

Presenting a model of organizational vitality with a positive organizational behavior approach in the Digital Management Era (Meta-synthesis approach)

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Abstract

Purpose: The aim of this study was to provide a model of organizational vitality with a positive organizational behavior approach in the digital management era (Meta-synthesis approach).

Method: According to this method, by searching the keyword of organizational vitality with a positive organizational behavior approach (based on data mining) in various databases, initially 2151 works were found in the time period of 2011 to 2019 (1391 to 1399) of which 1468 works were based on title, 429 works abstract and 217 works text did not match the purpose and questions of the present research; These works were set aside, and only 37 works, which were in the field of organizational vitality with a positive organizational behavior approach in the era of digital management which were

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aligned both in terms of title and content with the objectives and research questions of this study, were selected for analysis using meta-synthesis analysis and presentation of an organizational vitality model with a positive organizational behavior approach in the digital management era.

Findings: By studying and carefully examining the finalized sources, the components and indicators of organizational vitality were extracted with the approach of positive organizational behavior in the era of digital management. In total, the model of organizational vitality with a positive organizational behavior approach in the era of digital management was identified and classified into 2 main concepts, 16 components and 123 indicators.

Conclusion: the results and findings of the previous research have been systematically evaluated and analyzed with the approach of qualitative research and meta-synthesis tool (based on data mining) which includes seven steps.

Keywords: Digital management, Organizational vitality, Organizational behavior, Positive organizational behavior

1. Introduction

Today, it's a rarity to find a manager in the world who is indifferent towards the digitization of business or opposes it. Nowadays, almost all managers and presidents of companies and organizations agree and embrace the numerous benefits of digitization, however, they must also consider the bitter reality that most of today's inexperienced managers lack a coherent mental framework for utilizing digital technologies, and the companies under their supervision suffer from the absence of appropriate and practical strategies in this field (Krolloff, 2007).

In today's digital world, the winning is with those companies that use aggressive digital strategies. These strategies span a broad spectrum and are carried out in a highly targeted manner, aligned with the latest technological advancements in the digital and artificial intelligence domains. The company that encompasses a wider scope in this area will achieve greater profits and will fully benefit from the real advantages of digitization. Given the increasing significance that human capital has gained in creating competitive advantages for organizations, and the emergence of conditions that have ultimately made the recruitment and retention of employees challenging, leading to cost-intensive human resource processes, the need for an integrated approach that can emphasize the emotional, ethical, human, and spiritual dimensions of individuals and support their growth and self-actualization in the workplace is more pronounced than ever (Forouhar, 2011).

Digital organization has become a popular phrase in the field of optimizing the organization with information technology and exploring business opportunities. In a digital organization, not only digital capability, but also digital mindset is active and applied through organizational models: 1) strategy and leadership; 2) daily operations; 3) research innovations; 4) products and services; 5) Qualification of resources. The concept of data mining has been with us long before the digital age. The idea of using data to discover knowledge has been around for centuries, starting with manual formulas for statistical modeling and regression analysis. In the 1930s, Alan Turing introduced the idea of a universal computing machine that could perform complex calculations. Positivism in the organization is defined as organizational and intra-organizational dynamics that enable individuals, groups and organizations to flourish (Haffron and Bonyol 2011, quoted from

Forohar, 2010). These characteristics share common points with the spirit of vitality within organizations. On the other hand, in studies conducted so far, the components of individual, organizational, etc. happiness have been identified, however, they have not been examined from a positive-thinking approach view. Also, a native model has not been presented for vitality in Iranian organizations, especially Saipa Co. The uniformity prevailing in the target company and the lack of dynamism in processes, where employees are the executors, as well as management's attention to addressing existing crises with the capital approach to the employees, require the researcher, who once had a novel positive organizational behavior perspective, to monitor the identified components and to utilize expert insights in order to address the mentioned dilemma.

Employment of data mining in management is the process of analyzing large amounts of data to discover strategic intelligence that can help companies solve problems, reduce risks, and take advantage of new opportunities. This branch of data science derives its name from the similarities between the process of searching large data sets for valuable information and the process of mining mountains for precious metals and ores. Both processes require sifting through large quantities of raw materials to find hidden value. Considering the theoretical and research gaps in organizations, the goal of this research is to provide a native model of organizational vitality with a positive organizational behavior approach and compare the current situation with the desired situation and provide practical suggestions in order to strengthen organizational vitality and also positivity in Saipa company. Therefore, this research aims to present a positive organizational behavior approach in the era of digital management by using a qualitative meta-synthesis approach with the review and evaluation of internal and external studies conducted in the field of organizational vitality.

1. Literature review

1.1. Organizational vitality

Historically, vitality and work have always been together. For example, in the era when agriculture flourished, the songs farmers sang while working, helped to perform duties and repetitive tasks. Vitality in the work environment is a kind of feeling. This feeling comes from within, and like all

other feelings, it is difficult to define. Although there is no official definition of vitality in the work environment, people really feel vital (cheerful) and everyone knows exactly when they are vital (cheerful) at work. Vitality is the frequent experience of positive emotions and feelings, the feeling of satisfaction with life and the relative absence of unpleasant feelings. Employees who perceive positive emotions more than negative emotions at work are cheerful employees. Kroloff regards vitality at work as a feeling of vitality that is derived from one's work (Kroloff, 2007). Price-Jones defines vitality in workplace as an attitude that empowers an individual to maximize their performance and flourish their potential talents (Price-Jones, 2007, p. 4). In another definition, vitality in workplace occurs when an individual utilizes their abilities and talents to achieve their work-related goals (Doten & Edmund, 2008).

Talents include a set of mental, physical, and psychological abilities that exist within each person differently. Internal capabilities are the inherent assets of each individual that, when engaged, will create lasting and enduring feelings of satisfaction and joy, without the interference or control of others (Rostamkhani, 2007). Vitality in the work environment does not mean that people should always have an emotion based on cheerfulness in the work environment and never experience the usual negative emotions in the workplace such as anger, discomfiture, despair or failure. Rather, all these feelings cause a person to take a different action in order to recover his spirit of cheerfulness (Price Jones, 2007). Cheerfulness (vitality) in work is obtained when: a person does a great job and feels proud of having done it. To know that one's work is of high importance. When he values work. When he takes responsibility for her/his job. When he learns and promotes in the work environment. And when he feels motivated and energized. There should be fun in the work environment (Kroloff, 2007).

Understanding the applications of data mining in management can answer human resource questions that were traditionally impossible to answer; because solving them manually was very time-consuming. By using computers and powerful algorithms to implement a range of statistical techniques that analyze data in a variety of ways, users can identify patterns, trends, and relationships that they might otherwise miss. Regarding vitality (happiness) in the work environment, several points should be considered, as follows: Vitality at work is optional. People cannot be forced to be cheerful.

If an atmosphere is created in the organization where cheerfulness is a right thing and the lack of it is considered a mistake, people will find their cheerfulness. Vitality (happiness) varies from one individual to another. People are different and the same things make some people happy and others sad. Joy is in long-term work. Vitality is not fun and game. Laughing and having fun in the work environment is good, but it's not all fun. Excitement is not vitality and happiness in the work environment. You can be a calm, serious and cheerful person in the work environment. Happiness at work is transferred from one person to another, a cheerful employee can raise the morale of the whole unit, and a cheerful manager can spread positive mood throughout the organization. This means that the vitality of a person in the organization depends to some extent on the vitality of the people around them in the organization. Happiness in the work environment depends more on the person than the job.

1.1. Organizational behavior

Organizational researchers refer to efforts beyond employees' defined duties as "Organizational Behavior". Podsakof (2000) believes that good behavior is a mindset that includes a variety of employee behaviors, some examples of which are: doing side tasks, volunteering to help others in their work, professional development in the workplace, obeying the organization's regulations, even in cases where no one supervises them, they strive to improve and help the organization and maintain a positive attitude and tolerate adversity at work (Bolino and Thornley, 2003). Employee behavior that goes beyond the requirements for the described role and is beneficial for the organization, has been identified as an inevitable necessity for the effective functioning of the organization, which is defined as organizational behavior (Williams and Shiaw, 2000). Katz (1964) has divided employee behaviors that are vital to achieve organizational effectiveness into three categories, which are:

1. People have to do things to stay in the organizational system;
2. People should perform tasks and roles in a safe and reliable style;
3. People should do innovative and spontaneous activity to achieve organizational goals that are beyond the characteristics of their organizational role.

The behaviors of the second and third categories are examples of organizational behavior (Chompookum and Derr, 2004). Organizational behavior is desirable for any organization, because it is related to important organizational variables such as job satisfaction, system maintenance, and organizational productivity. The results of studies show that managers can cultivate organizational behavior by creating or improving a positive work environment, instead of resorting to force and coercion, relying on selection or recruitment or socialization processes to create these behaviors (Turnipseed and Murkison, 2006).

The examination of individual behavior in the workplace has gripped researchers' attention to a significant extent over the past decade. When this concept is analyzed, different types of behavior can be described. This behavior includes "Pro-social behavior", "extra-role behavior" and "Organizational Citizenship Behavior (OCB)". The common goal of these studies is to define the type of individual behavior that is believed to contribute to the long-term success of the organization, which was previously ignored in the evaluation of employee performance (Castro & et al., 2004).

Despite the growing acceptance of OCB, some researchers raised questions about how OCB should be theoretically defined and measured. An important issue that is clear enough in this regard is the conceptual boundary between the organizational behavior of "In-Role behavior" and "Extra-Role behavior" that distinguishes them from each other. But some studies show that the boundary between these two concepts is different from the employees' point of view (Morrison, 2004). As it can be seen, organizations, especially organizations in third world countries that need a major leap in increasing efficiency, should create the environment in such a way that their employees and managers use all their experiences, abilities and capacities in order to enhance organizational goals. This will not be possible unless the principles and rules related to organizational behavior are identified and the necessary platforms are provided for the implementation of such behaviors.

1.2. Management of the digital age

Research has shown that companies eager to harness the benefits of the fully digital business world must consider two dimensions of their strategies in relation to the fully digital business: firstly, they should focus more on devising strategies for attracting new customers rather than just concentrating

on retaining their current ones, and secondly, they should set their focus on finding new ways to enter new markets using digital technologies, rather than only thinking about preserving and expanding their current markets (Seligman, 2000).

Digitization is a multifaceted concept that can be defined in the form of developments such as automation in the supply chain, the formation of new distribution and marketing channels, new methods of customer participation, and a strategic change from product-oriented offers to service-oriented offers. According to the predictions of experts and connoisseurs, within the coming years, nearly half of companies' worldwide income is expected to be generated through digital approaches and methods. However, reaching ideals such as a fully digital company where modern digital technologies are woven into its fabric and play a crucial role in them is not a cinch and its occurrence will require a wide platform from the management (Sohan & et al., 2019).

2. Research background

This section focuses on reviewing and evaluating some domestic and foreign studies conducted in the field of the subject matter addressed in the present research. Ming Kim and colleagues (2019) did a study entitled "Antecedents and Consequences of Positive Organizational Behavior: The Role of Psychological Capital in the Career Promotion of Employees of Sports Institutions". The strategy of today's organizations is to use the potential of people in the work environment, to create human, social and psychological capital. Self-belief, optimism, hope and flexibility have been identified as components of psychological capital. But before the mentioned components, there must be committed leadership, meaningful work and supportive organizational atmosphere in the organization. Among the achievements of psychological capital, we can mention job satisfaction, mental health and mental well-being. In 2016, Saraj Ward and Lara A. King, in an article entitled "Good Work and Life: How Work Gives Meaning to the Life", investigated the effect of employee vitality on the life's meaningfulness. Certain components in the work environment, such as the support of colleagues and supervisors, participation, and personality traits such as optimism, increase the meaning of life. Through the meaningfulness of work, valuable business goals and supportive social connections are created, and these are the conditions under which organizational and social goals are also realized. These researchers believe that three components are needed for work to be

meaningful: purpose, importance, coherence. These components overlap one another greatly. Work becomes meaningful when efforts are directed towards achieving success, the prerequisite of which is setting goals in that field, and its accomplishments fulfill a sense of importance. Those who feel a high level of importance are more likely to come to grips with the goals, and finally, the environment is defined as an understandable, controllable and meaningful concept. In 2016, Andre Zabo and Jorjeli Ojili investigated what leads to the happiness of people and points out that there is a connection between the perception of vitality (happiness) and factors such as purpose in life and family happiness. Family vitality, health, love, social life, life control, entertainment, social status, peace and purposefulness; they have been identified as the effective components in human vitality. Anthony R. Bardo in 2016 in an article entitled "A model of life with a cheerful approach to life: the case study of the United States" proves that people's age is effective in their cheerfulness and vitality. In old age, family, friends, health, entertainment and living environment have an effect on happiness. As age increases, the level of enthusiasm also increases. Health, family, and living environment have the greatest impact on the level of vitality.

Gholamzadeh (2020) conducted a study entitled "Investigating the Relationship between Factors Affecting Enthusiasm and Its Impact on Organizational Performance' among the employees of the National Organization for Civil Registration in Yazd Province". He investigated the relationship between the feeling of vitality and organizational performance according to background, psychological-health, and social factors. The results of this research show that psychological-health factors of feeling cheerful (such as personality, health, marriage and having children) are suitable options for predicting the organizational performance of employees and there is a significant relationship between these factors and organizational performance. On the other hand, there is no significant relationship between contextual factors of enthusiasm (such as age, gender, race, and education) as well as social factors (such as income, caring for others, performing public services, and culture) and organizational performance. Khosro Naderi Hashi and Reza Najaf Bigi (2017) presented a model of positive organizational behavior tailored to the conditions of Iranian governmental organizations in their article entitled 'Designing a Positive Organizational Behavior Model in Human Resource Management of Iranian Governmental Organizations Using Fuzzy

Delphi Approach.' They presented a model of positive organizational behavior with four dimensions and twenty components, designed to align with the context of Iranian governmental organizations. These four include individual, group, and organizational dimensions. Also, the components of self-efficiency, administrative health, pledge commitment and work group spirit have been given more weight than other components. Alwani (2014) introduced positive organizational behavior and its dimensions in an article entitled "Productivity in the Light of Positive Organizational Behavior". In this study, the roots of the emergence of negative organizational behavior are introduced as a self-interested approach to management within the organization. To get rid of this situation, paying attention to the concept of happiness will be helpful. Optimism is a state or attitude in people that makes them expect positive and favorable future events. To create a happy environment in the workplace and to have happy people in the organization, managers should take measures in the field of job design and job consequences for employees. Various studies have shown that having hope has tremendous effects on the success of people in the organization and overcoming problems. In a study conducted by Khalifeh (1393) entitled 'The Effect of Positive Organizational Behavior on the Emergence of Entrepreneurial Behaviors of Employees (Case Study: Employees of Gilan Oil Company)', while examining the concepts of positive organizational behavior, entrepreneurship, and entrepreneurial behaviors, the impact of positive organizational behavior on the emergence of entrepreneurial behaviors of employees was investigated and evaluated. The results indicated that the dimensions of positive organizational behavior (self-efficiency, resilience, and optimism), except for the dimension of hope, have a positive and significant influence on the emergence of entrepreneurial behaviors of employees. Overall, positive organizational behavior has a positive and meaningful impact on the emergence of entrepreneurial behaviors of employees.

3. Method

The approach of the current research is qualitative, and the meta-synthesis method has been used to evaluate scientific resources. Meta-synthesis, as one of the fields of meta-study, is a systematic approach to combine different qualitative researches in order to discover secondary and main fields, which promotes new knowledge and creates a comprehensive view of the investigated field. This method requires the researcher to conduct a detailed

and in-depth review of the research topic and combine the findings of related qualitative researches, and in this way, show a comprehensive representation of the phenomenon under investigation. In other words, the use of meta-synthesis is synergistic and produces a result that is greater than the sum of its parts. Normally, the scope of reviewing scientific articles and documents according to the depth of study in this approach is less than 70 cases. This method is especially used in sciences whose studies are mostly based on qualitative analyses and do not include extensive theoretical foundations. Since the studies related to the concept of organizational vitality with a positive organizational behavior approach in the era of digital management are more qualitative and to the date when this research has been carried out, a comprehensive model comprising its various dimensions has not been found, the meta-synthesis method has been used as a suitable method to identify and obtain a comprehensive combination of the main components and dimensions of organizational vitality with a positive organizational behavior approach in the era of digital management. Therefore, to use the meta-synthesis method in this research, the seven-step method of Sandelowski and Barroso (2007) was used, the steps of which are presented in Figure 1.



Figure 1: The seven stages of the meta-synthesis qualitative method (Sandelowski and Barroso, 2007)

4. findings

In order to achieve the basic framework of the research based on the seven-step, meta-synthesis method of Sandelowski and Barroso (2007), each of its implementation steps is presented based on previous studies.

4.1. The first step: Setting the research questions

The first stage of meta-synthesis is related to the setting of research questions, which should be in the field of interest and in addition be the sequel

to the researcher's previous research. The research questions should have the characteristics that are presented in Table 1 in a detailed and complete manner.

Table 1: Research questions along with its parameters

Parameters	Research questions and the way of answering them
Quiddity of work (What)	<p>The main question</p> <ol style="list-style-type: none"> 1. What is the comprehensive model of Saipa company's organizational vitality with a positive organizational behavior approach in the age of digital management? <p>Sub questions</p> <ol style="list-style-type: none"> 1. What indicators and components are included in the individual dimension, in positive organizational behavior in the digital management era? 2. What indicators and components are included in the group dimension, in positive organizational behavior in the digital management era? 3. What indicators and components are included in the social dimension, in positive organizational behavior in the digital management era? 4. What indicators and components are included in the organizational dimension, in positive organizational behavior in the digital management era? 5. What indicators and components are included in organizational vitality in the era of digital management from the perspective of external factors? 6. What indicators and components are included in organizational vitality in the era of digital management from the perspective of internal factors?
Study community (Who)	Databases such as ScienceDirect, Springer, Emerald, Sage, Scopus, and the like for English-language articles, as well as internal databases such as the Information and Documentation Center of Iran, the National Library and

	Archives of Iran, the National Journal Database, the Scientific Information Database of Jihad University, the Regional Science and Technology Center of Shiraz, and Noormags.
Study period (When)	<ul style="list-style-type: none"> • 1391-1399 (Persian calendar) for internal studies • 2011-2019 for foreign studies
Methodology or Study Approach (How)	Thematic review of the works, identification and note-taking of key points, analysis of concepts, classification of concepts and identified categories

In the initial part of the meta-synthesis stage, the general questions raised in this field were answered in order to avoid further ambiguities in this field. In this way, only works should be included in the study that focus on or refer to important and influential components and dimensions in organizational vitality with a positive organizational behavior approach in the era of digital management. The selected time range includes the years 2011 to 2019 and 1391 to 1399 (Solar Hijri calendar) up until the time of conducting the research, which provides a good overview of the studies conducted in this field. This is because in recent years, research in the area of organizational vitality with a positive organizational behavior approach in the era of digital management has expanded.

4.2. The second stage: literature review in a systematic form or systematic review of texts

To begin a precise and systematic study of sources, including articles, theses, and research, they were selected and examined based on criteria such as relevance to the research objective, a specific time range, and the place of implementation as outlined in Table 2.

Table 2: Research criteria

Resource selection criteria	Output of criteria
The purpose of the research	Identifying the components of organizational vitality with a positive organizational behavior approach in the age of digital management in order to provide a model

Year of publication or performance	<ul style="list-style-type: none"> • 1391-1399 (Persian calendar) for internal studies • 2011-2019 for foreign studies
Place of research	Inside and outside the country

In this stage, researches that met the criteria for inclusion in the meta-analysis were selected, and criteria for inclusion and exclusion from the study were determined. Therefore, the researcher systematically focused the search on published studies from various sources and identified relevant keywords. In this research, various databases were examined between the years 2007 to 2019 (1386 to 1397). A variety of keywords were used to search for articles in the research, and an attempt was made to select a variety of keywords for the search in order to achieve maximum retrieval (Table 3). Due to the fact that the keywords "organizational vitality and positive organizational behavior" are used in the Persian language, attention was also paid to these words in the searches. Searching in various databases: Science Direct, Springer, Emerald, Sage, Scopus and similar for foreign articles and internal databases such as Iran Scientific Information and Documents Center, National Library and Documents Center of Iran, National Publications Database, Academic Jihad Scientific Database, Shiraz Regional Science and Technology Center database, Noormagz and the home page of some journals were considered for searching. An attempt was made to choose documents that appeared to present high quality. For example, conference papers and articles on personal websites were not considered. As a result of searching and checking in different databases, 2151 works were found.

Table 3: Search keywords in research

Keywords	
Persian	English
Neshat-e Sazmani	Organizational Vitality
Raftar-e Sazmani	Organizational Behavior
Raftar-e Sazmani-e Mosbatgera	Positive Organizational Behavior
Asr-e Modiriat-e Digital	The Era of Digital Management

4.3. The third step: searching and choosing suitable articles and texts

After conducting a search of texts and articles based on keywords, numerous items were identified, many of which were not suitable for the final research analysis. Therefore, the researcher at this stage took several steps to refine and filter the found items in order to attain reliable and suitable sources for use in the final research and analysis. According to Figure 2, which is also referred to as the trend chart, first the sources were compared with the title and some of them were removed. Then, the abstracts of the remaining cases were examined, and a number of sources that were irrelevant were removed by examining the abstracts. In the next step, the refined sources were reviewed based on the abstract in the form of full text, and in this review, a number of sources was removed in terms of content. The remaining sources after the content review were the sources that were used in the final research and analysis

The trend chart shows that out of 2151 identified works, 1468 works did not match the research objectives and questions in terms of title, 429 works did not align in terms of abstract, and 217 works did not align in terms of content with the focus and questions of the current study. Therefore, these works were excluded. Only 37 works, which were relevant to organizational vitality in the context of positive organizational behavior in the era of digital management, both in terms of title and content matching the research objectives and questions, were selected for analysis using an integrative approach and for presenting the model of organizational vitality with a positive organizational behavior approach in the era of digital management.

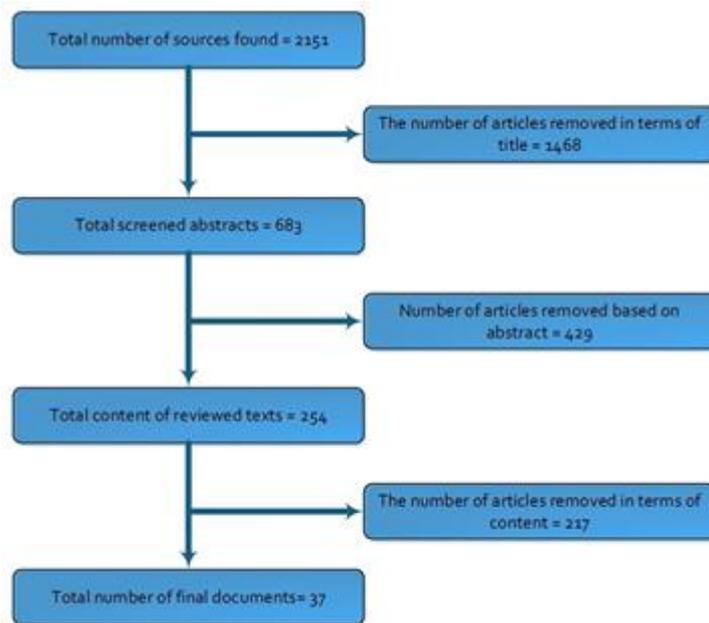


Figure 1: Trend chart to select suitable works for analysis

4.4. The fourth step: extracting information from documents and articles

At this stage, by carefully studying and examining the sources, the relevant findings were extracted from each source, including the components and indicators of succession in the higher education system, which can be seen in Table 4.

Table 4: Components and indicators affecting organizational vitality with a positive organizational behavior approach in the era of digital management

Concept	Component	Indicator	Source
Organizational vitality	Security in the workplace	<ul style="list-style-type: none"> Ability to maintain a job 	(Yousefi et al., 2016)
			(Homan, 1388) (Huberman, 1984)

	<ul style="list-style-type: none"> • Ensuring from being employed in the future (Wood and Menezes, 2011) • Workplace safety (Wire, 1382) • Suitable working environment in terms of light, temperature, sound and air quality (Wang, 2018) (Wang, 2017) (Vaezi and Mohammadi, 2011) • Fair salary • Immunity from occupational abuses • Immunity from unreasonable dismissal • Providing opportunities for growth and promotion at work
Justice	<ul style="list-style-type: none"> • Having equal treatment with different people (Hezar Jaribi and Astin Afshan, 2009) • The same reward and consequence for the same work activity (Haller and Hadler, 2006) (Warth et al., 2018) • Adherence to fairness in various job processes (Nazari, 2003) (Ward et al., 2017) • Fairness of decision-makers' behavior (Nasrabadi et al., 2009) • Legalism at work (Ming Kim et al., 2019)
High performance work systems	<ul style="list-style-type: none"> • job enrichment (Mirshah Jafari et al., 2002) • Employee participation (Nayli, 2013) • Redesign for the deployment of self-directed groups (Naderi Hashi and Najafbeigi, 2019) • Sharing information (Monica Teresa Jones Ramers et al., 2013) • Delegation of authority to employees (Moghanlou, and Agilar Vafaie, 2008) • Performance-based rewards (Mohammadi Moghadam et al., 2015) • Efforts to prevent employees' atrophy (Mohammadzadeh and Salehi, 2015) (Mohammadpour, 2011)

		(Adib et al., 2017) (Manian et al., 2007)
Interaction with colleagues	<ul style="list-style-type: none"> • Intimate and balanced relationships in the workplace • Communicating efficiently and effectively with colleagues • Knowledge sharing among colleagues 	(Maslach and Leiter, 1997) (Luthans, 2014) (Ahmad, 2016)
Organization Structure	<ul style="list-style-type: none"> • Creating freedom and discretion for employees • Avoiding administrative bureaucracy • Constant communication between management and employees • Lack of management pressure on employees 	(Luthans, 2002) (Lama, and Cutler, 2004) (Gonzalez-Ramirez et al., 2016) (Applebaum and Hunger, 1998) (Kim et al., 2019) (Kiyasi and Broumand, 2008)
Positive thinking	<ul style="list-style-type: none"> • Avoidance of day-dreaming • Discovering the pleasant facts • Hope • Avoidance of stress and anxiety • Ability to solve problems • Resolving conflicts at work 	(Kenzo et al., 2016) (Melkzadeh, Guide, 2019) (McLegan, and Nel, 1998) (Kamakorn Chiparast et al., 2011) (Carver et al., 2010) (Gahramani et al., 2016) (Golipour et al., 2014)
Learning in the digital age	<ul style="list-style-type: none"> • Ability to gain insight and knowledge • Making changes in the performance of employees • Creating new knowledge 	(Galavandi et al., 2019) (Cameron, 2014) (Kim et al., 2018) (Cordero et al., 2017)

	<ul style="list-style-type: none"> • Use of knowledge in practice (Faghipour and Khademi, 2015) • Looking for changes in the organization (Forouhar, 2019) • Acceptance of changes in the organization (Fani and Agha Ziarati, 2012) • Welcoming changes in the organization (Ghobari et al., 2016) 	(Alagemand, 2008)
self-disclosure	<ul style="list-style-type: none"> • Avoiding secrecy (Asgari et al., 2012) • Exchange of thoughts with colleagues (Gheibi, 2013) • Information sharing (Gholamzadeh, 2009) 	(Asgari et al., 2013)
Participation	<ul style="list-style-type: none"> • Ability to control emotions (Abdel-Khalek and Lester, 2017) • Active participation in the basic decisions of the organization for the future (Abbaszadeh, 1990) • Taking advantage of others' abilities (Tarighi and Markarian, 2016) • Welcoming collaborative management (Talebi and Zohadi, 2006) • Control over work life (Safari Shali, 2008) • Reducing absenteeism (Saberzavarem and Suleiman Pour Emran, 2017) • Improvement of communication (Shiroum et al., 2013) 	(Shiroum, 2011) (Tabarsa and Ramin Mehr, 2010) (Taherian et al., 2013)
Meaningfulness work	<ul style="list-style-type: none"> • Belief in higher matters (Taherian et al., 2013) • Pursuing a goal at work (Sha'bani, 2011) • Clarity of wisdom and meaning of work (Sharaga and Shiroum, 2009) • Trying to achieve transcendental values (Sunintaj and Nisson, 2008) • Integrity and coherence in work matters (Sangari et al., 2013) • Helping to develop human capabilities (Samak Amani, 2006) 	(Eskandari and Irandoost, 2014)

	Interested in working in the digital age	<ul style="list-style-type: none"> • The presence of love at work (Simar Asl and Fayazi, 2017) • The presence of gusto in the workplace (Seyyed Javadin et al., 2017) • Doing work with warmth and love (Aszab and Gorgili, 2012) • Enjoyability of work (Sobhani Nia, 2014) • Doing things with more enthusiasm (Zarei et al., 2011) 	(Zarei Mateen, 2009)
	Background factors	<ul style="list-style-type: none"> • Age of employees (Zarei et al., 2018) • Gender of employees (Rousta and Madani, 2009) • Education level of employees (Rotarishcho, 2014) • The mental health status of employees (Robin Watson et al., 2013) • Personality type of employees (Rezaian, 2012) • Psychological-Health status of employees (Robbins, 1389) • Marital status of employees (D. Jun Santso et al., 2013) • Religious beliefs of employees (Rego and Kona, 2015) 	
Positive organizational behavior	Individual positive behavior	<ul style="list-style-type: none"> • Endurance and resilience (Rego and Kona, 2014) • Optimal performance (Rezaian, 2008) • Liveliness and freshness (Darvish and Farzaneh Dokht, 2009) • Efficiency (Dato et al., 2017) • Self Confidence (Heidari, 2019) • Optimism (Heidari et al., 2016) • Hope (Hagigi et al., 2019) • Flourishing (Hag Gouyan et al., 2015) • Prosperity (Chiomento, 2007) • Glorious Outcome and Hope (Chehrazi and Golipour, 2014) • Patience and endurance (Chaiprasit and Santidhirakul, 2011) • Happiness and Contentment (Hag Gouyan et al., 2014) • Affection and Friendship • Flexibility • Social entertainment 	

	<ul style="list-style-type: none"> Respecting the others' beliefs • Belief in following customs • Compliance with the rules 	<p>(Prosser and Walley, 2005)</p> <p>(Price-Jones et al., 2015)</p> <p>(Bahiraei et al., 2012)</p> <p>(Piri, and Piri, 2014)</p> <p>(Pelechano et al., 2013)</p> <p>(Boehm and Lyubomirsky, 2007)</p> <p>(Burt, 1976)</p>
Positive group behavior	<ul style="list-style-type: none"> • Workgroup and team spirit • Plural vitality • Mental Health • Group commitment • Interpersonal relationships • Trusting the majority of people • Trusting the accuracy and correctness of the work of others • Trust in colleagues 	<p>(Hosseinpour, 2009)</p> <p>(Hassanzadeh, 2010)</p> <p>(Chavosh Bashi and Dehghan Afifi, 2012)</p> <p>(Joshanelou et al., 2012)</p> <p>(Jose-Manuel Cordeo, 2013)</p> <p>(Jesus Alfonso et al., 2016)</p> <p>(Pishva et al., 2011)</p> <p>(Pasandideh, 2005)</p>
Positive social behavior	<ul style="list-style-type: none"> • Communication with family • Positive social relationships • Interpersonal relationships • Social capital • Human Capital • Social health • Enhancement of Competency • Enhancement of Capability • Promotion of vocational knowledge • Responsibility 	<p>(Benis, 1383)</p> <p>(Brown, 1999)</p> <p>(Berkland et al., 2017)</p> <p>(Bambacas and Patrickson, 2008)</p> <p>(Bakker et al., 2006)</p> <p>(Baker and Martin, 2011)</p> <p>(Bennett and Bennett, 2008)</p> <p>(Bridget A. Berkland et al., 2016)</p> <p>(Avi, 2015)</p> <p>(Andre Zabo and Jerjeli Ojili, 2016)</p> <p>(Anthony R. Bardo, 2016)</p>

	<ul style="list-style-type: none"> • Belief in the collective instead of the individual (Bagheri et al., 2016) • Being responsible to others • Carrying out work with the aim of helping the society • Belief in compensation for the damage
Positive organizational behavior	<ul style="list-style-type: none"> • Meaningful work (Baseri, 2010) • Learning and innovation (Bardo, 2017) (Ayzenck, 1996) • Organizational Justice (Aghaei and Zarandi, 2018) • Organizational Trust (Aghajani et al., 2018) • Administrative health (Amini et al., 2019) • Organizational spirituality (Amini and Miyahian, 2014) • Variability (Alwani, 2011) • Organizational improvement (Alfredo Rorigers, Monzo et al., 2013) • Participation in goal setting (Armon et al., 2012) • Developmental partnership • The ability to make the right decision • Organizational commitment • Creativity and innovation

4.5. The fifth step: analysis and integration of qualitative findings

At this stage, two variables of organizational vitality and positive organizational behavior were conceptualized. Components of workplace security, justice, high-performance work systems, interaction with colleagues, organizational structure, positivity, learning, self-disclosure, participation, meaningfulness of work, interest in work, and contextual factors were considered for them. On the other hand, for the concept of positive organizational behavior, the components of individual positive behavior,

group positive behavior, social positive behavior, and organizational positive behavior were considered.

4.6. The sixth stage: quality control and evaluation

To assess internal validity, which means whether the results and findings are aligned with the research objectives or not? In this case, one or two experts observe the work, particularly in the areas of central coding and themes and topics. In this case, it is enough for the experts to confirm their opinion and work verbally. In this study, two professors were also generally involved in the research process and confirmed the alignment of the results with the research objectives. On the other hand, the Kappa coefficient can be used to measure the reliability of the final designed framework, which shows the degree of agreement. In this case, either the entire work or all the required items are given to two experts in the form of a checklist with two values (yes/no) for ease of answering and saving time. After receiving opinions, the Kappa coefficient of agreement is calculated using the following formula, which is a number between -1 and +1. If the calculated amount is close to +1, it indicates high reliability, if it is close to -1, it indicates lack of agreement, and if it is close to zero, it indicates lack of reliability. The Kappa coefficient between +0.6 and +0.8 shows good reliability. In this research, the most important items of the entire work were given to two professors and based on their opinions, the Kappa coefficient was calculated as 0.84 based on the following formula.

$$\mathcal{K} = \frac{P_0 - P_E}{1 - P_0} \quad (1)$$

4.7. The seventh stage: presenting the findings and the final framework

In this step of meta-synthesis method, the findings from the previous steps are presented according to the research question. At this stage, based on the obtained results, it is possible to design a model or framework, present a table, or creatively present the findings in various innovative formats according to the researcher's creativity. Of course, all these cases can be cited if the validity and reliability are measured and confirmed. After confirming the validity and reliability of the research, the results were presented in the form of the grounded theory model as follows. Based on the findings in the form of the

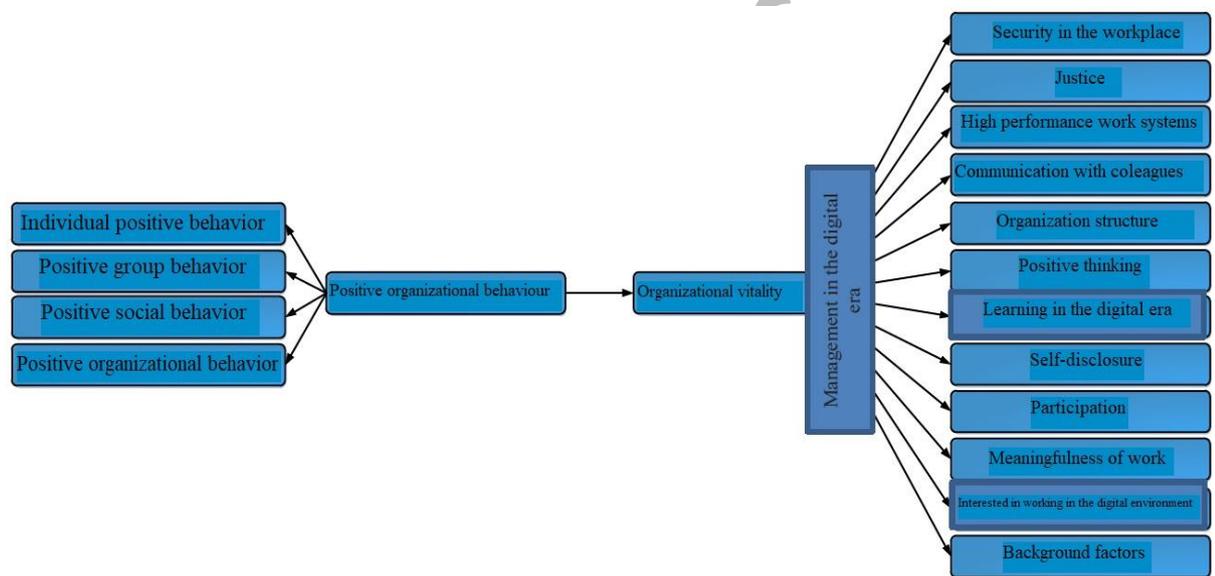


Figure 2: The model of organizational vitality with a positive organizational behavior approach in the digital management era with a meta-synthesis qualitative approach

model of organizational vitality with a positive organizational behavior approach in the era of digital management, it has been presented in the form of 2 main concepts, 16 components and 123 indicators.

5. Discussion and conclusion

As organizations have been searching for ways to help their employees in challenging work environments, it has been found that the special needs and abilities of each of them can be considered as a fundamental factor in this direction. In the last two centuries, Siligman et al. (2000) noted that since the

Second World War, psychology has focused more on the treatment of dysfunctional mental and behavioral diseases than on the impact and understanding of normal activities such as the growth and development of healthy behavior. So much of the relevant knowledge about treating patients in this disease model has been highly regarded by researchers in prominent journals. In the last few decades, in organizational newsletters, words with a negative approach such as: win and loss, job dissatisfaction, absenteeism, etc. have a fourfold growth compared to words with a positive approach such as: compassion, piety, etc.

A fundamental change is taking place in the attitude of some psychologists. The center of psychology and the new direction of this attitude is called complete health psychology, which deals with the healthy aspect of human nature rather than the unhealthy side of it. This new approach, which is also called positive psychology, has recently attracted the attention of many researchers in the field of organization and management, and thus, it has been called a new movement with the creation of positive organizational behavior. One of the fields formed in the field of psychology in recent decades with the emergence of the positive psychology approach, which caused significant changes and penetrating and effective researches in various behavioral fields. This approach tries to use scientific methods to study and discover the abilities that allow individuals, groups, organizations and societies to progress and achieve success. At the beginning of the 20th century, a group of psychologists led by Martin Seligman, a famous psychologist and researcher in the pathological psychology approach, who first proposed the concept of acquired disability, decided to examine their research findings in the past five decades under the name of the Disease Psychology School. They concluded that despite significant advancements made in finding effective treatments for mental illnesses and dysfunctional behaviors, psychology as a whole has paid relatively little attention to the growth, development, and self-flourishing of healthy individuals. As a result, Seligman and his colleagues set out to reorient psychological research to two completely new missions: helping people with healthy personalities to enjoy more happiness and productivity in life and helping to flourish human capabilities; and this is how the school of positive psychology was created.

The science of psychology, which in the beginning focused on the study of mental illness instead of mental health, ignored the potential human talent for

growth and perfection for a long time. But in recent years, an increasing number of psychologists has believed in the ability of perfection and transformation in the human personality. The picture given by positive psychologists from human nature is optimistic and hopeful, because they believe in the ability to expand, nurture, flourish and become perfect and transform into what is humane is capable. In recent years, the attention of psychologists has been drawn to the category of positive psychology; In such a way that this movement has also reached the field of management and organizational behavior. For this reason, the application of positivist psychology in the field of organization and management has led to the creation and development of two new approaches in this field: the first approach: positivist organizational behavior, which focuses and emphasizes more on the micro aspects of organizational behavior and those positive states of human personality that can be developed and nurtured. The second approach: positivist organizational research emphasizes the macro aspects of organizational behavior. The reason for the need for positive psychological capital in empowerment can be stated as follows: a) the need for a positive approach, b) the need for an evidence-based approach, c) the need for a function-based approach, d) The need to be exclusive and c) The need for an extensible approach.

In the field of organization and management, positive-oriented topics have been ignored compared to negative-oriented ones. Positivist organizational research is a movement in organizational science that focuses on phenomena that lead to exceptional individual and organizational performance, such as human resource development, resilience and renewal, and fostering vitality. The concept is like an umbrella that integrates various positivist scientific views and includes behaviors, conditions, processes, variables and positive outputs, all of which are related to the organization. In the new paradigm of thinking in which positivism leads to success, positive psychology is sometimes referred to as the Copernican work. This recognition is the discovery of Copernican's story in 1500 that the earth really revolves around the sun, which people at that time assumed the opposite. Cameron and Spirtz (2012) presented four characteristics for positivist approaches that are consistent with the positive organizational research framework. First, a positive approach must employ a unique or alternative perspective that transforms the interpretation of the environment. Making it clear that

positivity either be feasible with them or not. For example, a problem or obstacle may be interpreted as an opportunity to learn and grow. Second, this approach is identified through exceptionally positive outcomes. This takes the form of modifying positivism as opposed to negativity or even normal outcomes. Third, a positive approach in positivist organizational research has a tendency towards positivity (positivity bias) that places a greater weight on positivity than structure, variable, and negative output. Fourth, a positivist approach emphasizes better understanding of human conditions, growth, success, optimal performance, excellence, virtue, forgiveness, compassion, goodness and other life phenomena. The emphasis is on positivism for its own sake, not as a means to attain some other goals. Positivist organizational research does not devalue negativity and negative structures. However, as with positivist psychology and other positive perspectives, it is emphasized that positivity and negativity are used uniquely and have different functions. They have expressed distinct structures and processes that are at both ends of a continuum. For example, Cameron (2008) showed that although humans tend to be attracted to what is positive and pleasant, there is a tendency towards negativity. Cameron has provided four reasons for this negativity. The first reason is intensity. Negative stimuli are perceived as threats that require immediate and decisive attention, and for this reason they are experienced more intensely than positive stimuli. The second reason is novelty. Positive events are so common that they tend to be overlooked. Negative events stand out because they are often unusual or unexpected deviations in everyday life. The third reason is adaptability. A negative stimulus is perceived as a sign of incompatibility and a need for change. The fourth reason is unity. A negative thing or defect is a part of the system that can be a symptom of the whole system, but a proper operating element cannot guarantee that the system works efficiently enough. In other words, it shows a tendency towards negativity to attract attention to more resources because it has to consider and solve the urgent and immediate shortage. Positivism refers to business as usual, which motivates someone to change. The results of positivism tend to be forgotten because they are vague, uncertain and inconclusive, at least in the short term. Therefore, balancing and optimizing the benefits of positivity to negativity requires a very deliberate and conscious emphasis on positivism in every research and application. Positive organizational research approaches continue to strongly build theory, conduct research, and provide guidance for effective application. The Center for Positive Organizational Sciences at the

University of Michigan continues to develop and operate a repository and focal point for the research and application of positive organizational research. Although attention has been given to the positive importance of positivism in the workplace, it has recently been emphasized as a new method that focuses on organizational behavior.

Therefore, it can be concluded that the research results are consistent with those of Ming Kim et al. (2019), Saraj Ward and Lara A. King 2016, Ojili in 2016, Anthony R. Bardo In 2016, Gholamzadeh (2019), Khosro Naderi Hashi and Reza Najaf Beigi (2016), Alwani (2014) and Khalifa (2013).

Qualitative research, with all its benefits, comes with weaknesses such as generalizability and validity. Therefore, in order to increase the generalizability of this research, it is necessary for researchers to evaluate the above model in other high-risk industries. Also, the quantitative approach of structured equations can be used to evaluate the validity of the model and develop the generalizability of the model findings. It is also recommended that researchers address the challenges of implementation and execution of the proposed framework.

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