the organization, companies can not only enhance their performance, but also ensure a satisfied and committed workforce, which in turn leads to a range of positive organizational outcomes, including low employee turnover, high employee morale, and sustainable competitive advantage (Yoon,2022:5).

3. Dimensions of Functional Stabilization

Through reviewing the previous literature, the researcher found a consensus by many writers and researchers on the dimensions of functional stability, and here we will adopt the dimensions based on what was indicated by (Mitchell

et al.,2001:4-5) and (et al, 2007 Mallol), which are (links, alignment, sacrifice), and the following is an explanation of these dimensions :

A. Links

The "links" dimension in the job establishment refers to the network of relationships that the employee has within his workplace and in his community. These links include professional relationships with colleagues and supervisors, as well as personal contacts with family and friends, participation in community activities, and in the workplace. These links contribute to a sense of belonging and commitment. They have been built through daily interactions, cooperation, and social participation, which enhances a strong sense of community and loyalty to the organization. This makes the idea of leaving the job more difficult, because it means cutting these valuable links (Al-Zeyadi,2020: 75). Outside of work, community ties are equally important, and they include family ties, friendships, and local bonds, all of which carry emotional importance. These ties make the employee's social life richer, and thinking about moving or changing jobs, which may disrupt these ties, becomes an important factor in his decision to stay. The strength and number of these ties play a crucial role in the individual's sense of identity and self-worth. The more integrated the employee feels in his work environments and society, the more integrated he becomes in his current role, making the likelihood of leaving the job more difficult. This is especially true in culturally diverse environments, where the nature and importance of these ties can vary greatly. In essence, these networks of relationships are essential to understanding why employees stay in their jobs, which emphasizes the importance of strengthening strong and meaningful bonds within and outside the workplace (Mitchell et al.,2001:102).

B. Fit

The "alignment" dimension of the career entrenchment focuses on the extent to which the employee's personal values, career aspirations, and abilities are in line with the culture of his organization and the requirements of the job. This alignment goes beyond just possessing the necessary skills. It is about feeling deeply connected to the values, goals, and spirit of the organization. When an employee experiences a strong "matchmaking," they tend to feel more engaged and satisfied with their work, because their job not only uses their skills effectively, but also aligns with their personal values and ambitions, It is about finding the role that seems appropriate, offers the right challenges and opportunities for growth (Mallol et al.,2007:36). Moreover, the dimension of "alignment" includes the extent to which the employee is socially integrated within the workplace, it is about feeling comfortable and accepted among colleagues, sharing work styles and similar social norms, this social alignment is crucial for personal satisfaction and a sense of belonging in the workplace. The importance of "alignment" in job retention is profound. Employees who are aware of a high level of alignment are less likely to leave their jobs, because their work meets professional and personal needs. Therefore, organizations need to focus not only on hiring individuals who initially align well, but also on maintaining this alignment as employees grow and develop in their careers. In essence, following "alignment" is about harmony between an employee and their work environment, and plays a critical role in job satisfaction and long-term retention (Mitchell et al.,2001:103).

C. Sacrifice

The "sacrifice" dimension of career entrenchment   focuses on what an employee loses if they leave their job, and includes more than just financial or material losses, including the loss of professional relationships with colleagues, mentors, and supervisors, which relate not only to communication but also to emotional support and camaraderie. Career opportunities, such as potential promotions or participation in unique projects, are also at stake, making the decision to leave even more important (Mallol et al.,2007:37). Moreover, tangible benefits such as salary, health insurance, and retirement plans are crucial considerations, as these benefits may vary between jobs and contribute significantly to the employee's quality of life. Moving to a new job may also mean severing community ties and losing the comfort provided by the familiar environment.

Work-life balance is another important aspect, as employees may have to abandon work arrangements that suit their personal lives, such as flexible working hours or convenient location (Al Zeyadi ,2020: 75). Thegreater the perceived sacrifices, the more likely an employee is to remain in their current position. Understanding these sacrifices is vital for employers to create a work environment that encourages employee retention. Overall, the 'sacrifice' in career entrenchment relates to the various factors, tangible and intangible, that play a role in an employee's decision to remain in their current job, highlighting the importance of considering a wide range of factors in employee satisfaction and retention (Mitchell et al.,2001:103).

Second: Psychological Prosperity
1. The Concept of Psychological Prosperity

Psychological prosperity is a combination of good feeling and effective performance consisting of the presence of high positive feelings in individuals and their enjoyment of a high degree of characteristics and features essential to a

sense of psychological comfort and mental health, which is reflected positively on all behaviors and behaviors behaved by working individuals, especially performance and organizational commitment (Seligman, 2011:26). He explains (Keyes,2012:4) that the phrase psychological prosperity appears as a key word for psychological and personal growth, not only in the interrelated fields of philosophy and psychology, but also in the fields of work ethics. Therefore, similarities have developed between the terms growth, maturity and prosperity, which have always been used to refer to human development. (Sawsan,2018:3) defines psychological prosperity as the feeling of happiness and positivity, which leads to effective performance. There are two theoretical views on this, which explain prosperity by looking at the stability or change of personal characteristics of individuals. Previous studies have proven that looking at personal characteristics as changing over time periods is closer to reality because they develop over periods of time as a person grows and experiences through different stages of his life. Prosperity is mainly characterized by positivity, seriousness and participation, while the additional attitudes that support this phenomenon are vitality, self-esteem, flexibility, optimism and self-determination.

 (Aneja,2018:3) believes that psychological prosperity as a feeling of happiness and positivity, which leads to effective performance. There are two types of theoretical views on this, which explain prosperity by looking at the stability or change of personal traits of individuals, noting previous studies have proven that looking at personal traits as changing over time periods is closer to reality because they develop over periods of time as a person grows and experiences through different stages of his life. Prosperity is mainly characterized by positivity, seriousness and participation, while the additional attitudes that support this phenomenon are vitality, self-esteem, flexibility, optimism and self-determination.

Psychological prosperity is a more comprehensive and general concept of happiness and well-being because it includes social and objective aspects such as positive social relations, social participation and meaningful life, and is not limited to components and elements of the subjectivity of the individual such as optimism, vitality and integration (Hone,2013:76).

2. The importance of studying psychological prosperity in the work environment

Energy at work is vital to the employee's performance with high efficiency and prosperity is one of the influential foundations in activating and extracting energies as it is an important organizational resource that enhances the employees' abilities to motivate and work , and enables them to achieve their goals and carry out their work efficiently and effectively. In order for the employee to flourish, it is necessary to participate fully in his work activities because participation in work is a strong indicator of psychological performance that leads to prosperity and vice versa, that is, the process of participation in work and psychological prosperity is a reciprocal relationship with positive and confirmed results (Abid ,2018:3).

According to (Zheng & Gunasekara,2018:7), psychological prosperity can contribute to unifying, developing and supporting the efforts of working individuals. Individual and organizational efforts in creating mental awareness and constructive training opportunities can help to form the vital links of positive psychology and organizational psychology and then reach emotional and social stability and then psychological prosperity. This was confirmed by (Davis and Bjornberg) in 2015 with the presence of hundreds of meditation, vigilance and awareness techniques that individuals can practice to improve self-monitoring of emotions and reduce negative emotions, while linking them to organizational mindfulness training programs that help develop the self-monitoring capabilities of working individuals and reduce their negative emotional behaviors. (Stander,2019:3) (confirms that prosperous working individuals are those who are less likely to procrastinate at work and perform duty and have higher levels of self-control while relying on a mastery approach towards their goals compared to working individuals who suffer from emotional instability and mental wandering.

From the point of view of (Backes,2015:2), psychological prosperity has a great benefit in practice as it is a state of optimal mental health that goes beyond the mere absence of mental illness. Therefore, prosperity requires the experience of positive emotions (i.e. positive emotions, life satisfaction, positive psychological performance (i.e. self-acceptance , personal growth, purpose in life, environmental mastery, independence, positive relationships with others, and positive social performance (i.e. social acceptance, application includes both social, social contribution, social cohesion, and social integration). It is worth mentioning that this clarification is an emotional and social component of psychological prosperity, which indicates that prosperity is not only useful at the individual level, but also beneficial to society. For example, individuals who have achieved high levels of psychological prosperity are the ones who achieve the highest level of commitment, work satisfaction, sense of belonging, and participation in daily activities, resulting in a general societal benefit.

3. Dimensions of Psychological Prosperity

Many writers and researchers differed in defining the basic dimensions of psychological prosperity, and the following is a brief explanation of these four dimensions:

A. Self-esteem :

Self-esteem refers to an individual's self-assessment of his or her worth as a human being. Importantly, self-esteem does not necessarily reflect an individual's objective talents and abilities or even how a person is valued by others. Self-esteem is generally viewed as the feeling that one is good enough. Thus, individuals with high self-esteem do not necessarily believe that they are superior to others, but rather involve feelings of self-acceptance and self-esteem in contrast to the excessive self-esteem and self-aggrandizement that characterize narcissistic individuals (Robins & Orth , 2014:3).

He adds (Richard & Trzesniewski,2005:158), that self-esteem is the individual's evaluation of himself and his sense of appreciation, value and competence. It also includes the individual's convictions about himself, for example, "I am competent" or "I am valuable", in addition to emotional states such as victory, hope, despair, pride and shame. He adds that self-esteem is the self-concept of what we believe about ourselves, that is, positive or negative self-evaluation and how we feel about it, with a focus on the effects it produces on some outputs such as academic achievements, happiness, satisfaction with life and relationships.

B. Positive emotions

Positive emotions are often widely appreciated and frequently followed up, as the human quest to experience positive emotions is reflected in society in several ways, especially since positive emotions do more than just feel good. They may benefit both individuals and other workers within the same organizational environment or society. One of the most prominent results that result from positive emotions is happiness. Happiness is commonly perceived as characterized by two main features. The first is the emotional element, which consists of experiencing repeated positive emotions (such as joy, love, gratitude, and non-recurrent negative emotions such as fear, anger, and sadness). The second element is knowledge, which is a component that reflects a global sense of life satisfaction. Therefore, correlational and experimental studies have been concerned with the process of linking the concept of positive emotions to high well-being, health, relationships, and work in order to reach the highest levels of harmony and organizational communication (Armenta, 2016 : 2).

(Nemati & Mehdipour,2016:194),that in recent years, with the emergence of positive psychology, variables such as positive emotions, happiness and satisfaction have been studied and the effects of these variables on the lives of working individuals and their compatibility are more than before. These variables are multidimensional concepts consisting of several basic aspects, including the emotional aspect, through which we observe individuals behaving in fun and happy behavior, and the social aspect, through which we observe individuals enjoy good social relations with others and can obtain social support from them, as well as the cognitive aspect, through which individuals process and interpret information in a special way so that they eventually feel happy and optimistic. Therefore, it can be said that through positive emotions, it can include people's evaluation of themselves and their lives and their relationship with colleagues, such as judgments related to life satisfaction or emotional aspects, including behavior or feelings as a reaction to the events of life surrounding them .

C. Positive relationships

Positive relationships can be applied at work according to the criteria of positive psychology, which is a central source of satisfaction with life, enrichment, development and personal growth of individuals. It also depends on a positive social lens that indicates that certain types of relationships are more productive, enriching and strengthening than others. Therefore, relationship scientists note that human behaviors do not occur in a vacuum, but rather occur in the context of positive and constructive relationships (Dutton, 2007: 5). Positive social relations in the workplace can affect a wide and large range of important results for working individuals, such as performance, career progress and organizational linkage. Given that the association / withdrawal of working individuals has enormous effects in terms of cost and performance for organizations, it is important to understand how these positive relationships of working individuals affect these results (Grosser et al, 2013: 1)

(Haar et al.,2019:4) states that positive relationships can be within an independent organizational model called the positive self-management and relationship model, which is a newly established positive psychology framework that examines positive relationships in the workplace while highlighting the pivotal role played by positive relationship management because it includes a focus on relational management, including the self. In addition, this model can help working individuals build their individual competencies that enable them to achieve and succeed when facing workplace challenges. These competencies are built around skills related to socialization, relationships and social support, noting that the concept of positive relationships in the workplace is based on three basic pillars :

A. Respect: It is about respecting individuals working with others in addition to their personal respect for themselves, as well as the perception of respect for them by others, and this is a comprehensive representation of positive relationships.
B. Attention: This relates to the awareness of working individuals of the attention they provide to others and themselves, as well as the awareness of the extent to which others care about them. This can be implemented through social and organizational communication processes.
C. Interdependence: which relates to the harmony between individuals working in the workplace. The most important thing that can strengthen this dimension is the unification of personal goals and the increase of communication links and social and organizational understanding.
D. Meaning in life

The emerging school of positive organizational behavior is based on the foundations of positive psychology, which focuses on enhancing human and organizational performance by emphasizing positive characteristics. Within this model, so-called positive structures are investigated that may provide various benefits to organizations and individuals working in them. Meaning is one of these structures that has recently become a prominent field of study in the field of positive organizational behavior. Studies have proven that meaning in life is one of the topics that are linked to many other positive organizational concepts. We see it linked to organizational commitment and job satisfaction in addition to organizational citizenship behavior, which confirms the importance of meaning in life as a structure capable of directly and indirectly affecting organizational effectiveness and performance. (Maharaj & Schlechter, 2007: 24)

He adds (Celik & Owen,2018:94), that meaning in life has many interpretations that have been mentioned in the studies and researches of those interested in this vital field, as one of these researches defines meaning in life on the individual's goal, message, or comprehensive goal of life that makes his life meaningful and valuable. Accordingly, meaning in life is treated as a cognitive structure that questions the individual's view of life and what will contribute to it. Another definition evaluates meaning in life as a representation of events, relationships, and things in one's mind, and by studying the commonalities between the different definitions of meaning that have been mentioned in many previous studies, it can be said that meaning in life consists of three basic elements, namely perception, purpose, and the individual's perception of life as worth living.

E.Achievement

Achievement is the key to progress in organizations in every country in the world. This concept refers to the individual's desire to achieve job achievement, master skills and control at a high level, knowing that achievement has many factors and correlations that depend on many basic features, for example good health, a work environment, cultural influences and social status that help accomplish tasks efficiently and effectively (kamal et al, 2013: 12).

Zaim et al, 2019: 3) adds that achievement always needs efficiency in performance in order to achieve what is planned in a timely manner. Therefore, the emergence of knowledge about the knowledge economy and the social transformation of societies has led to knowledge becoming the primary means of prosperity. Therefore, knowledge is the main factor for the long-term success of organizations. As a result, it seems that taking advantage of knowledge resources effectively and efficiently is vital in order to gain competitive advantage and ensure the sustainable development of societies as well as organizations in particular. Note that the concept of "efficiency" is a term It is especially confusing and mixed with "skill". This is mainly due to the use of different terms often interchangeably. From the perspective of modern management, competencies are determined by two main tracks, which are organizational or personal. Note that the human resources management (HRM) literature has focused on individual competencies mainly, especially since individual competence is a distinctive feature of the person, which is associated with superior performance and proof of certain talents in practice and the application of the knowledge required to perform a job effectively. Individual competence also indicates that it is a basic characteristic of the person, which can be a motivation or A characteristic, skill, or aspect of an individual's self-image, social role, or body of knowledge that they use. These characteristics are revealed in patterns of behavior that can be observed and identified. This naturally relates to distinctive job performance. This achievement will make working individuals proud of themselves in front of their co-workers, leading to a sense of happiness and self-confidence. This makes them psychologically and emotionally prosperous within the organizational environment.

The third topic
Practical aspect of the research
First: Statistical description of research variables

This paragraph aims to know the level of research dimensions (functional stability and psychological prosperity) through the use of arithmetic mean, standard deviation and percentage, as each dimension obtains an arithmetic mean less than (3) hypothetical mean or a percentage less than (60%) is rejected.

Table (2): Statistical description of job entrenchment

NO	Sub Dimensions	Arithmetic mean	Standard Deviation	Percentage	Dimensional Arrangement
1	Links	3	0.75	0.85	1
2	Alignment	3	0.82	0.82	2
3	Sacrifice	+20	0.80	0.81	3
	Functional Firmness	3	0.77	0.83	

Source: There searcher, based on the results of the SPSS program. 22

- The linkage variable of the studied sample achieved an arithmetic mean of (3.55), with a standard deviation of (0.75), and a percentage weight of (85%), and the order of dimension was (1) .
- The harmonic variable of the studied sample achieved an arithmetic mean of (3.63), with a standard deviation of (0.82), and a percentage weight of (82%), and the order of dimension was (2) .
- The sacrifice variable for the studied sample achieved an arithmetic mean of (3.20), with a standard deviation of (0.80), and a percentage weight of (81%), and the order of dimension was (3).
- The main independent variable achieved the functional stability of the studied sample with an arithmetic mean of (3.44) , with a standard deviation of (0.77), and a percentage weight of (83%) .

Table (3) Statistical description of the dimensions of the psychological prosperity variable

NO	Dimensions	Arithmetic mean	Standard Deviation	Percentage	Dimensional Arrangement
1	Self-esteem	4	0.76	0.84	3
2	Positive Emotions	4	0.85	0.83	4
3	Positive relationships	4	0.83	0.85	2
4	Meaning in life	4	0.88	0.87	1
5	Achievement	4	0.85	0.83	5
Psychological Prosperity		4	0.79	0.85	

Source: Researcher Based on the results of the electronic calculator

- The self-esteem variable of the sample was achieved with an arithmetic mean of (4.75), with a standard deviation of (0.76), and a percentage weight of (84%), and the order of thenumber was (3) .
- The positive emotions variable of the studied sample achieved an arithmetic mean of (4.82), with a standard deviation of (0.85), and a percentage weight of (83%), and the order of the digits came to (4) .
- The variable of positive relations of the studied sample achieved an arithmetic mean of (4.70), with a standard deviation of (0.83) , and a percentage weight of (85%), and the order of the dimension came to (2) .
- The meaning variable in the life of the sample was achieved with an arithmetic mean of (4.63), with a standard deviation of (0.88), and a percentage weight of (87%), and the order of the number was (1) .
- The achievement variable of the studied sample achieved an arithmetic mean of (4.85), with a standard deviation of (0.85), and a percentage weight of (0.83%), and the order of thenumber was (5) .
- The main dependent variable achieved the psychological prosperity of the studied sample with an arithmetic mean of (4.78), with a standard deviation of (0.79), and a percentage weight of (85%).

Second: Testing the correlation hypotheses of the main and sub-research variables:
This part of the research specializes in a statistical presentation through which the relationships between the two research variables (functional stability and psychological prosperity) are tested and analyzed and will be tested according to their occurrence in the hypothetical research scheme, which are as follows:
Table (4) Correlation relationships matrix for the main and sub variables

NO	Dimension	Psychological Prosperity	Level of Morale
1	Links	22	0.006
2	Alignment	19	0.001
3	Sacrifice	+20	0.001
Functional Firmness		23	0.000

Source: Researcher Based on the results of the electronic calculator

1-The **first main hypothesis:** There is a significant correlation between career stability and psychological prosperity at the macro level. From the data of Table (4), it became clear that there is a positive correlation relationship (**0.23**), while the level of morale was (**0.000**), which is less than the level of morale specified by the researcher (0.05), so this hypothesis is accepted at the level of research.

2-The **first sub-hypothesis**: There is a significant correlation between links and psychological prosperity at the macro level. From the data of Table(4), it became clear that there is a positive correlation relationship (0.22). As for the level of significance, it was (**0.006**), which is smaller than the level of significance specified by the researcher (0.05), so this hypothesis is accepted at the level of research.

3-The **second sub-hypothesis**: There is a significant correlation between compatibility and psychological prosperity at the macro level. From the data of Table (4), it became clear that there is a positive correlation relationship (0.19), while the level of significance was (**0.001**), which is less than the level of significance specified by the researcher (0.05), so this hypothesis is accepted at the level of research.

4-The **third sub-hypothesis**: There is a significant correlation between sacrifice and psychological prosperity at the macro level. From the data of Table (4), it became clear that there is a positive correlation relationship (0.20) , while the level of morale was (**0.001**), which is less than the level of morale specified by the researcher (0.05), so this hypothesis is accepted at the level of research.

Second : Results of influence relations between research variables
In this paragraph, the results of the test and analysis of the relationships of influence between the research variables will be discussed and as stipulated in the main influence hypothesis (with a statistically significant effect positive for functional stability in psychological prosperity at the macro level) and the sub-hypotheses emanating from it will be tested successively according to what is stated in the hypothetical research scheme:

1- Results of the impact relationship test for the main hypothesis:
Table (5) shows the results of the test of the impact relationship of functional stability in psychological prosperity according to the results of determining simple regression, assuming a significant relationship between the real value of functional stability (X) and psychological prosperity (Y) and can be expressed by the following equation:

$$Y = a + \beta X$$

where y = psychological prosperity.
X = Functional immobilization.
B = the slope of the equation (the amount of change in y that occurs as a result of the change of x units).
a = Statistical constant.

This equation shows that psychological prosperity is a function of the true value of functional stability, andthat the estimates of this equation and its statistical indicators were calculated at the level of the research sample of (78) individuals. The simple regression equation for the relationship between the variables of functional stability and psychological prosperity is as follows:

Psychological Prosperity = (3.77) + (0.23) Functional Firmness

Within this framework, the variance (ANOVH) of the two variables was analyzed and the results were as in Table (5).

Table (5) Analysis of variance (ANOVA) of the relationship between functional immobilization and psychological prosperity

Source of variance	Degree of freedom	Total squares	Mean squares	R^2	Calculated F-value	Level of Morale
Regression	1	7	7	0.09	17	.000
Error	77	90.421	.405			
Total	78	97.101				

Source: Researcher Based on the results of the electronic calculator. n=78

As for the table of transactions, it indicated the values shown as follows:

Table (6) The results of the test of the impact of functional stability on psychological prosperity

Model	Non-Standard Transactions		Standard coefficients	T	Level of Morale
	Beta coefficient	Standard Error	Beta		
Fixed	3	.228		13	.000
Functional Firmness	.257	.059	23	4	.000

Source: Prepared by the researcher using the outputs of the computer   n=78

It is clear from the variance analysis table and the transactional table of the relationship between functional stability (X) , psychological prosperity and at the level of the research sample of (78) people, that the value of (t) is large when compared to its tabular value (1.685) and a significant level (0.05). This indicates that the regression curve is sufficient to describe the relationship between (X , Y) and a level of confidence ((0.95). This is confirmed by a statistical value of (X) and according to the (t) test, it reached (t = 4.412) .

In light of the regression equation, the constant is indicated (a=3.77), which means that there is a psychological prosperity of 3.77)) when the value of the functional entrenchment is equal to zero.

As for the value of the marginal slope (β=0.23) and the accompanying (X), it indicates that a change of (1) in the functional stability (X)will lead to a change of (0.23) in psychological prosperity.

The value of the coefficient of determination (R^2) also indicated a coefficient of (0.09), which means that the functional stability (X) explains its value (0.09) of the variance in psychological prosperity, and that (0.91) of the unexplained variance is due to variables that did not enter the regression model, which is an acceptable indicator of comparing the value of (f) calculated (17.916) greater than its tabular value of (3.91) within the limits of confidence (0.05). In light of these results, this hypothesis is accepted.

2. Testing sub-hypotheses: After the main hypothesis of influence has been tested, it is necessary to test the extent to which functional entrenchment (ties, alignment, sacrifice) affects psychological prosperity.

According to this hypothesis, the multiple regression equation for the functional entrenchment variables (X1, X2, X3) in psychological prosperity (y) in terms of the following multiple regression equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

The multiple regression equation for the relationship between functional immobilization (X) and psychological prosperity was:

Psychological Prosperity = (3.77) + (0.03-) Links + (0.01) Alignment + (0.06-) Sacrifice

As for Table (7), it indicated the values shown as follows :

Table (7) Results of the Test of Influence Relationships between Functional Establishments and Psychological Prosperity

Model	Non-Standard Transactions		Standard coefficients	T	Level of Morale
	Beta coefficient	Standard Error	Beta		
Fixed	3	.231		13	.000
Links	-.036	.088	-.03	-.382	.703
Alignment	.014	.135	.01	.106	911.
Sacrifice	-.052	.088	-.06	-.575	.550

Source: Researcher based on the results of the electronic calculator   n=78

It is clear from Table (7) that the regression equation indicates the constant (a=3.77), which means that there is a psychological prosperity of 3.77)) when the value of the functional entrenchment is equal to zero.

As for the value of the marginal slope of the bonds, it reached (β_1=0.03-), which is associated with (X_1), it indicates that a change of (1) in the bonds (X_1)will lead to a negative change of (0.03-) in psychological prosperity.

As for the value of the marginal tendency to alignment, it reached (β_2=0.01), which is associated with (x_2), it indicates that a change of (1) in alignment (X2)will lead to a positive change of (0.01) in psychological prosperity.

As for the value of the marginal tendency to sacrifice, it reached (β_3=0.06-), which is associated with (x_3), it indicates that a change of (1) in sacrifice (x_3)will lead to a positive change of (0.06-) in psychological prosperity.

On the basis of these results, the hypothesis is rejected at the level of connections, compatibility and sacrifice.

The fourth topic
Conclusions and Recommendations

First: Conclusions

(1) The topic of career consolidation is one of the contemporary topics, which is the ability of theindividual to overcome suffering and pressures in the work environment and effectively maintain his psychological state well, as the foundations and characteristics of career consolidation are largely related to the ability of the individual to recover from pressures and crises in general and his adherence to the environment of his entire career and not to leave it for any reason.

(2) Career stability is one of the modern concepts aimed at the stability of the individual employee in the organization in the face of situations and events that impose pressure on him, through the existence of a value-based system that is invoked in his career, which makes him able to build positive relationships with co-workers based on compatibility and sacrifice.

(3) Career consolidation is only the formation of a network of relationships within the organization called ties, which is one of the most important dimensions of consolidation that contributes to the promotion of positive relations in various situations, circumstances andtimes, all of which makes the individual feel positive and his love for his job that gives him meaning to the life of the work environment.

(4) The subject of psychological prosperity is still lacking in framing and clarity at the cognitive and applied levels, as the individual is looking for well-being and the role of management in cognitive and emotional assessments of theemployee's life, and it is usually activated as subjective well-being, which includes positive andnegative impact, and general satisfaction with the job, and it is likely that the most commonly used and reported indicator of the concept of prosperity is satisfaction with the meaning of career, which is considered an indicator of employee well-being and self-prosperity.

(5) Psychological prosperity is one of the important topics that need to be diagnosed and addressed in organizations as it is affected by environmental and social factors such as poverty and the individual's sense of injustice, as the model of the concept of prosperity for the psychological well-being of the human resource includes a number of important indicators that support the employee in performing his job tasks, which are independence, personal growth, self-acceptance, goal in life, environmental mastery and positive social relations.

(6) One of the most important behaviors that support career stability in the organizational or professional work environment is to find the appropriate way to improve the level of use of knowledge and good handling by the employees in the organization to the maximum extent possible and to maintain a balance between the objectives and requirements of the job and the circumstances surrounding the individual, which represent the basis for achieving the stability of the employee and his love and loyalty to his organization, and thus facilitate the individual to adapt and deal with various circumstances, especially turbulent and confront him in a way that does not affect the progress of the tasks of the job and then leave it.

(7) The scarcity of literature related to the analysis and diagnosis of functional stability and its role in achieving psychological prosperity in the organization, which contributes to achieving excellence for public service organizations, especially educational organizations, the research sample.

Second: Recommendations

(1) The need for managers in the discussed organization to spread the spirit of tolerance and support positive links and relations between co-workers in a way that contributes to achieving the principle of firmness and love for the job and adhering to it and thus achieving organizational loyalty.

(2) Urging the leaders of public service organizations, especially educational institutions, to invest in the foundations and principles of career consolidation, which are relatively modern concepts that have been adopted and their foundations and dimensions blended, such as linkages, compatibility and sacrifice, in order to achieve the highest levels of psychological prosperity.

(3) The need for the research organization to focus on theoretical and applied treatments to deal with its employees according to the strategic contents that concern the practice of the profession and work experience in accordance with the disciplines with the nature and tasks of the work assigned to the employee in order to reach and make success and excellence in work and get rid of cases of frustration and delay in the completion of job tasks.

(4) The Directorate of Education in Kufa should emphasize the support of indicators of psychological prosperity in its internal work environment and work to support employees financially and morally and create an atmosphere of belonging and a sense of responsibility and work with all their skills and experiences that support the quality of career.

(5) The research organization must work with broad and intense interest to instill a spirit of cooperation, deal with emotional situations with flexibility and a sense of humor, and support employees with all means of comfort, safety and occupational safety in the performance of their job duties, which is reflected in achieving stability, excellence and psychological prosperity.

(6) The Directorate of Education in Kufa must support the foundations of psychological prosperity by creating the supportive environment and climate and the appropriate atmosphere necessary to use cognitive resources in the completion of the work entrusted to employees in accordance with advanced and clear programs to develop their skills and abilities and thus face the overall problems resulting from job instability that hinder the psychological prosperity approach in the field.

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