




“Effect of positive organizational behavior on subjective well-being in the workplace in the tourism sector of Jordan”

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EFFECT OF POSITIVE ORGANIZATIONAL BEHAVIOR ON SUBJECTIVE WELL-BEING IN THE WORKPLACE IN THE TOURISM SECTOR OF JORDAN

Abstract

Employee subjective well-being, which contributes to work stability, increases productivity, and in turn improves the performance of both employees and the organization, is critical in modern business organizations for a variety of reasons that affect the performance and sustainability of those organizations, as well as the numerous benefits they achieve.

The purpose of this study is to discover the impact of positive organizational behavior on the subjective well-being of employees in Jordanian tourism industry. The analytical-descriptive methodology was used to attain the study's goal. The sample consisted of 392 workers of Jordanian tourism organizations (22 companies) within the upper and middle administrative levels, who were chosen using a simple random procedure. The questionnaire that included items to measure the dimensions of independent and dependent variables was distributed to them.

The study concluded that there is a medium level of positive organizational behavior and subjective well-being in the workplace for the study sample. All dimensions of positive organizational behavior (self-efficacy, optimism, hope, and flexibility) have a statistically significant effect on subjective well-being. That is, the higher the level of positive organizational behavior, the higher the subjective well-being of workers.

Keywords

self-efficacy, optimism, hope, flexibility, well-being, workplace, tourism sector, Jordan

JEL Classification

M21, M14

INTRODUCTION

Individuals' behavior within organizational settings is known as organizational behavior. Organizational behavior encompasses organizational factors that affect individual and group behavior. The purpose of studying organizational behavior is to provide human resource management professionals with the knowledge they need to select, train, and keep employees in a manner that maximizes the benefits to both the organization and the employees.

The study of organizational behavior requires a focus on interpreting and managing individuals' attitudes, such as those regarding the prevalent management style, job satisfaction or dissatisfaction, and promotion policies. Consequently, the study of organizational behavior entails explaining and managing the behavior of individuals in organizations, such as performance, decision-making, cooperation, coordination, adherence to work, subjective work, organizational conflicts, absence, and innovation.

Recent years have witnessed many transformations in organizational behavior, including a change in perception from focusing on the negative aspects of others to paying attention to the positive aspects and trying to develop them until these negative aspects fade away. Moreover, there appeared what is known as positive organizational behavior, which is derived from positive psychology, which is concerned with studying how to maximize investment in human resources by achieving the well-being of the individual, making the best use of his capabilities, and alleviating the suffering that he may face in the organization.

On the other hand, business organizations have realized the importance of employee well-being and its impact on various aspects of work. In fact, the pursuit of employee well-being has become one of the pressing issues of human concern in general, and given the benefits achieved by employee well-being for employees and business organizations, it has become a vital issue in organizational life and one of the challenges facing business organizations and leaders.

1. LITERATURE REVIEW

Luthans (2002) and Wright (2003) focused on positive organizational behavior and addressed it through psychological capital. In positive organizational behavior, four positive combinations were distinguished (competence, flexibility, hope, and optimism) because they constitute at least the best group called psychological capital, which represents the individual's positive psychological state. Psychological capital emerged from the theory of positive organizational behavior (Harms et al., 2017) and is sometimes called positive organizational behavior (Math, 2011).

In light of the competition between organizations, organizations face many challenges. There is an urgent need to develop, enrich, and support the capabilities of human resources, as positive organizational behavior is one of the contemporary issues that significantly impact the development of organizations and increase productivity.

Fred Luthans is widely recognized as the proponent of embracing positive organizational behavior, drawing inspiration from the positive psychology movement initiated by Seligman (2000), who is regarded as a prominent figure among psychologists. Luthans and Avolio (2009) discerned that cultivating positive behavior extends beyond identifying and rectifying weaknesses or imbalances. Using the field of positive psychology, Luthans et al. (2011) coined the term positive organizational behavior. Thus, studying positive organizational behavior has emerged from the entrance of positive behaviors because psychology has been crit-

icized for primarily presenting negative mental illness issues instead of positive things (Bakker & Schaufeli, 2008).

Positive organizational behavior includes various definitions, one proposed by Jeung (2011). Accordingly, positive organizational behavior pertains to the comprehensive examination of factors that contribute to an organization's positivity, prosperity, and vitality. According to Math (2011), positive organizational behavior is a contemporary concept that has emerged within business administration, particularly in organizational behavior. This field specifically examines psychological variables that can be harnessed in a positive manner to enhance performance. According to the definition provided by Donaldson and Ko (2010), positive organizational behavior refers to the scholarly examination of favorable individual experiences and attributes within the work environment and their utilization to enhance work-life effectiveness and quality.

Luthans (2007) defined positive organizational behavior as focusing on building the strengths of individuals in the workplace rather than their weaknesses. In comparison, Youssef and Luthans (2007) defined it as the study and application of the positive strengths of human resources directed toward psychological capabilities that can be measured, developed, and effectively managed to improve daily performance in the workplace. Or it is the study and application of positive cases (competence, flexibility, optimism, and hope) to identify the personal characteristics and strengths that are directed positively, as well as the psychological

capabilities of human resources and the possibility of developing them in order to improve performance (Bakker & Schaufeli, 2008). In general, organizational behavior is the study of learning about the behavior of individuals and groups and organizational culture (Ramakrishnan, 2021).

Luthans and Doh (2018) have another opinion; they see it as an attempt to match employees' skills and talents with organizational goals and performance expectations, as when employees are treated well, it drives them to provide the best for organizations. Norman et al. (2010) confirmed that positive organizational behavior is the desired and supportive work behavior of the organization, and this behavior is voluntary and comes from the working individual to support the organization. In the same context, Cole et al. (2009) defined it as the flexible psychological capabilities developed and improved through short training programs and reliance on different actions. These abilities fluctuate over time, increasing or decreasing depending on the circumstances. Chen and Lim (2012) defined it as related to individuals' strengths, attitudes toward work, and general outlook on life. At the same time, Poon (2013) sees it as the positive psychological capacity of the individual built on hope, confidence, optimism, and flexibility.

Most studies indicate four basic dimensions of positive organizational behavior: self-efficacy, hope, optimism, and flexibility. Positive organizational behavior is the best indicator of employee attitudes and performance through its basic capabilities (Thompson, 2015). These dimensions, which the current study relied on in measuring positive organizational behavior, are as follows.

According to Conner (2015), self-efficacy is defined as the strength of an individual's belief to mobilize intellectual resources to obtain specific results, and it is also the self-ability or effort necessary to succeed in challenging tasks. Avey et al. (2009) showed that self-efficacy represents the social cognitive dimensions. It is the confidence of individuals in their abilities to move the resources and motivational and cognitive sources necessary for successful implementation within the organizational environment, as the beliefs available to individuals about their

capabilities and their own resources would influence their understanding and interpretation of events (Millard, 2011).

Optimism has been defined as a method used by the individual in responding to events, and the optimistic individual is the one who attributes the positive results to his stable internal efforts. In contrast, he attributes the negative results and accidents to unstable and unavoidable external events (Avey et al., 2010).

Hope expresses the presence of a strong will and specific paths to achieve goals. Hope includes the determination to progress and maintain efforts to achieve goals. It also means the ability to see alternatives to possible processes to reach goals and, when necessary, redirect paths toward those goals and achieve success (Cassar, 2010). Hope provides realism and challenge toward achieving goals, as it, in turn, represents the investment of the efforts of working individuals toward achieving those goals (Malone, 2010).

Flexibility means the ability to absorb failures, regain fitness, escape crises, and start again. This means the individual can cope successfully in light of change and risk. Cascio and Luthans (2014) indicate that three types of adaptive responses can represent flexibility: the ability to adapt and act positively, the ability to repair oneself and recover from bad periods, and the willingness to deal with demands that must be resolved.

On the other hand, one of the challenges that business organizations face is reaching high levels of employee comfort and well-being at work, affecting performance and productivity levels. Consequently, the necessity arose to create an attractive work environment capable of attracting and maintaining human resources to prevent them from being attracted by other competing organizations (Al-Abbas, 2022). It is widely recognized that the human element is the most valuable asset possessed by business organizations, which makes these organizations seek to positively influence the attitudes of their employees, improve the organizational climate to enhance their creativity and support the transformation into an organization with high competitive strength (Aytaç & Basol, 2019).

The concept of well-being is relatively recent, as it is one of the important research topics in positive psychology. There is increased interest in employee well-being as a critical issue for business organizations, given that employee well-being indicates work-related mental health (Huang et al., 2016). Well-being is a subjective term that describes the personal appearance of the individual, in addition to the degree of satisfaction and the ability to satisfy desires and accomplish tasks and performance. Diener (2009) defines employee well-being as the overall assessment of employee life, that is, the overall quality of an employee's work experience, including life satisfaction and positive effects affecting personal performance.

Subjective well-being in the workplace includes individuals' sense of job satisfaction and positive feelings toward work. Satisfaction with work affects the level of well-being in the workplace (Delmas & Pekovic, 2018). Baptiste (2008) believes that the concept of employee well-being at work refers to physical and mental health, as the workforce should work in a stress-free and physically safe environment. According to Al-Azergawi and Al-Hafajy (2022), the state of the employee's psychological and mental health that may be considerably affected as a result of work environment variables as well as the kind and intensity of tasks is what is meant by "employee well-being" in the workplace. It encompasses his interactions with his coworkers and the decisions his employer made that impact his job, his level of professional achievement, and the scope of his career advancement. The term "subjective well-being" refers to a normal and happy state of being that considers all aspects of one's life experience. When people consciously judge how satisfied they are with their lives, this evaluation may take the shape of perception. According to Farrag (2022), a person is considered to have a high level of subjective well-being if he is happy with his life and has frequent pleasant experiences or emotions such as joy and happiness.

Ramirez et al. (2002) believes that employee well-being is the degree of the individual's compatibility with the surrounding environment, as well as optimism, self-esteem, and a sense of happiness and satisfaction. Walker (2009) defines it as the individual's self-awareness and exploiting his

capabilities and potential to the maximum extent possible. Taştan (2013) indicated that it is an individual's positive evaluation of himself and his satisfaction and confidence in his relationships with others. It also describes it as facing challenges and making efforts for personal development and growth.

One of the positive effects of positive organizational behavior is to improve the level of self-efficacy of employees. Working in an environment that encourages self-efficacy can increase employees' confidence in their abilities and skills to perform tasks and responsibilities efficiently. Thus, this may lead to increased job satisfaction and improved job performance.

Optimism and hope are other vital dimensions of positive organizational behavior. Employees with high optimism and hope may be more determined to achieve goals and deal positively with challenges. This positive approach can reduce stress and anxiety and improve employees' psychological and emotional health, thus contributing to their subjective well-being (Peterson et al., 2011).

Flexibility means the ability of employees to adapt and deal successfully with changes in the work environment and changing work requirements. Employees who show flexibility in their behavior and thinking may be better able to deal with work pressures and challenges and may adapt better to emergency changes. This successful adaptation may contribute to reducing stress and increasing employees' subjective well-being (Schaufeli & Bakker, 2004).

Many previous studies have looked at the issue of positive organizational behavior in business organizations. Malik (2013) sought to define positive organizational behavior and determine the role and effectiveness of self-efficacy, hope, optimism, and flexibility in maintaining positive organizational behavior. The results showed that self-efficacy, hope, optimism, and flexibility contribute significantly to maintaining positive organizational behavior.

Azfar and Aranha (2020) aimed to identify positive organizational behavior and its impact on job commitment in the workplace during the

COVID-19 pandemic. Jafari et al. (2021) sought to predict positive organizational behavior in nurses based on structural and psychological empowerment. The study's findings revealed that structural and psychological empowerment of employees can predict their good organizational behavior by enhancing their views of structural and psychological empowerment and their perception of positive organizational behavior. He also conducted a study aimed at analyzing the relationship between positive organizational behavior and organizational performance. The results showed that self-confidence, flexibility, and hope as dimensions of positive organizational behavior positively impact organizational performance.

The higher the level of self-confidence and flexibility among employees, the higher the level of organizational performance. HosseinPour and Shams (2017) aimed to identify the impact of positive organizational behavior and its various dimensions on the competitive advantage of business organizations. The results indicated that positive organizational behavior and its various aspects create psychological capital that can provide a competitive advantage for organizations. Pouramini and Fayyazi (2015) studied the relationship between positive organizational behavior, job satisfaction, organizational citizenship behavior, and employee participation. The results showed a strong and statistically significant relationship between positive organizational behavior, job satisfaction, and employee participation.

Several studies have also investigated the subjective well-being of employees in the workplace. For example, Kim et al. (2019) tried to identify the pros and cons of positive organizational behavior through the role of psychological capital in enhancing employee well-being in sports organizations. The results indicated that the purposeful work of employees and the supportive organizational climate positively impacted psychological capital, which led to high levels of job satisfaction and psychological well-being among employees. Ray (2021) also aimed to identify the relationship between work-related well-being, i.e., job satisfaction, and personal well-being. The study found significant posi-

tive relationships between job satisfaction and subjective well-being in terms of higher probabilities for positive experiences of pleasure and increased life evaluation scores.

Bryson et al. (2017) conducted a study to identify the relationship between the subjective well-being of employees in the workplace and their level of performance. The analyses show a clear, positive, and statistically significant relationship between employees' average level of subjective well-being in the workplace and performance. Dewi et al. (2022) examined the link between psychological capital, subjective well-being, work engagement, and employee performance. High work engagement and performance boost employee well-being. Psychological capital affects subjective well-being through work participation.

Biggio and Cortese (2013) aimed to understand the importance attributed to employees' well-being in the workplace and the factors influencing it, including the role of individual psychological characteristics. The results highlight that well-being in the workplace does not depend exclusively on external conditions in terms of the work environment and the organizational environment in which the individual works; therefore, it can be enhanced through actions taken by management and influence on individual traits and behaviors.

By reviewing the literature, the importance of organizational behavior and its positive impact on achieving the workers' subjective well-being in business organizations becomes clear, and the benefits accrued from applying positive organizational behavior for the organization in general.

Therefore, this study aims to identify the concept of positive organizational behavior and its importance for both business organizations and their employees and to highlight the role that positive organizational behavior plays in promoting subjective well-being for workers in the tourism sector in Jordan.

After reviewing the previous literature, the study designs the following hypotheses:

H0: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of positive organizational behavior with its dimensions (self-efficacy, optimism, hope, and flexibility) on the subjective well-being of employees in the Jordanian tourism sector.

H01: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of self-efficacy on the subjective well-being of employees in the Jordanian tourism sector.

H02: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of optimism on the subjective well-being of employees in the Jordanian tourism sector.

H03: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of hope on the subjective well-being of employees in the Jordanian tourism sector.

H04: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of flexibility on the subjective well-being of employees in the Jordanian tourism sector.

2. METHODOLOGY

The study employs a descriptive-analytical technique to conduct a realistic investigation of the phenomenon and accurately describe and express it in descriptive and quantitative terms. This approach goes beyond simply collecting data related to the phenomenon in order to investigate its various manifestations and relationships. However, it also includes analysis, correlation, interpretation, and verification of the relationship that links a group of variables, attempting to determine the relationship between two or more measurable variables and the extent to which this relationship is strong (Abu Zina & Albatsh, 2007).

The study relied on a simple random sample of employees in the Jordanian tourism sector within the upper, middle, and supervisory levels, with 392 respondents from 22 companies. The questionnaire was distributed to them electronically through the Google Drive program.

Table 1 lists the demographic details of the study sample, which consisted of upper, middle, and supervisory administrative-level employees working in the Jordanian tourism industry.

Table 1. Demographics

Variable	Frequency	Percent
Gender		
Male	203	51.8%
Female	189	48.2%
Age		
Less than 30 years	147	37.5%
30- less than 40 years	168	42.9%
40- less than 50 years	53	13.5%
From 50 years and above	24	6.1%
Educational Qualification		
2 years Diploma	126	32.1%
BA	155	39.5%
Master's Degree	79	20.2%
Doctorate	32	8.2%
Years of Experience		
less than 5 years	141	36.0%
5 to less than 10 years	120	30.6%
10 to less than 15 years	94	24.0%
15 years and over	37	9.4%

3. RESULTS

3.1. Construct validity test

According to Harrison (1983), construct validity is “the extent to which a test measures what it is supposed to measure, or purports to measure.” According to Guion (1980), construct validity is the precision with which inferences are formed from observations or measurements (usually test results), particularly if a test successfully captures the target construct. Researchers purposefully create abstractions known as constructs to understand the latent variable related to outcomes on a specific measure (even if it is not immediately observable). Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), which concentrate on the fact that a collection of items or phrases accurately represents each of the research variables and that these items already measure this variable, were used to evaluate the construct validity in this study.

The Statistical Package for the Social Sciences (SPSS) Software version 26.0 was used to test the

validity of the exploratory factor analysis, and the results are shown in Table 2.

Table 2. Exploratory factor analysis for independent variable (positive organizational behavior)

Positive organizational behavior	of Variance, %	Chi ²	Sig	Value KMO
Self-efficacy	67.44%	687.544	0.000	0.780
Optimism	17.07%			
Hope	9.18%			
Flexibility	6.30%			
Total	100.0%			

According to Table 2, the value of KMO was 0.780, which is greater than the minimum acceptable value of 0.50 according to the criterion of Kaiser (1974). The sample size is deemed suitable and appropriate for the study. It is also clear that the variance percentage explaining the dimensions of the independence variable was 67.44% for self-efficacy, 17.07% for optimism, 9.18% for hope, and 6.30% for flexibility. This means that the four dimensions combined explain 100.0% of the variance of the independent variable (positive organizational behavior). This indicates that the dimensions of the independ-

ent variable have a high level of validity, according to Hair et al. (2010).

Table 3. Exploratory factor analysis for independent variable (subjective well-being)

Variable	of Variance, %	Chi ²	Chi ²	Value KMO
Subjective well-being	89.12%	2460.47	0.000	0.776
Total	89.12%			

According to Table 3, the value of KMO was 0.776, which is greater than the minimum acceptable value of 0.50 according to the criterion of Kaiser (1974). The sample size is regarded as suitable and appropriate for the study. It is also clear that the variance percentage explaining the dependent items was 89.12%, meaning that the items of this variable explain 89.12% of the variance of the dependent variable (subjective well-being). This indicates that the items of the dependent variable have a high level of validity, according to Hair et al. (2010).

Using the AMOS program, Figure 1 depicts the confirmatory factor analysis of the independent variable (positive organizational behavior). The weights of the standard regression are shown for

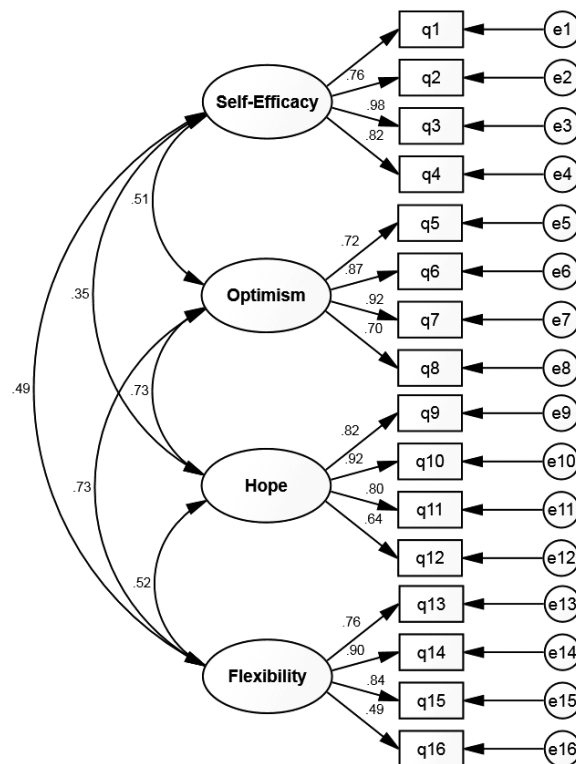


Figure 1. Confirmatory factor analysis of the independent variable (positive organizational behavior)

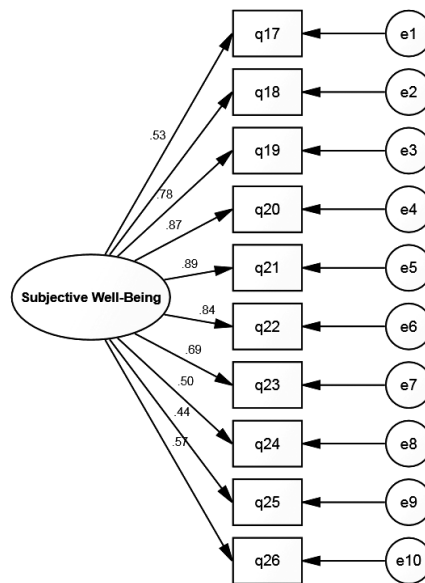


Figure 2. Confirmatory factor analysis of the dependent variable (subjective well-being)

each of the independent variable’s dimensions that are meant to represent a portion of that dimension.

Figure 1 shows that the lowest value obtained is 0.49, the value of paragraph q16 in the flexibility dimension. This paragraph represents the lowest value retrieved and is higher than the value approved in the confirmatory factor analysis of 0.40 (Hair et al., 2010). They are deemed sufficient and represent suitable and sufficient standard regression weights for the independent variable’s components, indicating that the independent variable has an acceptable degree of validity.

Using the AMOS program, Figure 2 depicts the confirmatory factor analysis of the dependent variable (subjective well-being). It shows the weights of the standard regression for the variable’s paragraph, which are meant to reflect a portion of this dimension.

Figure 2 shows that the lowest value obtained is 0.44, which is the value of paragraph q25. This paragraph represents the lowest value extracted and is higher than the value accepted in the confirmatory factor analysis of 0.40 (Hair et al., 2010). They are considered sufficient and express acceptable and sufficient standard regression weights for the dependent variable’s paragraphs, indicating that the dependent variable has an acceptability.

3.2. Data fit for statistical tests

By establishing the data validity and suitability for conducting parametric tests, the study intends to check that the data from the study are suitable for the statistical methods utilized. Specifically, the normal distribution test, the multicollinearity test, and the autocorrelation test are carried out.

The study employed the Kolmogorov-Smirnov (K-S) test to check that the data used for statistical analysis and hypotheses testing follow normal distribution.

Table 4. Normal distribution test

Dimension	Test value	Sig. level
Self-efficacy	0.232	0.112
Optimism	0.188	0.188
Hope	0.223	0.141
Flexibility	0.159	0.159
Subjective well-being	0.157	0.089

Table 4 demonstrates that the current study’s data adhered to the normal distribution approach and that there are no statistically significant differences between the normal distribution’s values and the distribution of variable values at the significance level of 0.05.

High correlation adversely affects the accuracy of the measurements because it inflates the value of

the coefficient of determination R², causing its value to exceed that of the actual value. The multiple linear correlation problem is one of the problems related to the independent variables, and it manifests when there is a high (almost complete) correlation between two independent variables. The Pearson correlation coefficient determines whether this issue exists. According to the decision rule, the data are unaffected by the multiple linear correlation issue if the Pearson correlation coefficient values between two or more independent variables are less than 0.80 (Sekaran & Bougie, 2016).

Table 5. Multicollinearity test

Dimension	Self-efficacy	Optimism	Hope	Flexibility
Self-efficacy	1			
Optimism	0.489**	1		
Hope	0.363**	0.719**	1	
Flexibility	0.448**	0.701**	0.625**	1

Note: (**) Significant at the significance level of 0.01.

The highest correlation coefficient between the independent variable's dimensions, as shown in Table 5, was 0.639 between optimism and hope. In contrast, the Pearson correlation coefficient values between the other independent variables were lower, indicating the lack of a phenomenon. The sample is free of the high multiple linear correlation since the highest multiple linear correlation between the dimensions of the independent variable was all less than 0.80.

The Variance Inflation Factor (VIF) and the tolerance coefficient (Tolerance) were calculated for the dimensions of the independent variable because the decision rule states that the data are free from the issue of high multiple linear correlation if the VIF values range between 1.0 and 10.0 and the tolerance coefficient values range between 0.1 and 1.0 (Hsiao, 2014).

Table 6. Autocorrelation test

Dimension	VIF	Tolerance
Self-efficacy	1.354	0.739
Optimism	2.815	0.355
Hope	2.200	0.455
Flexibility	2.154	0.464

Table 6 shows that the coefficient of variance inflation for the dimensions of the independent variable was less than 10.0, and the tolerance coefficient

was less than 1.0, confirming that the data are free of the problem of multiple linear correlation.

3.3. Analysis of the study dimensions and variables

The means and standard deviations of the responses from the study sample members regarding the dimensions of the independent variable (positive organizational behavior) and dependent variable (subjective well-being) are shown in Table 7.

Table 7. Means and relative importance of the sample member estimates of the study variables

No.	Dimension	Mean	St. Deviation	Relative importance
1	Self-efficacy	3.57		Moderate
2	Optimism	3.01		Moderate
3	Hope	3.26		Moderate
4	Flexibility	3.14		Moderate
	Positive organizational behavior	3.25		Moderate
	Subjective well-being	3.61		Moderate

According to Table 7, the relative relevance of the dimensions of the positive organizational behavior variable was medium, as the general mean was 3.25. The relative relevance of the subjective well-being variable was also medium, as the general mean was 3.61.

3.4. Testing the hypotheses

To test the study's hypotheses, the structural equation model (SEM) method was adopted through the AMOS program (Figure 3).

Figure 3 indicates a positive relationship between the independent (positive organizational behavior) and the dependent (subjective well-being) variables. The expected value of this relationship was 0.681, meaning that if the value of the independent variable increased by one unit, the dependent variable would rise by 68.1%. The coefficient of determination (R²) of 0.464 and the level of significance of 0.000 indicate a statistically significant effect of positive organizational behavior with its combined dimensions on subjective well-being.

Figure 4 indicates a positive relationship between self-efficacy as one of the independent variable dimensions and the dependent variable (subjective

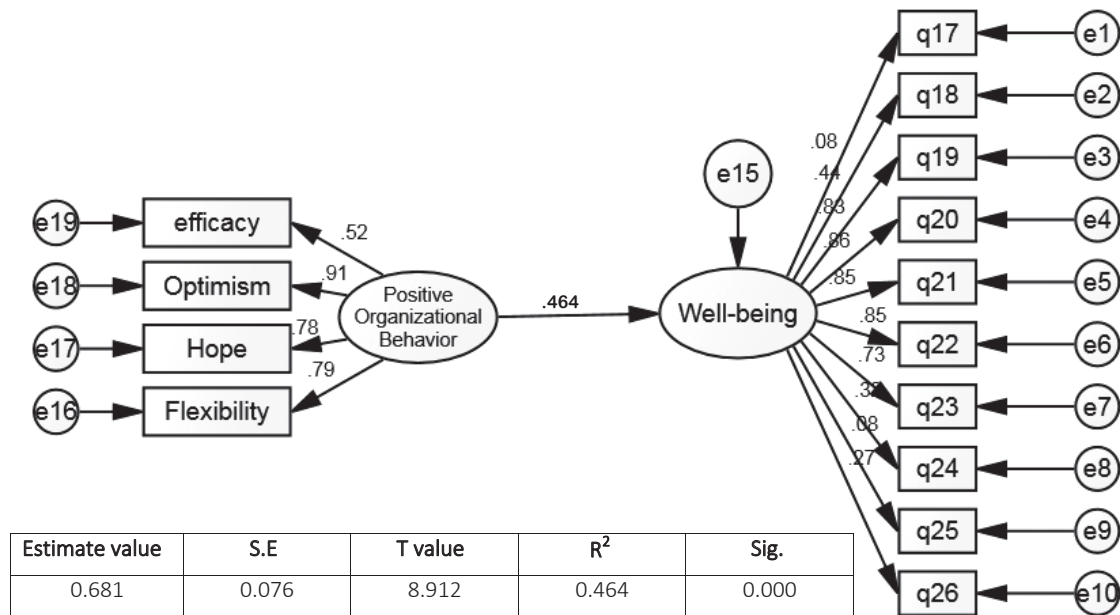


Figure 3. Testing the main hypothesis

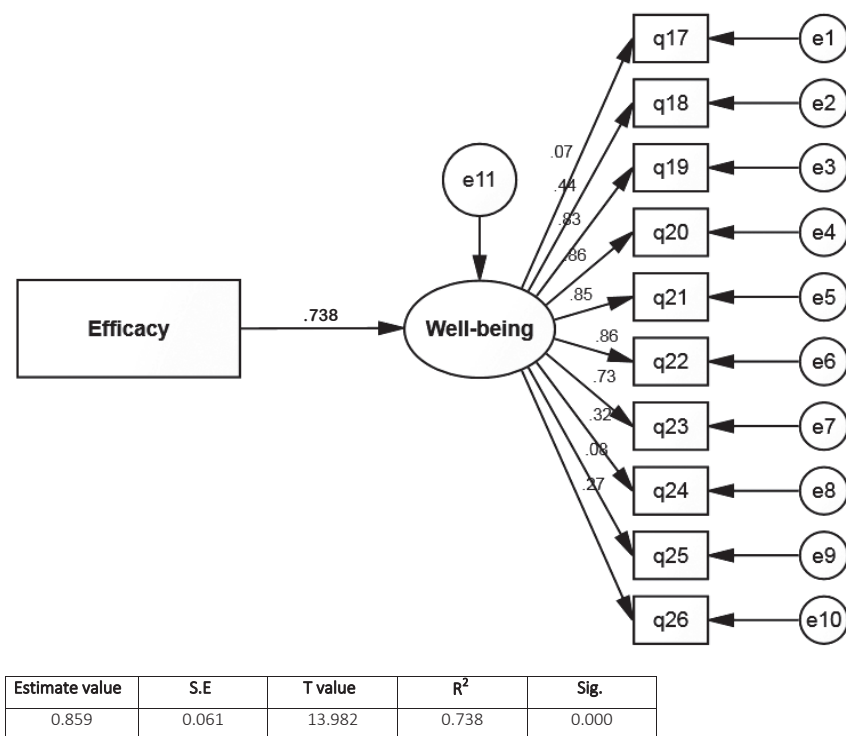


Figure 4. Testing the first sub-hypothesis

well-being). The expected value of this relationship was 0.859, meaning that if the value of self-efficacy increased by one unit, the dependent variable would rise by 85.9%. The coefficient of determination (R^2) (0.738) and the level of significance (0.000) indicate a statistically significant effect of self-efficacy on subjective well-being.

Figure 5 indicates a positive relationship between optimism as one of the independent variable dimensions and the dependent variable (subjective well-being). The expected value of this relationship was 0.751, meaning that if the value of optimism increased by one unit, the dependent variable would rise by 75.1%. The coefficient of determi-

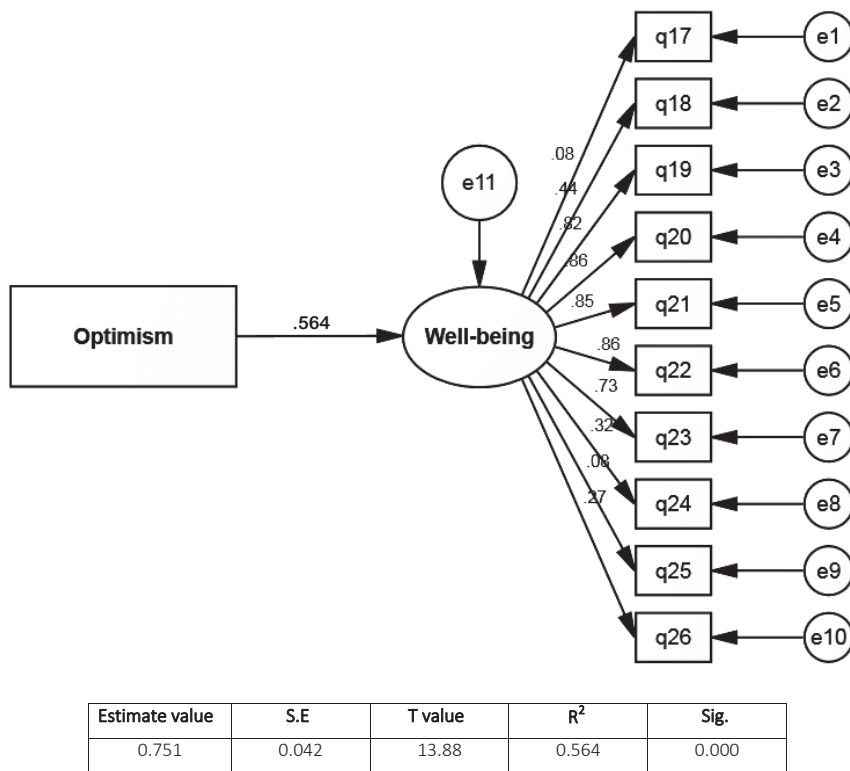


Figure 5. Testing the second sub-hypothesis

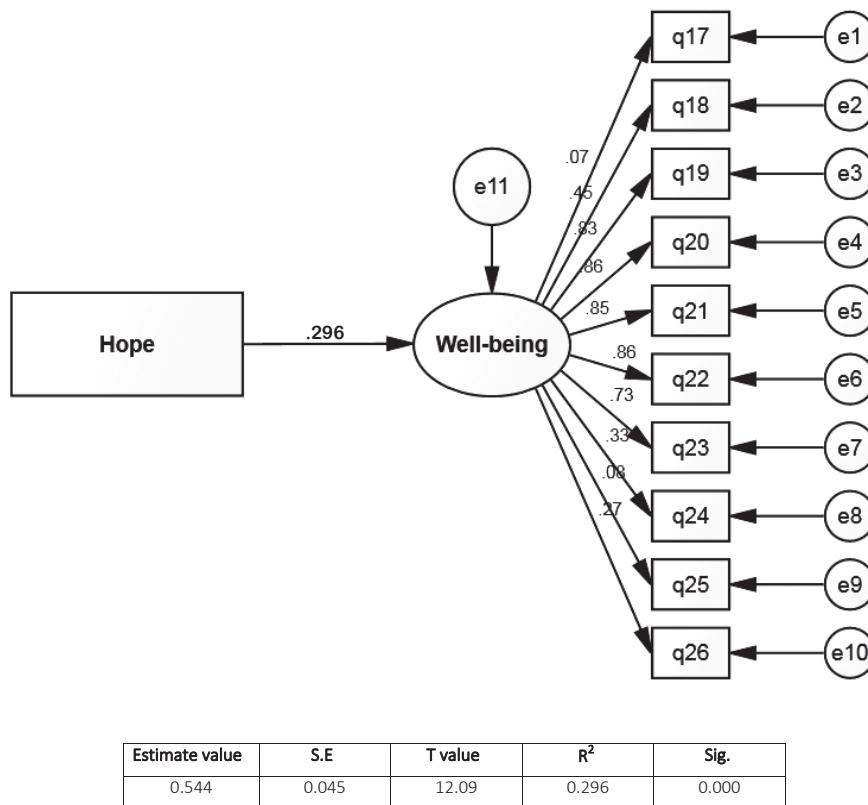


Figure 6. Testing the third sub-hypothesis

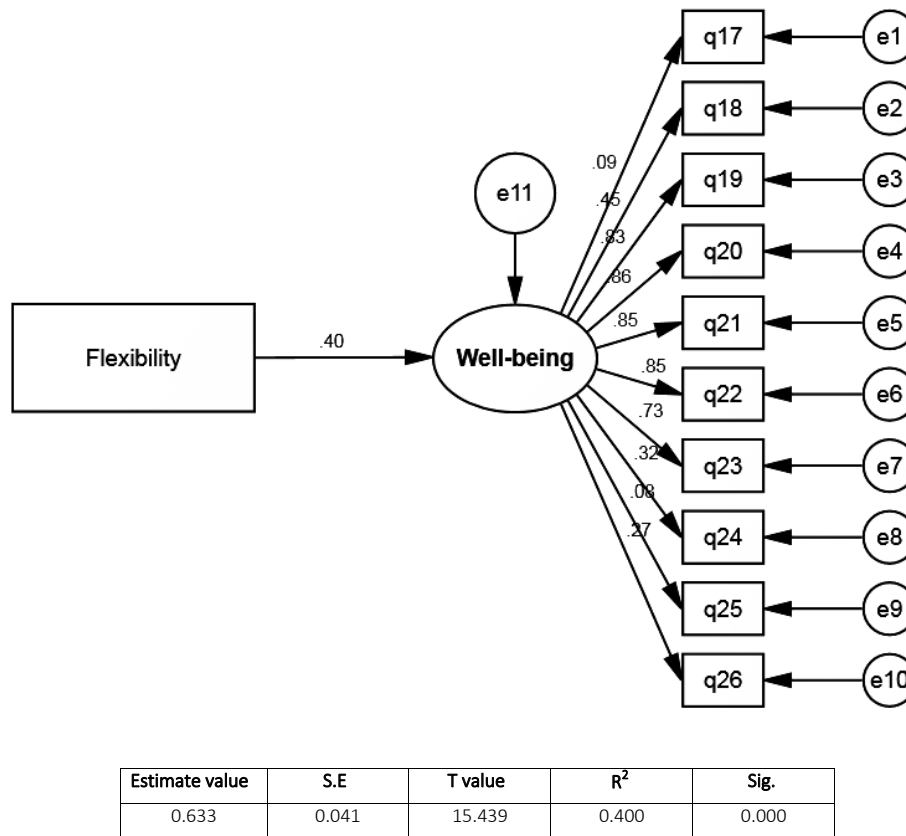


Figure 7. Testing the fourth sub-hypothesis

nation (R^2) of 0.564 and the level of significance of 0.000 indicate a statistically significant effect of optimism on subjective well-being.

mination (R^2) (0.296) and the level of significance (0.000) indicate a statistically significant effect of hope on subjective well-being.

Figure 6 indicates a positive relationship between hope as one of the independent variable dimensions and the dependent variable (subjective well-being). The expected value of this relationship was 0.544, meaning that if the value of hope increased by one unit, the dependent variable would rise by 54.4%. The coefficient of deter-

Figure 7 indicates a positive relationship between flexibility as one of the independent variable dimensions and the dependent variable (subjective well-being). The expected value of this relationship was 0.633, meaning that if the value of flexibility increased by one unit, the dependent variable would rise by 63.3%. The coefficient of deter-

Table 8. Means and relative importance of the sample member estimates of the study variables

No.	Hypothesis	Decision
H0:	There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of positive organizational behavior with its dimensions (self-efficacy, optimism, hope, and flexibility) on the subjective well-being of employees in the Jordanian tourism sector.	Rejected
H01	There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of self-efficacy on the subjective well-being of employees in the Jordanian tourism sector.	Rejected
H02	There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of optimism on the subjective well-being of employees in the Jordanian tourism sector.	Rejected
H03	There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of hope on the subjective well-being of employees in the Jordanian tourism sector.	Rejected
H04	There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) of flexibility on the subjective well-being of employees in the Jordanian tourism sector.	Rejected

mination (R^2) of 0.400 and the level of significance of 0.000 indicate a statistically significant effect of hope on subjective well-being.

After the hypotheses have been analyzed and tested, the Table 7 shows a summary of the acceptance or rejection of the hypothesis.

4. DISCUSSION

The results indicated a moderate level of positive organizational behavior with all its dimensions in the companies operating in the Jordanian tourism sector. The dimension of self-efficacy was the most applied dimension of positive organizational behavior.

The study's findings also revealed a statistically significant effect of positive organizational behavior with its dimensions (self-efficacy, optimism, hope, and flexibility) on the level of subjective well-being for employees in the Jordanian tourism sector. This effect was found to influence the level of subjective well-being. It was beneficial,

meaning that the levels of subjective well-being increased proportionately to the degree to which positive organizational behavior was present. This result concerning the impact of organizational behavior on one of the variables of administrative practices partially agrees with Azfar and Aranha (2020), who showed that positive organizational behavior substantially affects job commitment in the workplace. This also agrees with Pouramini and Fayyazi (2015). Both of these studies showed that positive organizational behavior significantly affects job commitment in the workplace. According to the findings, there is a crucial and statistically significant connection between contentment in one's work environment and positive organizational behavior.

The results of the current study also partially agree with Bryson et al. (2017) regarding the impact of workers' subjective well-being. Thus, there is a clear, positive, and statistically significant relationship between the average level of subjective well-being of employees in the workplace and their level of performance.

CONCLUSION

This study aims to identify the concept of positive organizational behavior and its importance for both business organizations and their employees and to highlight the role that positive organizational behavior plays in promoting subjective well-being in the workplace for workers in the tourism sector in Jordan.

The results contribute to understanding and defining the concept of positive organizational behavior, its importance, and its benefits in the work environment, in addition to the concept and importance of employees' subjective well-being in business organizations.

The findings of the current study may also be necessary for the Jordanian tourism companies because they indicate that improving the organizational behavior of employees may have a positive impact on the level of employee well-being and satisfaction and thus can lead to an increase in productivity and the overall company performance. For example, suppose the company works to enhance the commitment and motivation of employees. In that case, this may improve their level of psychological comfort and appreciation for work. Thus, this can be reflected in performance and dedication to work.

Positive organizational behavior contributes to improving the organizational climate within the company. When employees are committed and motivated to work and concerned with the organization's goals, the sense of belonging and loyalty to the company increases, which leads to the well-being of better and more satisfied workers.

The findings of this study indicate that organizational behavior increases the level of subjective well-being for employees, which benefits business organizations. Achieving subjective well-being contributes

to attracting efficient and distinguished talents, which makes companies commit to providing material well-being for employees to attract and retain talents. Employee performance is also influenced positively by the supply of subjective well-being. They are more motivated and dedicated to accomplishing corporate goals when aware of material and practical gains.

In the end, the positive organizational behavior of employees enhances their well-being and contributes to the success and continuity of the company. Promoting positive organizational behavior requires companies and organizations to create a supportive and motivating work environment and provide appropriate rewards and incentives to enhance this behavior among employees.

AUTHOR CONTRIBUTIONS

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