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## ORIGINAL RESEARCH ARTICLE

# Providing an Organizational Vitality Model Based on Human Resources Information Management

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## ABSTRACT

The purpose of this research was to present an organizational vitality model based on information management and human resource data. Human resource information management is a process that seeks to increase organizational capability through the organization's employees, which is considered one of the most important success factors. The research was designed in a mixed qualitative and quantitative method and benefited from the foundation's data strategy. In the qualitative part, the data obtained from in-depth interviews with 25 general managers of social security of the provinces of the selected country were based on purposeful sampling. In the quantitative part, 376 people from the lower-level employees of this organization were selected in different regions of the country by stratified random method and answered the questions of the researcher-made questionnaire. Qualitative data were analyzed using the Grounded Theory and the quantitative data were analyzed through confirmatory factor analysis using SPSS and AMOS software. The results obtained from the qualitative phase of the research led to the design of a proposed conceptual model of organizational vitality in the social security organization, and in the quantitative phase, using path analysis, validity of the conceptual model was evaluated. From the practical point of view, the proposed model can be implemented by social security organization managers to create vitality among employees in order to reduce depression and boost productivity.

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## 1. Introduction

Human resource management information system is a functional database designed to maintain data related to employees and support human resource activities such as recruitment, selection, performance management, training and development (Hamid et al., 2022). The data stored in Human resource information system (HRIS) is important, because the organization's people are the organization's biggest asset and the ability to flexibly use these assets can be the key to achieving a competitive advantage in today's knowledge-based world (Srivastava et al., 2021).

Human resource information management is a process that seeks to increase organizational capability through the organization's employees, which is considered one of the most important success factors in today's world. In this regard, there are many tools that facilitate this important and vital process in the organization (Motowidlo et al., 2018). One of these tools is the use of new technologies and various types of advanced systems, the HRIS human resource management information system is one of these systems that seeks to increase the effectiveness of human resource management by integrating it with information. One of the important consequences of human resource management information system is organizational happiness (Saifi et al., 2021).

Measuring the success of HRIS can be seen from the effectiveness and efficiency of the information system. This is a sign of the quality of the information system, that is, the usefulness of the information (use of the system). Therefore, measuring the benefits of information systems through success or effectiveness measures is critical to understanding the value and importance of management actions or strategies. This has a great impact on improving the performance of human resources (Reddy et al., 2020).

Considering the challenges that organizations are facing today, creating a happy organization is one of the management and strategic needs for the sustainable performance measures of

organizations in the long term (Bukht et al., 2018). For this reason, happiness has been one of the most important spiritual needs of human beings due to its tremendous and important effects on the formation of the personality and life of humans. Happiness makes the work environment positive and employees share their opinions freely, as a result, a happy work environment increases the productivity of employees and improves the flow of information in the organization (Op den Kamp et al., 2020).

Employees can have innovative and creative behaviors by managing more of their wellness activities during work (Tummers et al., 2018). Organizational happiness management is characterized as a targeted individual behavior with the aim of managing human resources to promote optimal performance in the workplace (Chen et al., 2022). In the presence of happiness, human resources can make full use of organizational resources and prepare themselves for a healthy and dynamic life in the environment and society. Because vitality is the factor of human's internal transformation and evolution and a precondition for social changes (Elahi et al., 2020). In a cheerful environment, employees have more self-confidence and better job performance, and they are more sensitive to opportunities and act more optimistically. As a result, it helps to boost productivity, and healthier economy. All these characteristics are very positive and productive for organizations (Khosrojerdi et al., 2018).

In the current world, short-term human resource allocation and management to meet immediate needs have replaced long-term human resource planning (Jonge et al., 2019). The fact that people are increasingly transferred between different organizations and often work on short-term contracts or go to another organization with a better offer means that the strategic use of human resources is an important issue (Amjad, 2018). Strategic HR management can be performed through an integrated human resource management information system that has the ability to quickly access current

information about people and their skills (Hosseini, 2018). Organizations can create value and achieve stable performance when they have a happy organization. In other words, organizations need a mechanism to get out of the turbulent world and the risks of their external and tense environment (Pdenkamp et al., 2019).

The use of Human Resources Information System (HRIS) for the purpose of automating human resources information management methods can both increase the efficiency of current human resources methods and reduce overhead costs. If this is done carefully, it can lead to the improvement of human resources services. HRIS happens through speeding up of services and improving the quality and stability of information. The quality of organizational affairs increases job satisfaction and organizational vitality (Yahaya et al., 2018).

On the other hand, since the country's social security organization is considered the largest social and medical insurance organization in Iran, and covers a large part of the country's population it plays an essential role in the social and economic security and sustainable development of the country. Therefore, the issue of designing and testing a model for organizational vitality in Iran's social security organization is of great research importance. Therefore, the current research tries address this topic and provides understanding of the components and dimensions of vitality in the form of a paradigmatic model. This research was carried out by obtaining the opinions of the managers of the social security organization, in order to analyze and evaluate the organization's strengths and weaknesses.

## 2. Literature Review

### *Organizational vitality*

Organizational vitality refers to a person's judgment or degree of desirability of the quality of his whole life. Vitality increases positive emotions of employees and reduces negative emotions, as a result, it increases productivity. Also, vitality in the work

environment is achieved when a person uses his abilities and talents to achieve his work goals. Vitality is a very important mechanism to increase sustainable performance and in fact, it is a requirement for sustainable employee performance (Vallina et al., 2017).

### *Human resource management information system*

Knowledge is one of the assets of organizations in a world where we are surrounded by vast knowledge and information, the importance of producing and maintaining efficient knowledge and sharing it in the organization has many benefits. Organizations cannot use their resources properly without knowledge. Knowledge management makes organizations respond appropriately to customer needs, respond more agilely to market changes, and have more resources for designing and introducing new products and services. Perhaps the benefits of using this management in the organization can be described as follows:

It promotes creativity and innovation in the organization.

It helps a lot in decision-making, planning, and analysis processes.

It causes a dynamic force to flow in the organization that moves it forward.

By eliminating redundancies and redundant cycles, it reduces the costs of the organization.

It strengthens intra-organizational communication, and increases productivity. The human resources management information system records data for employee sourcing, rewards, training, etc. Therefore, data about employees can be used in a more flexible way to transform the methods of managing employees in organizations and the role of the human resources unit. For example, following the definition of the HRIS, each employee potentially has direct access to their data and can be empowered to enter data into the system (Zeb et al., 2020). Line managers can have direct access to data about their employees and use this data to manage them effectively (i.e., by having an overview of

the skills and competencies of the group in order to make decisions regarding supervisory activities. and development). Senior managers and human resources unit can get integrated information about the organization, which makes their joint strategic planning and participation possible in the field of human resources. In other words, such an integrated system of HRIS makes possible the flexible use of stored personal data, which will change both the style of managing people and the role of the human resources unit (Nucharee et al., 2019).

*Social security organization (SSO)*  
SSO is the largest social and medical insurance organization in Iran, which is among non-governmental public institutions. This organization has administrative and financial independence and is responsible for mandatory insurance coverage of workers, various governmental staff, and self-employed individuals. it plays an essential role in the country's sustainable development, social and economic security and is responsible for fulfilling its legal obligations and preserving the organization's resources and reserves based on the Statute for the country's social security organization. Table 1 presents some of the studies conducted on this subject.

**Table 1. Research background**

Author	Year	Title	Results
Akinci et al.	2022	Urban vitality and leisure time of the elderly outdoors in Barcelona	The impact of urban vitality has been investigated in two different study areas in the city of Barcelona. In a survey, its effect on the resting time of the elderly during the busy hours of the city and outside the home that most men over 75 years of age had a greater desire to rest and spend time in crowded and crowded urban environments. Another study examines the effect of elderly people's outdoor behavior and its relationship with the surrounding artificial environment and the changes of this relationship based on the personality characteristics of each person.
Chen et al.	2022	The impact of urban vitality and urban density on innovation: evidence from the Greater Bay Area of China	The effect of vitality and urban congestion on disruptive innovation and incremental innovation has been investigated. Thus, in several big cities in China, when congestion is high, urban vitality promotes incremental innovation, and when urban congestion is low, disruptive innovation finds an opportunity to emerge.
DeFelippo et al.	2022	Vitality in the academic workplace: sustainable professional growth for interprofessional faculty members	This study seeks to identify the dimensions of the academic work environment that affect the vitality of faculty members in mid-career. The findings of the study highlight the importance of creating work environments that increase vitality for mid-career faculty members. In addition to identifying academia as a factor in interprofessional vitality, the study findings indicate specific sources of increased academic vitality, including informal relationships within academic departments, participation in faculty development programs, and support and messaging from high-level academic leaders.
Dhamija	2021	Happiness and positivity at workplace in context of spirituality: A conceptual framework	This paper attempts to determine the ways to remain happy at the workplace with the help of the Alexander Krolof model. The purpose of this study is to manage the difficult situation and bolster efficiency and effectiveness at the workplace
Widodo and Damayanti	2021	Vitality of job satisfaction in mediation: the effect of reward and personality on organizational commitment	This model cannot only be used as a reference by researchers and practitioners in developing models of organizational commitment that are in accordance with their respective conditions, but can also be further developed and expanded into studies and projects to develop organizational commitment which is more complex and comprehensive by adding variables and other relevant dimensions.
Bayraktar and Girgin	2021	The examination of teachers' levels of organizational happiness	Teachers' perceptions of organizational happiness differed significantly according to professional seniority in the management processes subdimension of the School Happiness Scale. Teachers' perceptions of organizational happiness differed significantly in the subdimensions of management processes, attitudes towards the teaching profession, commitment, and economic provision of the School Happiness Scale..
Yamamura et al.	2020	The effect of postponing the 2020 Tokyo Olympic Games on the happiness of Amotnashi workers in the tourism industry and the negative consequences of the Corona virus	The findings suggest that the loss of extended hospitality conditions, rather than a reduction in income, temporarily reduced workers' happiness levels.
Bellet et al.	2020	Does employee happiness have an effect on their productivity?	We investigated the strong productivity and impact of happiness on sales. This effect is created by changes in the productivity of the workforce. Management practices can simultaneously have positive effects on employee happiness and satisfaction as well as their productivity.
Masciocchi et al.	2020	Defining vitality and happiness by measuring mental and physical health in sanatoriums	It was concluded that very high vitality in combination with physical and psychological elements is associated with lower risk in the nursing home, while physical vitality has been associated with a reduced risk of mortality. High mental alertness has been associated with worsening vitality in daily activities. But in a

			subset of people without dementia, the suggestion of this definition of vitality, when used alone, may not be appropriate for the very elderly and frail and nursing home population.
Lavrusheva	2020	The concept of Nishat and the scope of research related to Nishat	The findings show vitality as a measurable positive mental concept consisting of physiological fluctuations and psychological energy that can be regulated and controlled by the person who possesses it.
Pickett et al.	2020	Concurrent and delayed effects of anti-stress extraversion on vitality	It addresses two opposing views on the effects of extroversion on mood state. In the first view, people benefit from extroverted behavior, regardless of the level of extroversion of their individual characteristics. The second point of view shows that this behavior corresponds to the attribute of a natural person
Bastos et al.	2020	A new look at employee happiness: How employees' perceptions of a job as providing experiences versus objects for customers affect job-related happiness.	People get a sense of joy and happiness from shopping experiences more than material things. Evidence from a field survey of employees across several occupations and industries studies and experiments show that people who perceive their jobs primarily as providing experiences (as opposed to material objects) derive greater happiness from those jobs.
Zhong et al.	2019	Creating vitality and vitality, vitality and happiness in the markets of fresh products in urban China	This study provides a more in-depth description of the fresh vitality and flexibility product markets in today's urban China. The close relationship between consumers and their food and the trust between food vendors and consumers, in turn, ensure vitality locally.
Kour et al.	2019	The role of positive psychology in improving employee performance and organizational productivity: an empirical study	The findings show that the implementation of positive psychology concepts and positive personal characteristics such as optimism, well-being and personal strength in the workplace increases employee performance and organizational productivity.
Ahmadi Baladhi, Babaei & Taheri	2018	The role of organizational vitality in improving the productivity of employees of Golestan Police Command	The results of the research indicate that the existence of vitality and its dimensions in the organization has increased the productivity of employees and can motivate and improve the morale and participation of employees in decision-making, creativity, innovation and job satisfaction. be effective
Akbariyeh and Haddadzadeh,	2018	Examining the relationship between organizational vitality and organizational commitment	. The results of this study, which was conducted in the executive bodies of Kerman city, show that there is a direct relationship between organizational vitality and organizational commitment.
Rafi Mofard	2018	The stable performance of employees in the organization: the factors of creating employee vitality	Managers of organizations should strive to improve the stages of happiness by using empowering steps such as happiness and vitality in the workplace, definition of happiness in the workplace, creators of sustainable performance, enforcement of decision-making authority to people, to Share information about the organization and its strategies, minimize incivility, provide feedback, and increase diversity.
Agha Davood,	2016	Investigating the effect of happiness management on the performance of the employees of Isfahan Region Two Gas Company based on the Steers model	The findings of the research indicate that ten components of happiness, including security, justice, flexible structure interaction, positive thinking, learning, self-opening, participation, meaning of work and interest have an effect on the performance of employees, and in the meantime, learning, interest in Work and participation are the most important respectively.
Zareziadi	2016	The effect of employees' cheerfulness and vitality on the improvement and productivity of organizations.	Research has shown that vitality, regardless of how it is obtained, can improve physical health. People who are happy feel more secure and make decisions more easily, and are also more cooperative and satisfied with those they work and live with.
Bagheri	2015	Investigating the relationship between happiness and employee performance in Shahrood University of Medical Sciences	The findings showed that participation, interest in work, organizational learning and justice respectively had the highest significant correlation with the performance of the organization, and finally, happiness has a direct and significant correlation with the performance of the organization.

A happy organization is a place for people to meet and dream and is based on spiritual actions. Happiness and joy require efficient, productive, and profitable actions at individual and collective levels. In fact, happiness is different in every context and environment. The overall goal of a happy organization is the success and prosperity of the organization and its employees. Based on the investigations, organizational vitality has been neglected in human resource management and the research dealing with

the model of organizational vitality based on appropriate decision-making has been scarce. Correct decision making in this field is based on information and identification of human resources. Therefore, this article is aimed at filling this research gap.

### 3. Methodology

#### *Qualitative method*

In the qualitative section of this applied reserch, the statistical population includes experts from the Social Security

Organization of the provinces of the country, and sampling was done with a purposeful judgmental approach, up to the point of information saturation, and 25 experts were identified as the statistical sample of the qualitative section and participated in the interview process. First, the information needed to identify the factors affecting organizational vitality was collected from the interviewees (managers of the social security organization) using a semi-structured interview method, and data were collected from 25 interviewees until theoretical saturation was reached in 20 interviews. And the fifth was fulfilled. Then, with the method of data analysis based on the Foundation's data method, which includes the steps of open coding, central coding, and selective coding, the information was systematically formed.

This initial understanding made it possible to formulate hypotheses and how the variables of the organizational vitality model are affected. In other words, the qualitative methodology allows the researcher to provide theoretical foundations from the general or general characteristics of a subject that are simultaneously rooted in observations or experimental data. In this method, open and in-depth interviews that are conducted with a qualitative approach, validity, and reliability have different meanings, because a qualitative interview is necessarily an interaction through dialogue, which is dependent on the situation and temporary, and the nature of the relationship created cannot be exact, recreated by others. The participants in the research were the managers of the Social Security Organization of the provinces of the country, whose information is given in Table No. 2.

**Table 2.** *Participants in the research*

No	Gender	Education	Organizational position	Work experience	No	Gender	Education	Organizational position	Work experience
1	Man	BA	Chief	22	14	Man	MA	Chief	25
2	Man	BA	Chief	21	15	Man	MA	Chief	32
3	Man	BA	Chief	28	16	Man	BA	Chief	28
4	Man	BA	Chief	30	17	Female	MA	Chief	17
5	Man	MA	Chief	28	18	Man	BA	Chief	18
6	Female	BA	Chief	25	19	Man	MA	Chief	22
7	Man	BA	Chief	18	20	Man	BA	Chief	27
8	Man	MA	Chief	23	21	Man	MA	Chief	20
9	Man	MA	Chief	29	22	Man	BA	Chief	19
10	Man	MA	Chief	24	23	Man	MA	Chief	17
11	Man	BA	Chief	25	24	Man	BA	Chief	27
12	Man	BA	Chief	19	25	Man	MA	Chief	25
13	Man	PhD	Chief	21					

Therefore, in the present research, in the design stage of the model, by using the qualitative research strategy and the Strauss and Corbin method, the phenomenon of organizational vitality has been carefully examined and analyzed, and the vitality model is in the form of explaining causal conditions, contextual conditions, intervening conditions, central category, strategy and finally, the consequences of happiness in the social security organization were determined.

*Quantitative method*

In order to test the model, a questionnaire was compiled, which is considered to compile a sample size of 376 people based on the formula of Cochran's table. In this method, using stratified random sampling, a number of officials and experts of this organization answered the questions of the questionnaire. Using quantitative research methods, namely path analysis, the researcher tested the data obtained from the qualitative stage and evaluated the validity of the conceptual model of the research. The

reliability of the questionnaire was obtained using Cronbach's alpha above 0.7. In the quantitative part, the content validity method was used to determine validity. The details

of the participants in the quantitative stage and their demographic characteristics are given in Table No. 3.

**Table 3. Demographics of the respondents**

Organizational position						Work experience		Education			Age		Gender	
Expert	In charge	Senior	Director and senior expert/	Deputy	Head of the branch	Above 20	up to 20 years	P.H.D	MA	BA	Above 40	up to 40 years	Number	gender
49	98	22	45	14	11	128	111	11	153	75	143	96	149	Man
37	66	21	11	0	2	64	73	4	69	64	73	64	227	Female
86	164	43	56	14	13	192	184	15	222	139	216	160	376	Total

**4. Findings**

As stated in the process of conducting the research, in this research, the Foundation's data analysis method with the approach of Strauss and Corbin (2015) has been used. Theoretical sampling that was done through interviews continued until reaching

theoretical saturation (theoretical saturation is a stage in which no new data emerges in relation to the category).

Based on the analysis of qualitative data and the completion of coding steps, the concepts and categories of organizational vitality that were effective in promoting vitality have been identified.

**Table 4. An example of coding, concepts and categories (outcome variable)**

category (initial coding)	Axial coding	Selective encoding
Understanding the emotions of employees	Individual	Causal conditions
job satisfaction		
Employees' body clock (biorhythm)		
Physical health of employees		
Legitimacy of group work	group	
Meeting the goals of teamwork		
Adherence to group goals		
Group skill	Organization	
Organizational orders		
delegation of authority		
Mutual trust between the organization and the stakeholders		
Organizational honors	Environment	
Biological pathogens		
Cultural factors of the environment		
family environment		
Threats of economic crises	Individual	The central category
interest in work		
Promotions		
Life satisfaction		
The passing of sacrifice	group	
Teamwork culture		
Empathy and intimacy		
mutual trust		
Group cohesion	Organization	
Career development path of employees		
Succession		
Employee performance evaluation system		
talent management	Environment	
Non-attendance services		
outsourcing		
telecommuting		
non-attendance (virtual) trainings	Individual	Strategies
welfare amenities		
Self-control		

category (initial coding)	Axial coding	Selective encoding
Efficacy		
A sense of superiority		
Trying to achieve the group's goals	group	
Implementation of group decisions		
Employee knowledge sharing		
Group synergy		
Strengthening the income sources of the organization	Organization	
Employee compensation management		
Empowering employees		
Designing employees' jobs		
Customer oriented	Environment	
Competitive Advantage		
branding		
Localization		
Compatibility of employees with conditions	Individual	
Conscientiousness		
Meeting the financial needs of employees		
Emotional family support		
Acquaintance of the group with its duties	group	Background conditions
Enthusiastic group effort		
Alignment of personal goals of the group		
Increasing the skills of employees with group interactions	Organization	
Participation in decision making		
Responding to obligations		
Create a calm environment		
Communication with the supervisor immediately	Environment	
Gaining public trust		
Governmental laws and regulations		
Artistic planning		
Organizational competitive environment		
Job stress	Individual	
Financial and household problems		
Physical diseases		
self-centered		
Group leadership support	group	Intervening conditions
Group structure		
Group norms		
Group composition	Organization	
Timely collection of government financial claims and debts		
Technology development		
nepotism (party game)		
Supporting women's whistleblowing (disclosure)	Environment	
Economic conditions of employees' living environment		
Career prestige of people		
The atmosphere of the employees' working environment		
Safety of employees' work environment	Individual	
Improving the quality of work life		
Attachment to the organization		
Maintaining the health of employees		
A sense of personal development	group	consequences
Achieving the group's goals in line with the organization's goals		
Increasing the effectiveness of the group		
Workgroup dynamics	Organization	
Satisfying the social needs of the group		
Increasing the financial source of the organization (Social Security Fund).		
Implementation of electronic health records		
Providing feedback to employees	Environment	
The effect of cost reduction on organizational efficiency		
Clients' awareness of the rules and regulations of the organization		
General acceptability of the organization		
The quality of the organization's services		
Creating vitality and vitality in the society		

*Quantitative section*

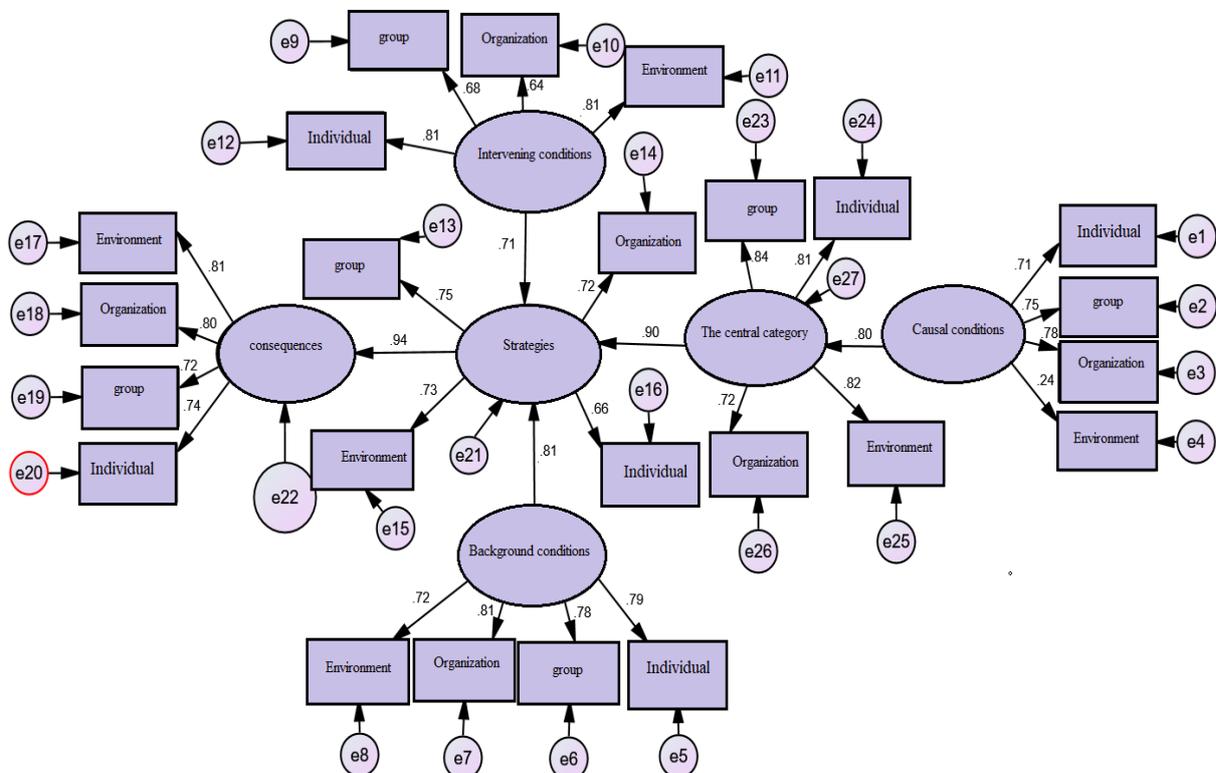
In this part, the method of structural equations is used in AMOS software. To ensure the appropriateness of the data, we used the Bartlett (t) test to ensure that the correlation matrix that is the basis of the analysis in the society is not equal to zero. In other words, by using Bartlett's test, it is possible to ensure the adequacy of sampling. Bartlett's test tests the hypothesis that the observed correlation matrix belongs to a population with independent variables. For a factorial model to be useful and meaningful, variables must be correlated. The value of KMO was 0.708, which is higher than the recommended value of 0.6, and as a result,

Bartlett's test was statistically significant, so it confirms the functionality of the correlation matrix. The results of this test can be seen in table 5.

**Table 5.** KMO test and Bartlett's sphericity test results for exploratory factor analysis of individual factor indicators

Amount	Test and relevant indicators
0.708	K.M.O
337.530	X <sup>2</sup>
6	df
0.000	Sig

After ensuring the sufficiency of the research data, the research model fit was tested.



**Figure 1.** Fitting the research model in AMOS software

All the factor loadings are higher than 0.3, to express the acceptability of the model, Bentler-Bonnet normalized fit indices, relative fit, incremental fit,

adaptive indices and perfect square have been used, and the results obtained from the model are displayed in Table 8.

**Table 6.** Fit indices of the dependent variable

RFI	IFI	GFI	CFI	NFI	RMSE <sub>A</sub>	X <sup>2</sup> /df	Model
>0.9	0.9>	0.9>	0.9>	0.9>	0.1<	2<	Acceptable amount
0.98	0.99	0.96	0.94	0.99	0.047	1.05	Calculated

Root Mean Square Error (RMSEA): This index is based on residual matrix analysis and, unlike many fit indices, can be

calculated for different confidence intervals. This index is based on the decentralized parameter. The value of

RMSEA obtained is 0.047, which is desirable according to the standard value of less than 0.1.

## 5. Discussion

The current research was conducted with the aim of providing an explanatory model of organizational vitality in the social security organization of the country's insurance sector, which is based on using the paradigmatic model of Strauss and Corbin (2015). From the practical point of view, the present research can be a good solution for managers to create vitality among employees and their work environment, in order to form stable performance to achieve productivity and increase the organization's income resources.

In the proposed model of this research, the six main categories are: causal conditions, central conditions, background conditions, intervening conditions, strategies and consequences. In each of the categories, vitality has been examined and identified in the four dimensions of the individual, group, organization and environment.

Causal conditions affecting organizational vitality in the individual dimension including (understanding employees' emotions - Coordinating the working hours of the employees with the body clock), in the group dimension (legitimacy of group work - adherence to group goals), in the organization dimension (acceptance of organizational orders from employees - delegation of authority to employees - mutual trust between the organization and stakeholders) and in the environment dimension (influencing factors) Biological pathogens on employees' performance - the influence of cultural factors outside the environment on the organization's culture), which was identified in the formation of organizational vitality.

Contextual conditions affecting organizational vitality in the individual dimension include (employees' adaptability to changing conditions - conscientiousness), in the group dimension

(enthusiastic effort in the work group - aligning the personal goals of employees with the goals of the group), in the organizational dimension (the organization's response to its obligations with resources existing - the efforts of managers to create a calm environment) and in the environment dimension (the organization's enjoyment of public trust - planning for artistic works) were identified.

Intervening conditions affecting organizational vitality in the individual dimension include (occupational stress - insistence of employees in fulfillment of demands), in the group dimension (the support of the group leadership from the members - the effect of norms in stabilizing the group's values), in the organization dimension (the effect of timely collection of the government's financial demands and liabilities in the organization's resources - up-to-date use of technology and technology - the organization's support of Whistleblowing by women (disclosers of any violations) and in the environmental dimension (economic conditions of employees' living environment-professional prestige of individuals) that occupational stress, insistence of employees in fulfilling their demands, economic conditions of employees' living environment, as disturbing factors and support of the leadership of a group of members - the impact of norms in stabilizing the group's values, the impact of timely collection of receivables and payables government's financial resources in the organization's resources, the daily use of technology, the organization's support for whistleblowers (who disclose any violations) and the professional prestige of individuals were identified as facilitating factors.

The key categories affecting organizational vitality in the individual dimension include (timely promotions-satisfaction with life-passion and sacrifice spirit), in the group dimension (empathy and intimacy - consensus in the group), in the organizational dimension (substitute training-use of talented people in key jobs)

and in the dimension of the environment (off-site services-outsourcing) was identified.

Effective strategies on organizational vitality in the individual dimension including (self-control - self-efficacy - sense of excellence), in the group dimension (sharing experiences - double effort in teamwork) in the organizational dimension (strengthening the organization's income sources - holding training courses) empowerment of employees) and in the dimension of the environment (responding to the needs of clients-branding of services) were identified.

The consequences of organizational vitality in the individual dimension include (satisfaction with the quality of work life-increasing attachment to the organization), in the group dimension (increasing group effectiveness-group work dynamics), in the organizational dimension (increasing the organization's financial resources - work feedback in increasing the organization's performance- The effect of cost reduction on efficiency) and on the environment dimension (clients' awareness of the rules and regulations of the organization - creation of vitality and vitality in the society) was identified.

## 6. Conclusion

Today, the basis of competition and success of organizations is their effort to acquire knowledge. This prompted many advanced organizations to manage knowledge in their organization and use it in the best possible way. Therefore, human resources were given special attention as producers and transmitters of knowledge in the organization, which promoted the productivity of human resources in such organizations.

All the governments of the world try to manage information and knowledge in a decent way in order to achieve their goals. The governments of different countries invest heavily in information technology to improve the living standards of the people of the society, they have set their goal to improve the information management of

human resources in order to bring the goals of the organization closer to the employees. Use the quality of relationships, integrity, creativity, and organizational vitality.

One of these sources is human resources, which is considered the main source of creating value in the organization and as a competitive advantage. The organizational resource information system provides ease of operation, job satisfaction, and organizational vitality. The view based on knowledge and information places great emphasis on human capital - the skills, knowledge, competence, attitudes, and motivation of people to work for the organization and the way they use these skills for the benefit of the organization. However, as human intelligence is unique, and individually embedded, it cannot be easily acquired, which makes it difficult to manage. As organizational vitality improves, the performance of employees' intellectual and knowledge capital also improves. Since there is a direct relationship between cheerfulness in the organization and productivity, therefore, when cheerfulness increases, the productivity of employees also increases, so that in a cheerful and cheerful environment, employees perform better and act more usefully. Definitely, all these features can be positive and productive for organizations. Vitality has many benefits for organizations because they can achieve sustainable personal and organizational benefits by spending little money.

The prerequisites of organizational vitality, as widely studied in this article, and confirmed precedents include job design, skill diversity, and role ambiguity, all of which are under the shadow of human resource information systems. Below are the suggestions. In order to strengthen the organization's vitality model, it is suggested:

- Participating in group work and legitimizing the work of the group in the organization will be done by giving credit and legitimate power from the managers, which will give authority and satisfaction to the work groups and will be strong

support for knowledge sharing. - Clear and unambiguous organizational orders should be issued, in this context, the information dashboard of the organization should be used.

- To develop a culture of information and knowledge sharing in the organization and the transparency of the information procedure in the organization.

Talented employees should be used for the key jobs of the organization, the current and future forces of the organization should be provided with talented people, and plans should be made to find talents and develop talents.

- According to the human resources information system, the procedure of conducting electronic affairs in the organization should be strengthened.

- Training courses should be held in order to empower them to perform tasks, individual knowledge, and increase efficiency.

The experiences, learnings, knowledge, and skills of the group members should be implemented and shared.

-Constructive discussions have been held with the members of the group and their tacit knowledge should be used for education, knowledge creation, and knowledge management while exchanging information.

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