

## The mediating role of work engagement in the relationship between psychological climate and productivity and job satisfaction in teachers

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<p><b>Keywords:</b> <i>Work engagement, psychological climate, job productivity, job satisfaction</i></p> <p><b>Article Type:</b> Research Article</p> <p>Corresponding author's Email: kamdinparsakia@iranmehr.ac.ir</p>	<p><b>Abstract</b></p> <p><b>Background and purpose:</b> optimal and desirable education can be considered one of the basic elements of every society, and teachers, as the guardians of this matter, are considered one of the most important factors in advancing the goals of education. Any society's survival, durability, and progress depend on the quality of its education. Therefore, this research was carried out to explain the mediating role of work engagement in the relationship between psychological climate and productivity and job satisfaction among education teachers in Yasouj city. <b>Methodology:</b> The research design was descriptive and correlational. The statistical population of the research was formed by all the teachers of Yasouj city in 1400. Among the statistical population, 162 people were selected and studied by purposeful sampling. To collect data, the questionnaires on work engagement, Salanova, and Schaufeli (2001), Hersey et al.'s productivity (1980), the psychological climate of organization of Quiz and Decotiz (1991), and Spector's job satisfaction (1985) were used. After collecting and extracting the data, the participants' scores were analyzed using Pearson correlation, path analysis, statistical software (SPSS), and (AMOS). <b>Results:</b> The findings showed a significant positive relationship between psychological climate and productivity and job satisfaction among education teachers in Yasouj city. <b>Conclusion:</b> The results showed that work engagement significantly mediates the relationship between psychological climate and productivity and job satisfaction among education teachers in Yasouj city.</p> <p>This article has been published as open access according to CC BY-NC 4.0. All rights to publish this article belong to the author.</p>
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## Introduction

Today, a job's importance and decisive role in various dimensions of human life are obvious. The efficiency and development of any organization depend on the correct use of human resources. The research results of behavioral sciences in general and organizational behavior in particular show that the optimal use of human resources relies on actions that create climate and space in the organization. In this way, each employee, with overall satisfaction and mental health, makes maximum efforts toward the desired tasks, increasing productivity and job satisfaction. Belcourt, Bohlander, and Snell (2016) described productivity as the relationship between efficiency and the facilities used to produce this efficiency. Although Pamoli et al. (2011) provided a complete definition of productivity as follows: Productivity is outside of the return to one of the production factors. In this way, it can be called capital productivity, investment productivity, or raw material productivity, depending on whether the return is examined in relation to capital, investment or raw materials, etc. (Abdollahi, 2012). Hersey and Blanchard (1997) have stated the ability of clarity or recognition, assistance, motivation, evaluation, job credibility, and work environment factors as the main dimensions of employee productivity. Feldman and Arnold (1993) showed that respect for employees and job performance increases their ability and job satisfaction, which causes less absenteeism and job stress.

Spector (2000) defines job satisfaction as an attitude that shows how people feel about their job or its different aspects. Simply put, job satisfaction is an indicator that shows the level of interest of employees toward their jobs. Research has shown that employees with higher job satisfaction are in a better condition regarding physical fitness and mental strength. Job satisfaction results from factors such as the conditions of the work environment, organizational job system, relationships governing the work environment, and social and cultural factors. From an organizational point of view, a high level of job satisfaction reflects a very favorable organizational climate that leads to the attraction and retention of employees (Weddenham and Taylor, 2010). Job satisfaction and job switching are significantly related to each other. Basically, people do not stay in a job they are unhappy with for a long time, or if they stay in that job, they need to provide better performance and quality (Asgarian and Javadpoursirvan, 2012). Kurtz (2003) considers job satisfaction as a positive or pleasant emotional state resulting from a person's evaluation of his job or job experiences.

Failure to pay attention to the issue of job satisfaction, in the long run, disrupts the organization's system and causes rebellion, reduced sense of responsibility, and, finally, leaving the service. Moreover, the relationship between organizational climate and employee morale, and job performance has been studied. Research has shown that if employees have an open organizational climate, they have higher morale and more job

performance, and if they have a closed organizational climate, they have lower morale and less job performance (Borda, Norman, 2013).

Various surveys and studies carried out in organizations have been done with several main goals. One of these goals is to know the effective factors in the success of organizations. Knowing these factors makes it possible to increase the job satisfaction and effectiveness of the organization and ultimately improve job performance and productivity. Each school has its own values, norms, and scientific methods that are relatively stable. These characteristics, which allow us to distinguish one school from another, are the psychological climate that governs the organization (Houser, 2017). Byrne, Stoner, Thompson, and Hochwarter (2005) concluded that work conscientiousness leads to high performance only when the psychological climate prevailing in the organization is positive. Organizational climate in the school environment refers to the relatively stable quality of the internal school environment that teachers and students perceive and affect their behavior (Villiers, 2006). Yunzwa (2008) and Gate (2018) believe that identifying the school climate and improving it is a fundamental step in improving school quality. Identifying the organizational climate and improving it can be a useful solution for managers and education professionals to humanize the general climate of the school and achieve the comprehensive quality stage (Darani, Karamdoost, and Farzan, 2013). The psychological climate governing the organization causes the feeling of internal commitment, understanding of the environment, heart satisfaction, organizational commitment, practical commitment to tasks, motivating employees, and the desire to work in the organization (Borman, Penner, Matavidlo, 2020). Also, organizational people can have high performance when they precisely understand their work environment and consider their work and psychological climate to be in accordance with their thoughts. Research shows that a stimulating psychological climate, including job attachments and job performance, causes employees to work hard and then causes the effective performance of the organization (Schneider, 1990).

Organizational climate represents the organizational values felt by employees and also carries messages from the organization's environment that employees of an organization develop their expectations of work behaviors based on this information (Shu-Jen Lin and Cheng Lin, 2011). Organizational climate helps organizational members to gain a true understanding of the purpose and meaning of their organization or their work (Banks, 2013). Creating a positive and open organizational climate in schools can result in benefits such as increasing students' academic progress, school effectiveness, increasing the level of teachers' confidence, employee job satisfaction, participation in decision-making, and productivity (DiPoala, 2001).

Nowadays, researchers of positive organizational behavior study those factors, such as the work engagement of employees, which can be measured, changed, and improved, intending

to increase the performance of employees through intervention in the organization (Cameron et al., 2010). , cited in Nelson and Cooper, 2012). Employee work engagement is recognized as one of the five criteria for the annual Work Environment Health Award by the American Psychological Association (Gravitch, Gedslak, & Moons, 2018). On the other hand, it has been reported that in many organizations today, employees' passion for work is low (Bates, 2001, cited by Saks, 2006). Work engagement is a positive, practical, work-related state that includes three dimensions: strength, passion, and dedication (Schaufeli Salanova, 2007). Strength includes high energy levels and resilience of the worker's mind while doing work. Self-dedication is a person's intense involvement with work and a sense of meaning, passion, and challenge. Absorption is a person's concentration and satisfactory engagement in work, so time passes quickly for him, and it is difficult for him to separate from work (Schaufeli et al., 2002).

Low work engagement is correlated with physical complaints. One of the negative consequences of low work engagement is not being committed to the organization and unwillingness to remain in the organization (Halberg and Schaufeli, 2006). Some job and personal resources in the work environment create work engagement in employees, and subsequently, work engagement also leads to positive consequences in the work environment. Support from coworkers and supervisors, performance feedback, task variety and autonomy, and learning opportunities are among these sources that increase employees' work engagement (Hobfoll, Johnson, Ennis, and Jackson, 2021). In this regard, McKenna (2005) concluded that the category of organizational climate plays an important role in promoting the culture of productivity and increasing it among teachers (McKenna, 2005). Therefore, according to the stated contents, the current study seeks to answer whether work engagement plays a mediating role in the relationship between psychological climate and productivity and job satisfaction among teachers in Yasuj.

### **Methodology**

The current research is of applied purpose type and, in terms of methodology, descriptive-correlation type of structural equations. The statistical population of the current research was formed by all the teachers of the Education Department of Yasouj city in 2020, whose population consisted of 280 teachers who were employed in the 2020-2019 academic year. Sampling in this research was done in the form of purposeful sampling. For this purpose, according to the statistical population, the sample size was calculated 162 based on the Morgan's table. Teachers with at least three years of work experience were selected as the sample. After collecting the raw data, it was analyzed with SPSS software at two descriptive and inferential levels. Indicators such as the average standard deviation were calculated at the descriptive level. At the inferential level, the research questions were investigated and tested using the correlation coefficient test and path analysis.

## Materials

**1- Organization's Psychological Climate Questionnaire (1991).** This questionnaire has eight subscales: independence, cohesion, trust, pressure, support, appreciation, fairness and innovation. The set of items related to these eight subscales is arranged in 40 statements. This questionnaire is based on a five-point Likert scale. I completely disagree (1 point); I disagree (2 marks), I have no opinion (3 marks); Agree (4 marks) and completely agree (5 marks) are given. The reverse items of this questionnaire are: 16, 18, 19, 20, 27, 33 and 34 (i.e. "I completely agree" is given a score of 1 and "I completely disagree" is given a score of 5). Boronsora (2014) declared this questionnaire's formal and structural validity to be appropriate and calculated the reliability coefficients of this questionnaire using Cronbach's alpha method. Cronbach's alpha for the independence component was 0.76, coherence 0.74, confidence 0.80, pressure 0.85, support 0.80, gratitude 0.79, fairness 0.67, and innovation 0.70.

**2- Spector's job satisfaction questionnaire (1985).** This test has 47 items and is used to evaluate employees' attitudes toward their jobs. The answers are arranged in 6 degrees from completely disagree to completely agree. In this questionnaire, the scoring method is as follows: I completely disagree (1 point); I somewhat disagree (2 points); I slightly disagree (3 points); I slightly agree (4 points); I moderately agree (5 marks), and I completely agree (6 marks). This method will be reversed in questions No. 2, 4, 6, 8, 10, 12, 14, 15, 16, 44. The score between 47 and 110: Employees' job satisfaction is low. A score between 110 and 165: employees' satisfaction with their jobs is average. A score above 165: employees' satisfaction with their jobs is high. This questionnaire has already been used by Esfandiari (1995), and Rezaei (1996), and these researchers have reported good validity and reliability about it. For validation (validity) of the preliminary questionnaire, 32 copies of it were distributed among 32 employees of the selected schools. Then its reliability coefficient (reliability) was obtained as 0.892, which indicates a strong internal similarity between the questions.

**3- Work Engagement Questionnaire (2001).** This questionnaire consists of 17 questions. This questionnaire includes three components. These dimensions include strength (6 items of questions 1-6), dedication (5 items of questions 7-11) and attraction (6 items of questions 12-17). The scoring of the questionnaire is based on a 7-point Likert scale (completely agree = 5 points and completely disagree = 1 point). The minimum possible score in this questionnaire is 17 and the maximum is 85. A score between 17 and 34: low work engagement. A score between 34 and 51: average work engagement. A score above 51: high work engagement. In the research of Vazir Panah (2012), the validity of the work engagement questionnaire was 0.78, and in the research of Ziaaldini et al. (2012), the reliability of the work engagement questionnaire was declared to be 0.962 using Cronbach's alpha method. In order to determine the validity of Shofili et al. (2001) measured the

relationship between work engagement scale and job burnout scale and found a high and negative relationship between these two scales.

4- Hersey, Blanchard and Goldsmith productivity questionnaire (1980). The productivity questionnaire (ACHIEVE model) was designed by Hersey, Blanchard and Goldsmith in 1980 to help managers determine the cause of performance problems and create change strategies. (Meshbaki, 2001) The productivity dimensions and components of this questionnaire are derived from Hersey and Goldsmith's theory and include 26 questions. Hersey and Goldsmith have chosen seven variables related to effective performance management from among the others, and by combining the first letters of each of the performance variables, they came up with the seven-letter word ACHIEVE to remember. The human resource productivity questionnaire is based on the five-point Likert scale. Too much (5 points) and too little (1 point). The score range of this questionnaire will be between 26 and 130. The higher the score obtained from this questionnaire, the higher the human resources productivity and vice versa. In the research of Shaimi Barzaki and Mohammadi (2014), while measuring this tool's formal, content and structural validity by expert professors, its reliability was obtained with Cronbach's alpha method of 0.91.

## Results

The results of the implementation of psychological climate questionnaires governing the organization, job satisfaction, and work engagement based on the mean and standard deviation are given in the following tables.

**Table 1: Descriptive findings of the psychological climate prevailing in the organization**

Index Variable	Mean	Standard deviation
Psychological climate of the organization	115/95	14/26
Independence	17/61	3/49
Coherence	18/17	3/33
Trust	17/08	3/37
Pressure	10/23	4/80
Protection	12/47	5/59
Appreciation	14/64	4/92
Fairness	13/08	5/05
Innovation	12/63	5/87

**Table 2: Descriptive findings of job satisfaction and work engagement**

Index Variable	Mean	Standard deviation
Job satisfaction	104/85	8/26
Work engagement	39/79	4/13
Strength	12/67	2/38
Self dedication	11/49	2/32
Attraction	15/61	2/58

**Table 3: Descriptive findings of job productivity and its dimensions**

Index Variable	Mean	Standard deviation
Job productivity	67/41	6/36
Ability	11/54	1/69
Understanding	9/30	1/88
Organization support	8/58	1/81
Motivation	8/84	1/53
Feedback	10/08	2/23
Validity	16/02	2/36
Compatibility	12/32	2/09

In this research, the mediating role of work engagement in the relationship between the psychological climate of the organization with productivity and job satisfaction has been investigated. The hypotheses have been designed according to the research topic, and correlation coefficients and path analysis have been used to measure them.

**Table 4: Kolmogorov-Smirnov one-sample test**

Index Variable	z	sig
Psychological climate of the organization	1/11	0/29
Job satisfaction	1/07	0/31
Work engagement	1/44	0/17
Job productivity	1/38	0/18

According to the results of Table 4 and the obtained significance levels of each of the research variables, which are greater than 0.05, the data of all variables are normal, and parametric tests can be used to test each variable.

**Table 5: Pearson correlation coefficient between psychological climate and work engagement with productivity and job satisfaction**

Variable	Productivity		Job satisfaction	
	Correlation coefficient	Sig	Correlation coefficient	Sig
Psychological climate	0/30**	0/01	0/18**	0/01
Independence	0/43**	0/01	0/21**	0/01
Coherence	0/18**	0/01	0/17**	0/01
Trust	0/34**	0/01	0/26**	0/01
Pressure	0/51**	0/01	0/22**	0/01
Protection	0/37**	0/01	0/25**	0/01
Appreciation	0/18**	0/01	0/18**	0/01
Fairness	0/17**	0/01	0/26**	0/01
Innovation	0/18**	0/01	0/14*	0/05
Work engagement	0/26**	0/01	0/67**	0/01
Ability	0/69**	0/01	0/32**	0/01
Self dedication	0/20**	0/01	0/16*	0/05
Attraction	0/36**	0/01	0/29**	0/01

The results of Table 5 show that there is a significant positive correlation between the total score of organizational climate with job productivity and the subscales of independence, cohesion, trust, pressure, support, appreciation, fairness, and innovation with job

productivity at the level of 0.01 and between the total score of organizational climate. There is a significant positive correlation between job satisfaction and the subscales of independence, cohesion, trust, pressure, support, appreciation, fairness, and innovation at the 0.01 level. Also, there is a significant positive correlation at the level of 0.01 between the total score of work engagement with productivity and job satisfaction and the subscales of strength, dedication, and absorption.

In order to examine the direct and indirect effects of the researched variables, the conceptual model of each path analysis has been designed and presented based on the research background. The exogenous, mediator, and endogenous variables of the model are:

External variables: the psychological climate governing the organization

Mediator variable: work engagement

Internal variable: job productivity and job satisfaction

**Table 6: Value and significance of path coefficients of the initial model of the proposed path**

Path	Non-standard effects	Standard effects	Standard error	T	Sig	
From Psychological climate	On Work engagement	0/23	0/18	0/02	2/72	0/007
Psychological climate	Job productivity	0/22	0/16	0/13	2/60	0/008
Psychological climate	job satisfaction	0/18	0/15	0/08	2/48	0/009
Work engagement	Job productivity	0/26	0/32	0/19	3/15	0/001
Work engagement	Job satisfaction	0/25	0/28	0/04	3/04	0/001

The results of the path coefficients model showed that there was a significant direct relationship between psychological climate and productivity and job satisfaction. Also, there is a significant direct relationship between psychological climate and work engagement, as well as between work engagement and productivity and job satisfaction. Analysis of the effect of mediating variables was done using the bootstrap test, which is reported in Table 7.

**Table 7: Macro and Preacher and Hayes bootstrap test results for all mediating paths in the initial model**

Independent variable	Mediator variable	Dependent variable	Data	Bootstra p	Bias	SD	%95 confidence interval	
							Lower	Upper
							limit	limit
Psychologic	Work	Job	/130	0/137	0/00001	0/01	0/058	/087



Psychological climate	Work engagement	Productivity	0					
Psychological climate	Work engagement	Job satisfaction	.137	0/144	0/00001	0/02	0/038	.067
			0					0

In the above table, bootstrap was used to mediate relationships. Table 7 shows the results obtained from bootstrap in Preacher and Hayes macro program for all indirect (intermediate) paths. The contents of Table 7 indicate the significance of intermediate paths. The confidence level for the confidence interval is 95, and the number of bootstrap resampling is 5000. The mediator relationships are significant because zero is outside the confidence interval (upper limit and lower limit). In this way, the hypotheses related to indirect (intermediate) paths were confirmed.

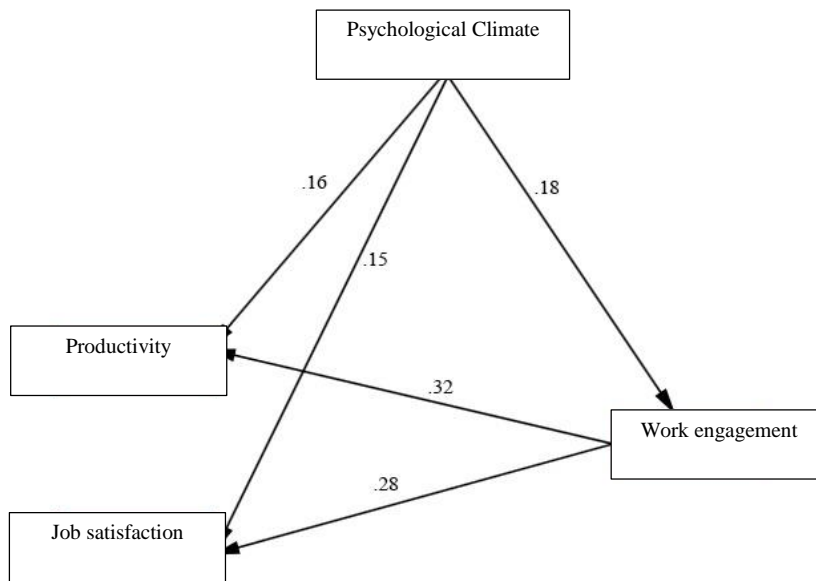


Figure 1. Fitted model of standardized coefficients

Table 8: Model fit indices

X <sup>2</sup>	X <sup>2</sup> /df	CFI	GFI	RMSEA
18/33	90/1	98/0	.980	066/0

As seen in Table 8, the goodness of fit index (GFI) was equal to 0.98, and the adjusted goodness of fit index (CFI) equal to 0.98 was obtained. The size of the indices obtained from the structural model fit test indicates that the model fits well. The root mean square

error approximation (RMSEA) is equal to 0.01 and is less than 0.066, and this index also indicates the good fit of the model.

### **Discussion and Conclusion**

This research was conducted to determine the mediating role of work engagement in the relationship between psychological climate and productivity and job satisfaction in teachers. The results showed a significant direct relationship between work engagement, productivity, job satisfaction, and the subscales of strength, dedication, and attraction. Also, the results of the path analysis in relation to the indirect hypothesis showed that work engagement plays a significant mediating role in the relationship between psychological climate and productivity and job satisfaction in teachers. This way, the hypothesis related to indirect (intermediate) paths was confirmed.

In this regard, Ebrahimi and Aram Mohammadi (2015) showed a positive and significant relationship between all three components of work engagement (enthusiasm, self-dedication, and absorption in work) with human resource productivity. Also, the job recruitment component can significantly predict the productivity of human resources.

Since work engagement is a form of work-related well-being and is related to many positive organizational outcomes and individual health, so that employees with work engagement tend to work hard with a positive mental state, and with that state, they can accomplish many things in the work environment (Baker and Leiter, 2010). Having work engagement reduces employee absenteeism, improves employee morale, increases safety, increases motivation (Asgari, 2011) and increases profit margin and income, increases loyalty, and increases productivity and job satisfaction of employees. Considering that people who are absorbed in their work have some attachment to it, this attachment creates a positive state of mind for them. As a result, it creates a strong interest in work and more immersion of employees to perform tasks. Also, civil behavior towards employees builds trust, improves employees' understanding of the organization as a whole, and creates a supportive environment for teamwork. So that the employees perform those behaviors without expressing complaints, out of the defined responsibilities and duties, consider each other, and help their colleagues, thus increasing their productivity, effectiveness, and satisfaction. Much research has emphasized the importance of feeling valued and engaged as a key driver of employee motivation. This feeling is influenced by other elements, such as participation in decision-making and the opportunities employees have for development and advancement in their careers, each of which has a different effect on the extent to which employees feel valued and engaged and will pursue it. Today's organizations are trying to improve the work engagement of their employees and benefit from its benefits due to the effect that work engagement has on employee productivity. Work engagement refers to a penetrating, stable, and positive state of mind related to work, which is characterized by a

feeling of power (energy), commitment, and attraction. Therefore, the combination of strength, commitment and attraction in any work will increase the productivity of the employees of that organization. These people are eager to receive feedback on their performance results and use those feedback to improve their job satisfaction and productivity.

Productive people cope well with different environmental and cultural conditions and are compatible with their colleagues. They trust the decisions of the organization's officials and have a high spirit of obeying the law. They love their organization and are proud to be a member; many of their successes are due to their membership. Like an athlete who trusts his coach's decisions, being a member of a team with a special group pleases him. With these interpretations, the result obtained about the mediating role of work engagement in relation to productivity and job satisfaction is reasonable.

In explaining the result of this hypothesis, inner passion is spontaneously derived from psychological needs, curiosity, and natural efforts for growth. When people are internally motivated, they behave because of interest, the feeling of challenge that a certain activity creates, and because of the pleasure they get from it. This behavior, based on pleasure and motivation and enthusiasm, increases employees' productivity. This behavior (productivity) occurs spontaneously, not because of external means. In practice, the inner drive provides the innate drive to pursue passions and expend the necessary effort to develop skills and abilities. When people engage in tasks or take on responsibilities and feel competent and autonomous, they express their inner motivation and passion by saying "this is fun", or "I enjoy doing it." Fostering intrinsic passion is valuable because it brings many benefits, including job satisfaction and high productivity.

On the one hand, it can be stated that work engagement is a positive psychological concept known as an indicator of well-being and psychological health in the work environment, and it is defined as the amount of energy, attachment to the job, and effectiveness of the profession. The existence of work engagement in the employees makes them highly committed to performing their duties and making the utmost efforts to achieve the organization's goals. The formation and realization of any major change and transformation in organizations are highly dependent on the active participation of employees who will deal with it with open arms and support it comprehensively. In the meantime, employees who have a high work engagement, after becoming aware of organizational changes and transformations, do not suffer from feelings such as ambiguity, fear, and confusion, and they welcome high performance with open arms and implement the increase of this performance and productivity. In fact, enthusiastic employees are enthusiastic about accepting changes, which are considered an essential part of any organization today, and will be more committed to their implementation. Therefore, by knowing the factors

affecting work engagement and its increase in employees, it is possible to increase employees' job satisfaction and, as a result, increase productivity.

The internal motivation and the sense of self-esteem that exists in the internal motivation provide the basis for the employees' enthusiasm for their jobs. Work engagement is one of the important consequences of internal motivation, which expresses people's attitude towards the characteristics of their job and shows the amount of effort that a person puts into his job. Such an effort occurs without feeling compulsion or external incentive and only because of the pleasure of doing that work. Since productivity and profitability play a vital role in the organization's success, employees must be motivated to give their best effort. Intrinsic motivation energizes a wide variety of behaviors and psychological processes to produce rewards such as experiences of autonomy and efficacy. Internal motivation results from positive attitudes that increase productivity and job satisfaction. Also, Bakker and Leiter (2010) believe that employees with a lot of passion and interest in their jobs are completely fascinated by their jobs and perform their job tasks satisfactorily. Based on this, employees with work engagement have a sense of empowerment and an effective relationship with their work, and they see themselves as capable of fulfilling their work responsibilities. This ability in them increases organizational productivity. In the dimension of strength, a person makes a considerable effort to do his work and insists more in difficult situations.

According to Salanova, Agut, and Pierro (2005), employees with high strength are more motivated by their work. Also, when problems and impersonal conflicts occur, they show more resistance. This resistance means that a person will not give up his job duties for illusory and small excuses. Despite the problems and difficulties, he will perform his job duties, so his productivity will be high. From another point of view and according to Kahn's (1990) opinion, when people are enthusiastic about their role, physical energy is allocated to perform role tasks. This dimension is shown by exerting effort in the job, which may range from low enthusiasm to intense physical and mental effort. This effort is related to three components: duration, intensity, and direction. Also, effort measured as seriousness and intensity is significantly related to productivity. Therefore, if a person has a high level of self-attraction and dedication, he will be more motivated by his work, and this motivation is the reason for his higher productivity.

On the other hand, research has shown that work engagement is associated with many positive consequences and also has a negative relationship with the intention to leave the job. Studies have shown that enthusiastic employees are completely fascinated by their jobs and favorably perform their job tasks, these employees take creativity and initiative in their jobs and react to actions, and their self-efficacy increases. As a result, it helps the organization achieve its goals. Therefore, work engagement as a desirable resource may lead to a positive cycle of resources and, as a result, positive effects on health, which results

in the correct performance of assigned job tasks or greater productivity. Managers can gain positive results for themselves and the organization by emphasizing more to create enthusiasm for the job. A person who is passionate about his work has high energy and attachment to his job and performs his job duties to the best of his ability, and strongly seeks to achieve organizational goals. Due to his passion for his job and his organization, he tries to interact more with his colleagues and managers to perform his duties better. In this interaction, a person learns new ways to perform his duties. On the other hand, due to his passion for his job, he expresses his opinions and concerns about organizational issues in interaction with others. This expression of opinions about organizational issues can reduce the negative phenomenon of silence and its consequences. In fact, a person who is attracted to his work and dedicates himself and his abilities to it is always sensitive to the organization's problems and concerned about solving them. This concern and sense of responsibility encourage workers to increase their own productivity and the organization's productivity with high and appropriate performance.

In this research, the most important limitation was using correlation methods and self-reporting tools. In this method, the discovered relationships cannot be assumed as causal relationships, and in self-reporting tools, people may need more self-regard and answer the items responsibly.

According to this study's results, organizations' managers are advised to act on employees' motivation by raising the work engagement level of their employees. In this way, they can guarantee job satisfaction and high productivity of employees for their organization. Also, based on the findings based on the relationship between work engagement and productivity, and job satisfaction, it is suggested that the managers of the organizations pay more attention to this motivational dimension and provide internal rewards such as experiences of self-esteem and efficiency for the employees. In addition, according to the relationship between the components of strength, attraction, and dedication to work from the dimensions of work engagement and productivity, it is suggested that organizations increase motivation in people by increasing work engagement and especially the components of strength. Finally, it increases people's resistance when problems and interpersonal conflicts occur.

### **Ethics**

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

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### Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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