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ORIGINAL ARTICLE

Designing and Analysis of a Positive Organizational Behavior Model with Emphasis on Environmental Implications in the Water and Power Industry

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ABSTRACT

The purpose of this study is to develop a model of positive organizational behavior with an emphasis on environmental consequences and also to investigate the relationship between the characteristics of positive organizational behavior with individual, organizational, and environmental consequences. This is an applied research with an integrated method (qualitative-quantitative). The statistical population of the study included water and sewage industry experts and faculty members (20 people) who were sampled by snowball technique. For the quantitative part, 120 water and sewage workers in the country (2019-2020) were selected through the relative selection technique. Data collection tools include semi-structured interviews and researcher-made questionnaires. Qualitative data were analyzed by open, axial, and selective coding methods, and MAXQDA11, Smart PLS2, and SPSS23 were used to analyze the content of data and validation. In the quantitative part, content validity is used. The reliability and evaluation of measures were estimated by Cronbach's alpha coefficient method (89%). Findings from the present study showed that positive organizational behavior can be analyzed in five levels (individual, group, organizational, social, and environmental) and in the form of six categories (causal factors, characteristics, strategies, platforms, interventionists, consequences). Also, positive organizational behavior has a positive and significant relationship with environmental (0.711), behavioral (0.631), organizational outcomes (0.685). Therefore, it is necessary to model successful and leading organizations in the field of positive organizational behavior, training and holding workshops in the field of environment, creating a positive organizational atmosphere in order to achieve sustainable development of the environment.

KEYWORDS

Positive Organizational Behavior, Sustainable Development, Environmental Implications.

نشریه علمی

آموزش محیط‌زیست و توسعه پایدار

«مقاله پژوهشی»

طراحی و تحلیل مدل رفتار سازمانی مثبت‌گرا با تأکید بر پیامدهای محیط‌زیستی در صنعت آب و برق

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چکیده

پژوهش حاضر با هدف تدوین مدل رفتار سازمانی مثبت‌گرا با تأکید بر پیامدهای محیط‌زیستی و بررسی رابطه ویژگی‌های رفتار سازمانی مثبت‌گرا با پیامدهای فردی و سازمانی و محیطی انجام شده است. این مطالعه در زمره تحقیقات کاربردی و از لحاظ روش و ماهیت ترکیبی (کیفی-کمی) است. جامعه آماری پژوهش، در بخش کیفی تعداد ۲۰ نفر از خبرگان صنعت و دانشگاه‌ها به روش نمونه‌گیری گوله برفی تا رسیدن به اشباع نظر و در بخش کمی، کارکنان شرکت‌های آب و برق کشور از ۱۲۰ شرکت در سال (۱۳۹۸-۱۳۹۹) به روش نمونه‌گیری نسبتی انتخاب شدند. ابزار گردآوری داده‌ها شامل مصاحبه نیمه ساختاریافته و پرسشنامه محقق ساخته است. داده‌های کیفی به روش کدگذاری باز، محوری، انتخابی تحلیل شده است. برای تحلیل مضمون داده‌ها از MAXQDA11 و برای اعتبارسنجی از نرم افزارهای Smart PLS2 و SPSS23 استفاده شد. در بخش کمی، از روایی محتوایی استفاده شده است. به منظور پایایی و ارزیابی سنج‌ها از روش ضریب آلفای کرونباخ (۸۹٪) برآورد شد. یافته‌های حاصل از پژوهش حاضر نشان داد، رفتار سازمانی مثبت‌گرا در ۵ سطح (فردی، گروهی، سازمانی، اجتماعی و محیطی) و در قالب ۶ مقوله (عوامل علی، ویژگی‌ها، راهبرد، بسترساز، مداخله‌گر، پیامدها) قابل تحلیل و دسته‌بندی است. رفتار سازمانی مثبت‌گرا رابطه مثبت و معنی‌داری با پیامدهای محیطی، رفتاری، سازمانی به ترتیب با ضریب تأثیر (۰/۷۱۱)، (۰/۶۳۱) و (۰/۶۸۵) دارد. بنابراین الگوبرداری از سازمان‌های موفق و پیشرو در زمینه رفتار سازمانی مثبت، آموزش و برگزاری کارگاه‌ها در حوزه محیط‌زیستی و ایجاد جو مثبت سازمانی به منظور تحقق توسعه پایدار محیط‌زیستی ضروری است.

واژه‌های کلیدی

رفتار سازمانی مثبت‌گرا، توسعه پایدار، پیامدهای محیط‌زیستی.

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Introduction

In this century, environmental issues and challenges are at the center of human attention (Salehi& Karimzadeh, 2011). As we enter the new year, the world continues to grapple with challenges such as the ongoing Covid-19 pandemic, forest fires, persistent climate change crises, biodiversity loss, pollution, and waste. In fact, the relationship between man and the environment has completely changed with the evolutionary process of man and the technologies used by him (Mehrra et al., 2012). The inappropriate pattern of land use and its drastic changes have led to the emergence of environmental crises (Mirdilmi et al., 2002). Today, sustainable development is considered a goal for a world under pressure and with problems, the background of which is ecological development. Sustainable development leads to the optimal use of all the facilities and abilities of the environment, and as a result, it will lead to the improvement of human life. As a result, it will lead to the real and sustainable improvement of human life. On the other hand, in industrialized or developed countries, extensive and unbridled development has led to the destruction of the environment. In the third millennium, the concept of environment has changed. In recent years, the environment has been one of the most important crises and challenges that has become a concern for scientific societies and a legal issue in national and international institutions. Unfortunate events in this regard have added to the worries and fears of the environment. All over the world, the effects of cumulative emission of pollution caused by a wide range of human activities have reduced the quality and capacity of the ecosystem (Duncan, 2017). The Supreme Leader's special attention and interest in protecting the environment resulted in two paragraphs of Iran's Vision Document 2025, which is the most important document approved by the country after the end of the holy defense, to emphasize the need to pay attention to the environment (Yazdi& Medadi, 2022). Many experts believe that the solution to environmental crises should be sought by changing the behavior and attitude of man and his way of life, and so far, various variables have been studied as effective factors in

explaining environmental behaviors (Asadi& Mehrabi, 2018). Since the 1960s, with the significant growth of global awareness about the international environment, numerous conferences have been formed (Wilson, 1996). Many daily behaviors that have negative consequences for the environment are based on habit behaviors (Firoozfar et al., 2012). Therefore, some experts believe that awareness of different approaches to environmental problems and participation in solving these problems are all capabilities that can only be achieved through effective education (Niro et al., 2012). Many human behaviors are subject to a person's belief (Abi Hassanpour et al., 2015), and people are motivated and controlled by influencing mechanisms. Man is a social being, physically and mentally, and depends on the behavior of the people around him. Changing human behavior plays a vital role in deeper changes in society. Despite the increase in good environmental attitudes, good environmental behaviors have not increased. In fact, people who have more environmental concerns are not necessarily responsible for environmental behaviors. Although the root of all environmental problems, according to Miller (2013) are moral crises such as pessimism toward humanity, but in general, one of the reasons for the increase in environmental crises can be considered the decline of human values (Firoozfar, 2012). Mental connection with nature, or connection with nature, is similar to other environmental worldview criteria in predicting stable attitudes and behaviors; human behavior is influenced by values, beliefs, and attitudes, that is why some believe that in order to get rid of environmental problems, humanity should re-evaluate its value system (Brown, 2004). Positive psychology is the identification of structures and practices that lead to human happiness and well-being (Yazdanshenas, 2017). Positive organizational behavior, which has recently received the attention of researchers and experts such as Chenha et al., 2020; Altmair, 2019; Kim et al., 2019 as a developmental and expanding movement, is one of the approaches of positivism psychology. The framework of research on positive organizational behavior refers to superior job behaviors and this

approach is rooted in positive psychology thinking (Schultz, 2001). He has a positive, hopeful, and optimistic view towards man for his development and management at work. This movement emphasizes the ability to expand, nurture, flourish, and perfect a human being and become what he can be (Hassanzadeh, 2009).

Positive organizational behavior was first proposed by Luthans (2002), one of the pioneers of positive approaches to organizational behavior. Luthans proposed a new approach to human resource management by proposing positive psychological factors and focusing on human strengths in the workplace instead of weaknesses and defects and combining the two factors of positive psychological states and positive organizations (Nelson & Cooper, 2007). This theory is based on theorizing, research, and empirical application of positive states and behaviors in the work environment (Bakker & Schaufeli, 2008). The criteria of a variable in the definition of positive organizational behavior, according to Luthans et al. (2008), are:

1. Be based on theory or research.
2. It can be reliably measured; that is, variables can be measured with the help of various tools.
3. Be unique in the field of organizational behavior: in the sense that it can be distinguished from the previous cases presented in the category of organizational behavior, such as: (positive self-evaluations, positive reinforcement, etc.)
4. It is possible to develop and change it.
5. Have a positive effect on work performance and people's satisfaction: that is, it can improve people's performance (Luthans et al., 2008). The main capacities of Luthans' (2002) positivist organizational behavior model dimensions include: self-efficacy, hope, optimism, resilience, and emotional intelligence. Most organizations do not use all the capabilities of their human resources (Qanat Ghamsari, 2016). The

concept of positive organizational behavior is emphasized as a positive way to develop and manage human resources in today's workplace (DeWaal & Pienaar, 2013). The factor that causes a person to adapt more to the needs and threats of life, the most basic structure under research, is the positive organizational behavior approach (Rahimi et al., 2016). The goal of positive organizational behavior is to identify the structures and practices that ultimately lead to human well-being. Today's organizations, unlike traditional organizations, need employees who are able to make decisions, find new solutions to problems, and be creative. Organizations without motivated and spirited human resources will become sick and non-dynamic organizations (Jajarmizadeh & Tadayon, 2018). Motivated employees exhibit better behavior with more positive perceptions (Qiu et al., 2020).

By reviewing the variable background of positive organizational behavior, various studies have been conducted, some of which include the following.

(Arabshahi & Hoseini, 2022; Farjadinezhad et al., 2020; Altmaier, 2019; Wang, 2018; Teidorlang et al., 2018; Majidi & Mousavinia, 2018; Johnson & Paul, 2014; Cameron & Spreitzer, 2012; Naderi & Najafbigi, 2016; Fry & Kriger, 2011; Pan, 2008; Carolyn & Luthans, 2007; Luthans et al., 2007; Seligman & Csikszentmihalyi, 2000). Also, some studies about the field of environment and environmental attitudes include the following. (Bahmanpour et al., 2022; Samadi, 2022; Pourmirza et al., 2021; Sarmast et al., 2020; Yuan & Zhang, 2020; Akrami et al., 2012; Dunlap et al., 2002; Verma, 2019; Thompson & Barton, 1994; Sarma, 2011; Aoki & Akai, 2013; Aoki et al., 2017; Kopnina 2011; Shobeiri et al., 2015; Zare et al., 2020). Some studies about positive organizational behavior can be seen in Table 1.

Table 1. Some Studies on Positivist Organizational Behavior

Title Research	Authors
The Role of Organizational Coaching in Public Service Motivation with the Mediating Role of POB	Arabshahi & Hoseini

Title Research	Authors
Positive Organizational Behavior	Altmaier (2019)
The antecedents and consequences of positive organizational behavior: The role of psychological capital for promoting employee well-being	Kim et al (2019)
Design and test a model of some of the antecedents of positive organizational behavior	Arshadi et al., (2019)
Positive Psychological Intervention Design and Protocols for Multi-Cultural Contexts	VanZyl & Rothmann (2019)
An evaluation of positive organizational behavior in Banking Sector of Pakistan	Khurram et al., (2013)
Genuine leadership and positive organizational behavior	Yammarino et al (2008)
An experimental study of positive organizational behavior of employees in manufacturing companies	Pan(2008)
Positive Organizational Behavior in the Workplace The Impact of Hope, Optimism, and Flexibility	Carolyn & Luthans (2007)
The "point" of Positive Organizational Behavior	Luthans & Avolio (2009)
Positive organizational behavior Developing and managing psychological strengths	Luthan (2002a)
Positive organizational behavior in the relationship between transformational leadership and employee pessimism	Yazdanshenas (2017)
Investigating the Relationship between Positive Organizational Behavior and Organizational Citizenship Behavior	Golestaneh (2014)
Investigating the effect of psychological contract implementation on organizational citizenship behavior	Vaezi et al (2018)
The Impact of Positive Organizational Behavior and its Different Dimensionson Competitive Advantage	HosseinPour & Shams (2017)
The good character of effective managers in promoting positive organizational behaviors of employees	Ardalan & Sultanzadeh (2017)
The Relationship between Positive Organizational Behavior and Organizational Citizenship Behavior	Nastiezaie et al (2017)
The role of positive organizational behavior in reducing organizational silence	Alwani et al (2014)
Analysis of positive organizational behaviors on human resource productivity	Shafizadeh Bormi et al (2014)
The effect of positive organizational behavior on employees' attitudes toward organizational change	Monfared & Khodaviyan (2013)
Investigating the role of work ethics on positive organizational behavior based on the Fred Luthans model (CHOSE)	Shirvani & Sisakhty (2011)
Positiveness in organizational behavior	Hassanzadeh (2009)

All environmental problems that are caused by human activities cannot be solved by using technology alone, and changes in human behavior are needed, and the importance of this issue is so great that the direction of environmental and physical sciences is changing towards behavioral sciences. Some other experts say that the root of most of the environmental problems that have arisen goes back to humans. Environmental behaviors are formed based on the interests and needs of people in society. Some of these interests and needs, such as health and well-being, are closely related to human expectations from the settlement .People in a situation like housing

have specific behavioral priorities that can affect their environmental behaviors or affect the quality of these behaviors (Mirhashemi et al., 2020). Numerous studies and research have been conducted to study the environmental attitude all over the world. The impact of green human resources management on environmental performance from attention to sustainable development and, as a result, organizational sustainability as well, along with social approaches and economic incentives, health and safety of society, employees, and the dissemination of the organization's favorable public image in a long-term time horizon. (Jamshidi, 2021). Currently, our country is

facing major environmental challenges (Yazdi & Medadi, 2022). Considering that in relation to environmental issues such as sea and river water pollution, waste and waste of energy, blockage of sewage networks, drying up of wetlands, and such things, we see a kind of indifference among people, which may have harmful consequences. By reviewing the theoretical literature, no comprehensive model has been found in the field of positive organizational behavior and environment in the statistical community of the water and electricity industry. Considering that the Ministry of Energy is responsible for the management of several large industries in the country and has its own complexities, it is necessary to pay more attention to the components of positive behavior and positive thinking that are the basis of environmental behavior. Therefore, the current research has tried to design a model of positive organizational behavior by identifying, categorizing, and listing the factors and components of positive organizational behavior with an emphasis on environmental consequences in the water and electricity industry. In addition to future research, the results can be practical and useful for managers and planners. The main question of the research is, what are the components and indicators of positive organizational behavior with an emphasis on environmental consequences in the water and electricity industry?

Sub-question1: What are the characteristics of the applied model of positive organizational behavior with an emphasis on environmental consequences in the water and electricity industry?

Sub-question2: What are the causal factors of the applied model of positive organizational behavior with an emphasis on environmental consequences in the water and electricity industry?

Sub-question3: What are the influencing factors on the positive organizational behavior model with an emphasis on environmental consequences in the water and electricity industry?

Sub-question4: What are the intervening factors on the positive organizational behavior model with an emphasis on environmental

consequences in the water and electricity industry?

Sub-question5: What are the strategies that influence positive organizational behavior with an emphasis on environmental consequences in the water and electricity industry?

Sub-question6: What are the consequences of the positive organizational behavior model with an emphasis on environmental consequences in the water and electricity industry?

Sub-question7: Does positive organizational behavior have a significant relationship with the consequences of the model obtained in the water and electricity industry?

Research Methodology

The present research was conducted using a mixed method (qualitative and quantitative). In the qualitative stage, it is based on the interpretation paradigm, and in the quantitative stage, it is based on the positivism paradigm. Considering that this research seeks to achieve a theoretical model, it is therefore considered an applied research. On the other hand, due to the increase in knowledge resulting from model design and examination in terms of results, it also has a developmental orientation. In the qualitative phase of the research, the library research method and the theme analysis method were used to collect the data and information needed for the research.

In the qualitative phase, the library research method (collection and analysis of qualitative data by reviewing articles, theses, research reports, Persian books, and Latin books) and theme analysis method were used to collect the data and information needed for the research. And it is provided in the form of literature and theoretical foundations of research. The statistical population of the research in the qualitative phase includes 20 experts in the water and electricity industry and academic experts who are university faculty members. They were selected by snowball sampling until theoretical saturation was reached. Initial coding: In this step, all the key points of the interviews are given a title, then we put all these titles in a table. Secondary coding and formation of categories: In this stage, the primary codes become secondary codes due to

their large number, and several secondary codes become conceptual codes.

Axial Coding: The purpose of this stage is to establish the relationship between the produced classes. **Selective coding:** Selective coding relates the central class to other classes in a systematic way and presents those relationships in the framework of a narrative. Delphi measurement of the dimensions and variables of this research was done using a questionnaire for each variable on the OIL Likert scale and a 9-point spectrum in a group of 20 experts, which was carried out in 2 stages and then analyzed, and finally, the main research questionnaire was extracted. Maxqda11 software was used to calculate the components obtained from the interview and background codes. In the next step, the characteristics and influential causal factors and background and intervening factors and consequences of positive organizational behavior are identified with an emphasis on environmental consequences in the water and electricity industry.

In the fifth step: the positive-oriented organizational behavior model should be designed based on the foundation's data theory and presented in the form of a comprehensive model.

To analyze the data in the first method of data description using frequency tables, statistics such as mean, median, and variance have been expressed. Then, in inferential statistics, the general question is answered whether the results obtained from the data can be generalized to the whole society or not.

In the next step to test the approved model, the validation of the interview questions was done. Quantitative data collection (second stage) in the target statistical population of this research includes the employees and managers of the water and electricity industry, which was selected using proportional sampling, a sample size of 120 people according to Morgan's table. The tool for collecting data in the qualitative part is a semi-structured interview based on the foundation's data approach, and in the quantitative part, a researcher made questionnaire.

For the validity of the research in the qualitative stage, the methods of matching by members, review by colleagues and collaborative have been used. The reliability of

the test in this section has been confirmed by the test-retest reliability and the reliability of the coder. In order to ensure reliability, the calculated Cronbach's alpha coefficient of the questionnaire is 89%, so the questionnaire has adequate reliability. In the validation stage, which is a quantitative method, according to the sample size, PLS2, SPSS23 software was used.

Research Findings

In this research, in order to measure Delphi in the dimensions and variables of this research, the answers obtained were statistically analyzed. In this research, 316 primary codes were identified and organized with the initial interview. By examining and analyzing the first interview, 210 key points were extracted. Table 2 shows how to calculate the weighted average index of the Delphi questionnaire, which is used to measure the "sustainable development" variable, as an example.

Table 2. Calculating the Weighted Average of the Index

weight average	Overall weight Index	Number of people	Index
6.75	42+42+24	16	Sustainable Development

This process was carried out for all indicators of the first stage questionnaire, and the corresponding score for each indicator was determined.

In the present study, after the tenth review, the researcher, by continuing the interviews, reached the necessary richness of the main categories, and finally, based on the recognition of the degree of similarity and semantic affinity, and with the consultation of the professors, it was received into 19 dimensions and 90 indicators. In this section, the final model of the research is presented after the analysis of the Delphi method, along with the dimensions and indicators:

1. Causal factors (structural, managerial, administrative technology)
2. Characteristics
3. Strategy (structural, contextual)
4. Interventionist (inefficient management, political pressure)
5. Facilitator (self-evaluation, positive organizational climate, collaborative

- learning)
 6. Consequence (behavioral, organizational, environmental).

The findings of the current research, which distinguishes it from other studies in this field, is that positive organizational behavior with an environmental approach in the water and electricity industry can be identified in the form of individual, group, organizational, social and environmental levels. Among the most important features of this model are concepts such as self-actualization, psychological and mental well-being, forgiveness and altruism, responsibility, work conscience, leadership style, psychological capital, social participation, having a positive attitude towards the environment, and philanthropy. Also, the results obtained from the enabling factors of the present model show that correct management actions and programs, positive organizational structure and atmosphere, strengthening

people's abilities, employing, hiring and training skilled and committed people, and having environmental attitudes and behavior in the opinion of Water and electricity industry experts' causes more positive behaviors and attitudes in employees, and after that, it will bring personal growth and excellence of the organization, thinking of a healthy society and development. Therefore, establishing and paying attention to positive behaviors with an environmental approach, positive and negative consequences of projects, and studies to evaluate and monitor the environmental effects of water and electricity industry projects are closely related to positive organizational behavior with an environmental perspective. As can be seen, the causal conditions of the positive organizational behavior pattern with an emphasis on environmental consequences in the water and electricity industry are shown in tables 3.

Table 3. Causal Conditions Based on the Concepts of POB

Concept	Subcategory	Main Category
Positive structure, effective communication, optimal working methods and standards	Structural domain	Causal factors
Collaborative management, the dynamics of management programs	Field of management	
Behavioral characteristics, correct and correct actions of human resource management	human resources Behavioral	
Reform of administrative processes/ Applying new technology and new systems	Field of office technology	

In table 4, the central category based on the concepts of positive organizational behavior with an emphasis on environmental

consequences in the water and electricity industry is shown.

Table4. Central Category Based on the Concepts of POB

Concept	Subcategory	Main category
Revive and recover from problems, respect, kindness, right behaviors, progress, chivalry, forgiveness, willpower, happiness, forgiveness, gratitude, purposefulness, hope, responsibility, initiative, wisdom, compassion, care, self-fulfillment, Mental and spiritual well-being, flexibility, honesty, passion, honesty, politeness, loyalty, altruism	Individual level	Axis category
Team effectiveness, collective self-efficacy, volunteering	Group and association level	
Organizational Virtues, Conscientiousness, Trust in People, Collaboration, Work Conscience, Emotional Intelligence, Organizational Forgiveness, Leadership Style, Organizational Appreciation, Flexibility, Organizational, Social Capital, Human Capital, Psychological Capital	Organizational level	
Social participation, social prevention, humanism	Social level	
Positive attitude towards the environment, philanthropy, economic development	Environmental level	

Table 5. Factors Empowering the POB

Concept	Subcategory	Main category
Ability to correctly identify individual performance and evaluate the performance of strengths and weaknesses	Self-assessment	Bedding factors
Rewards and benefits to desirable organizational behaviors		
Recognizing the mental capacity of individuals	organizational atmosphere	
Creating a positive mindset	Collaborative learning	
Holding brainstorming exchange sessions		
Joint planning of individual work tasks		

Table 6. Interfering Factors Based on the Concepts of POB

Concept	Subcategory	Main category
Lack of proper management planning	Inefficient management	Interfering factors
Lack of attention to staff comments and suggestions		
Lack of plans for succession breeding		
The power of political climate and gangsterism in human resource mechanisms	political pressure	
Negative advertising against the services provided by the organization		
Conservatism of managers		

Strategies based on the concepts of positive organizational behavior with emphasis on environmental consequences as stated in Table 7 include structural and contextual strategies.

Table7. Positive Organizational Behavior Strategies

Concept	Subcategory	Main category
Utilizing the structure patterns of leading and successful organizations in the field of positive organizational behavior	Structural strategies	Strategies
Developing positive organizational behavior in accordance with the ethical charter of the organization		
Correct and appropriate human resource management measures	Underlying strategies	
Establishing positive organizational behavior through the employment of a committed, skilled and capable workforce		
Educating and promoting successful behavioral examples among employees		

The consequences of positive organizational behavior with regard to environmental consequences from the point of view of water and electricity industry managers, as shown in table 8, include behavioral, organizational and environmental consequences.

Table8. Consequences of POB

Concept	Subcategory	Main category
Strengthening moral dignity	Behavioral consequences	Consequences
Increasing the effectiveness and efficiency of the individual		
Improving Organizational Performance	Organizational Outcome	
Increasing trust between employees	Environmental Implications	
Healthy community thinking		
Sustainable Development		

The research findings in the qualitative part include six categories resulting from the foundation's data approach. The pattern of positive organizational behavior based on environmental consequences is presented in Figure 1.

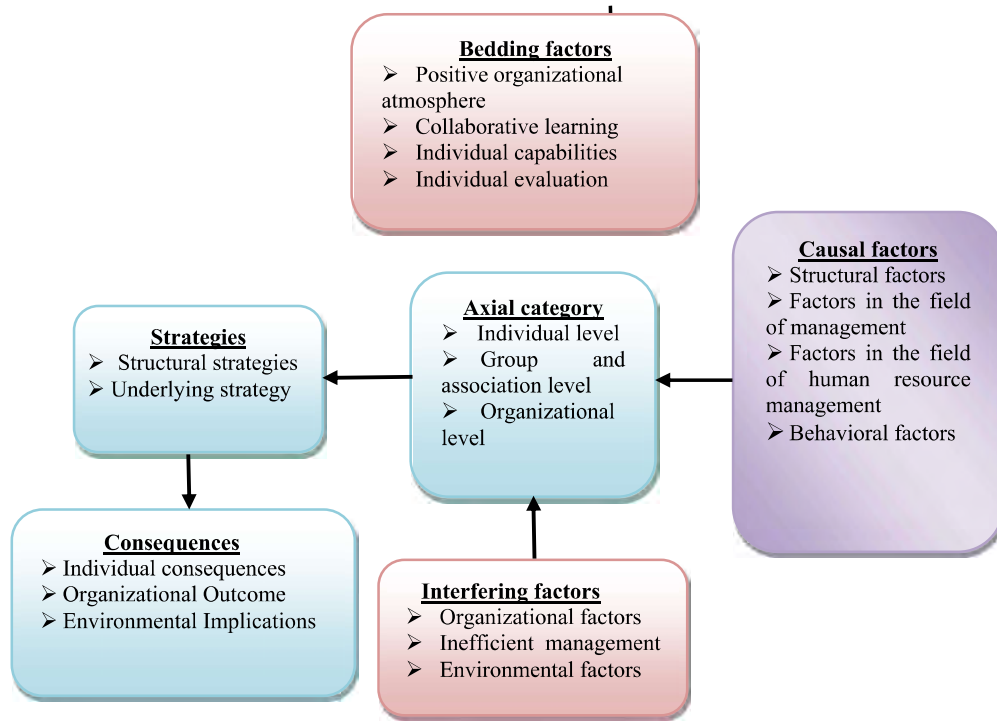


Figure 1. Proposed Conceptual Model of Research

In the quantitative part of this research, content validity has been used, and convergent validity and divergent validity have been confirmed. In order to evaluate the reliability and evaluation of the measures, the combined reliability coefficient (87%) and Cronbach's alpha coefficient (89%) were estimated. In the quantitative section, descriptive statistics was done using SPSS23 software, and inferential statistics was done using PLS2 software. In order to evaluate the validity of the convergence, the mean of the extracted variance is used. The value of this coefficient varies from 0 to 1, and values higher than 0.5 are accepted. Descriptive statistics of research components are presented according to table 9. Also, table 10 shows the factor loadings, the significant coefficients of the causal factors of the research model. The work experience of the respondents is scaled based on 5 rows, above ten years, 11-15 years, 16-20 years, 21-25 years and above 25 years. The distribution percentage of respondents' career history is presented in chart 1.

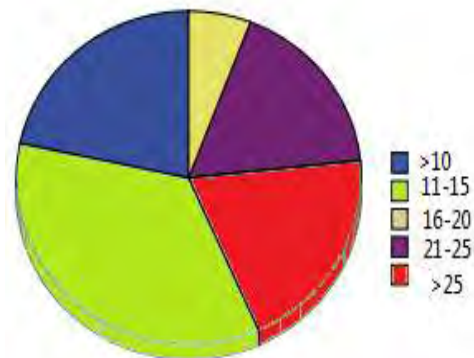


Chart 1. Frequency Chart of Respondents' Work Experience

The age of the respondents is scaled based on 4 age categories, 30-40 years, 41-50 years, 51-60 years, and above 60 years.

According to graph (2), it can be seen that out of 120 selected samples, 20 people (16%) are 30-40 years old, 51 people (43%) are 41-50 years old, 31 people (26%) are 51-60 years old, and 18 people (15%) are also over 50 years old.

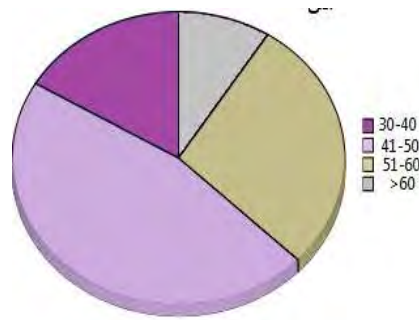


Chart 2. Age Frequency Chart

Table 9. Description of Research Variables

Var	Deviation of the criterion	Ave	Max	Min	Component
0.565	0.752	5.336	9	1	X1
0.517	0.719	7.175	9	1	X2
0.699	0.836	3.616	9	1	X3
0.726	0.852	4.135	9	1	X4
0.522	0.723	6.335	9	1	X5
0.932	0.667	4.645	9	1	X6
0.842	0.522	882.5	9	1	X7
0.848	0.583	826.5	9	1	X8
0.871	0.705	962.5	9	1	X9
0.889	0.721	501.1	9	1	X10
0.899	0.610	814.5	9	1	X11
0.855	0.566	384.5	9	1	X12
0.855	0.608	914.5	9	1	X13
0.841	0.744	532.5	9	1	X14
0.903	0.571	123.5	9	1	X15
0.868	0.931	763.5	9	1	X16
0.906	0.951	842.5	9	1	X17
0.818	0.904	723.5	9	1	X18
0.873	0.934	441.5	9	1	X19

The results of confirmatory factor analysis and convergent validity for causal and contextual factors, intervening factors, strategies, and consequences of each dimension of the research model show that all the obtained

coefficients are significant. According to Table number 10 and the test of research hypotheses, all research hypotheses have been confirmed, which will be examined separately in the following.

Table 10. Factor Loads, Significant Coefficients of Causal Factors of POB

Confirming /rejecting	Factor load	Index
Confirmation	0.711	Decentralized organizational oversight
Confirmation	0.764	
Confirmation	0.810	Existence of information exchange mechanisms
Confirmation	0.822	
Confirmation	0.799	Facilitate access to information
Confirmation	0.765	
Confirmation	0.773	Organizational transparency
Confirmation	0.736	
Confirmation	0.748	Human capital development

Confirming /rejecting	Factor load	Index
Confirmation	0.769	
Confirmation	0.819	
Confirmation	0.833	Development of human skills and communication
Confirmation	0.812	
Confirmation	0.877	Employee personality traits
Confirmation	0.846	
Confirmation	0.852	Understanding employees' cognitive factors
Confirmation	0.835	
Confirmation	0.851	Flexibility between organizational forces
Confirmation	0.762	
Confirmation	0.789	Meritocracy
Confirmation	0.782	
Confirmation	0.773	Clarification of regulations and rules
Confirmation	0.791	
Confirmation	0.755	Clarification of regulations and rules
Confirmation	0.752	
Confirmation	0.777	Clarification of regulations and rules
Confirmation	0.789	Ability to choose from a variety of organizational benefits and rewards
Confirmation	0.753	
Confirmation	0.769	Recognizing the mental capacity of individuals
Confirmation	0.803	
Confirmation	0.819	Creating a positive mindset
Confirmation	0.776	
Confirmation	0.859	Holding brainstorming exchange sessions
Confirmation	0.722	
Confirmation	0.756	Joint planning of individual work tasks
Confirmation	0.807	
Confirmation	0.848	Lack of proper management planning
Confirmation	0.896	
Confirmation	0.683	Lack of attention to staff comments and suggestions
Confirmation	0.888	
Confirmation	0.847	No substitute breeding
Confirmation	0.844	
Confirmation	0.835	The power of the political atmosphere
Confirmation	0.888	Negative advertising against the services provided by the organization
Confirmation	0.867	
Confirmation	0.711	Conservatism of managers
Confirmation	0.757	
Confirmation	0.766	Utilizing the structure patterns of leading and successful organizations
Confirmation	0.760	
Confirmation	0.780	Employing a committed, skilled and capable workforce
Confirmation	0.749	
Confirmation	0.713	Educate and promote successful behavioral examples among employees
Confirmation	0.631	
Confirmation	0.738	Strengthening moral dignity
Confirmation	0.745	
Confirmation	0.715	Increase the effectiveness and efficiency of the individual
Confirmation	0.755	
Confirmation	0.531	Improve the performance of the organization
Confirmation	0.762	
Confirmation	0.746	Increase trust between employees
Confirmation	0.710	
Confirmation	0.712	Healthy community thinking
Confirmation	0.733	

Confirming /rejecting	Factor load	Index
Confirmation	0.742	Sustainable Development
Confirmation	0.757	

In the following, in order to investigate the impact of positive organizational behavior based on the environmental perspective on individual, organizational, and environmental

consequences, the standard and meaningful form of the model is shown in Figures 1, 2, also briefly in Table 11 provided:

Table11. Investigating the Effect of POB on Individual, Organizational and Environmental Consequences

Examining relationships	Standard coefficient	Meaningful	Result
H1: Positive organizational behavior has a positive and significant effect on individual outcomes.	0.63	7.154	Confirmation
H2: Positive organizational behavior has a positive and significant effect on organizational outcomes.	0.68	7.618	Confirmation
H3: Positive organizational behavior has a positive and significant effect on environmental consequences.	0.71	7.861	Confirmation

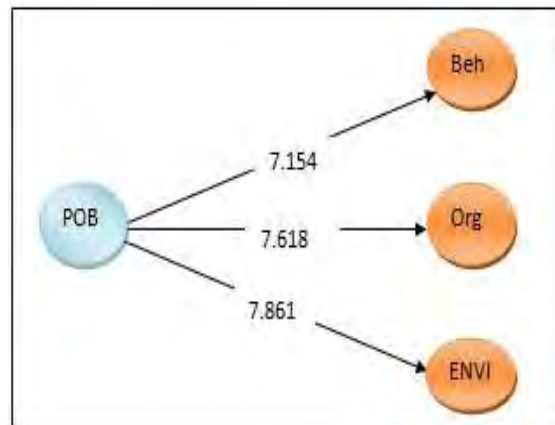


Figure 2. Model in Meaningful Mode

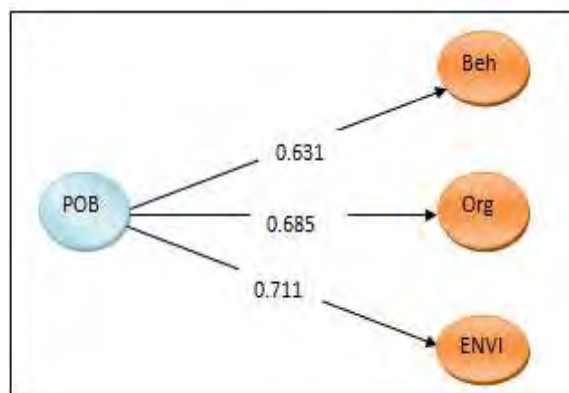


Figure 3. Model in Standard Mode

In order to fit the model, the GOF criterion was used. In this formula, the square is the

average of the shared values of each structure, and R2 is the average value of the endogenous structures of the model, which is displayed inside the circles in the output form of the software.

$$GOF = \sqrt{\text{average (Communalities)} * R^2} = \sqrt{344.0 \times 271.0} = \sqrt{305.0}$$

According to the obtained results, obtaining a value of 0.305 indicates a moderate to high fit for the model.

Conclusion

At the beginning of the 21st century, people are facing many challenges, the most important of which can be mentioned at the social and environmental levels around the world. Iran is one of the countries that is facing various environmental problems. In the "Vision Document and Long-term Strategic Plan of the Ministry of Energy", the duties of the important sectors of water, electricity, sewage, and renewable energies are mentioned. One of the important tasks of the water sector is the protection, control, and exploitation of surface and underground water resources and the sustainable management of the country's water resources. In the water and sewage sector, policymaking, planning, implementation, and development of industrial, urban, and rural wastewater collection, transfer, and treatment plans are mentioned as an environmental duty. In the electricity and renewable energy sectors, the use of new technologies compatible with the environment and the development of the use of renewable energy have been emphasized. Although the managers of the organization always believe that they have a nature-oriented or positive attitude towards the environment, but for some reasons, it can be seen that their environmental behaviors in interaction with nature are less responsible, and in this ministry, the necessary mechanisms to protect the environment have not been established. The results of the current research on creating new patterns of positive approach and strengthening individuals in order to develop positivity and focus on positive individual and organizational characteristics by promoting motivational factors and optimal use of the capabilities and competencies of human resources to improve individual and organizational performance and

the emphasis on environment.

The findings of the present study indicate that positive organizational behavior based on the environmental perspective has a positive and significant effect (0.63) on individual outcomes in the water and electricity industry, and therefore, the first hypothesis of the research is confirmed. The results of the second hypothesis show that positive organizational behavior based on an environmental perspective has a positive and significant effect (0.68) on organizational outcomes in the water and electricity industry.

Also, positive organizational behavior strategies have a positive and significant effect on environmental outcomes (0.71), and thus, the third hypothesis of the research was also confirmed. The findings of the present study indicate that the implementation of the model (POB) will have the greatest impact on the environmental consequences in addition to positive individual and organizational results. Strengthening behavioral characteristics and positive psychological improvement leads to a feeling of greater effectiveness for people. As the environmental awareness and knowledge of employee's increases, the sensitivity of their attitudes towards the environment will be more positive. The establishment of a comprehensive model of positive organizational behavior in the water and electricity industry emphasizes the importance of contextual, structural, and managerial strategies. One of the most important positive organizational behaviors is to evaluate the necessary measures of water and electricity companies in order to identify the consequences and reduce the harmful effects on the environment. Developing human skills and communication, strengthening positive organizational behavior by correcting the correct pattern of consumption and lifestyle, behavioral, organizational, and environmental consequences and, evaluating the environmental effects of Ministry of Energy projects studies, and monitoring the good performance of measures can have positive consequences. : including moral dignity, increasing individual productivity, improvement and excellence of the organization, increasing trust, thinking of a healthy society and reducing and controlling the

adverse effects of damaging the environment, paying attention to the effects of pollutants and waste in environmental assessment and sustainable development. The present study, for the first time, designed a new model to relate positive organizational behavior with an emphasis on environmental components in the water and electricity industry.

The theoretical discussions and the findings of the current research showed that positive behavior is not only at the individual level, but in practice it can happen at the group, organizational and environmental levels. The characteristics and strategies of positive organizational behavior based on the environmental perspective have a positive and significant impact on the resulting consequences in water and electricity companies. The results of the present study are in line with the studies of Kim et al., 2019, 2009; Arshadhi et al., 2019; Yazdan Shenan, 2016; Golestaneh, 2014; Yusuf, 2009; Najaf Beigi & Naderi Heshi, 2016; Hosseinpour & Shams, 2016; Nasti Zaei et al., 2015; Alwani et al., 2014; Monfard & Dohdian, 2013; Abbaszadeh, 2013, which indicates positive outcomes such as psychological capital, mental health at work, job satisfaction and well-being, performance improvement, stress reduction, employee happiness and organizational commitment, empowerment, self-esteem, self-efficacy, resilience, hope, and optimism, improving the quality of work life. The results of the current research show the positive impact of positive organizational behavior on environmental outcomes. (Aoki & Akai, 2013; Aoki et al., 2017; Sarmast et al., 2020; Yuan & Zhang, 2020; Dunlop, 2002; Jamshidi, 2020; Sasath et al., 2018) have acknowledged that reaching the level of sustainable development requires the reduction of negative side effects that lead to the reduction of natural resources and the destruction of the environment. In response to the main question of the research, the designed model was shown in the form of 6 categories by identifying and classifying new components in accordance with Figure (1).

In response to sub-question 1: Causal factors in the present model in three dimensions: factors in the structural field and factors in the field of human resources and technology (including positive structure components, effective communication and

collaborative management, and human resources management system, correct administrative processes, behavioral characteristics) are identified. Positive, hopeful, and optimistic people often exhibit behaviors that promote and strengthen mental health and vitality, hence strengthening positive psychological capital and positive emotions as potentially effective factors to face behaviors and tendencies. Harmful employees, such as resistance to change, pessimism about change, deviation from duties, or not paying attention to the destructive environmental effects of organizational studies and plans, reduce the involvement of the individual in the occurrence of negative and undesirable behaviors. Also, positivity in the organization can be transferred from the individual level to the group, organizational, and environmental level. Changing the attitude of managers and planners of the water and electricity industries in order to encourage positive thinking and the importance of environmental considerations requires a change in the type of structure and, revision and modification of administrative processes, and appropriate training to familiarize people with the characteristics and concepts and how to intervene in strengthening the characteristics of Organizational behavior.

In response to sub-question 2: The characteristics of the model can be analyzed and examined at three levels, which are individual, group, and organizational levels. The components of this variable include (respect, hope, responsibility, individual self-efficacy, team effectiveness, social participation, organizational excellence, work conscience and social capital, and psychological capital). Many water and electricity plans are identified and classified under different headings to understand the current state of the environment.

1- Investigation of the natural environment (including physical and chemical factors: such as climate, hydrology, aquatic and terrestrial habitats, etc.). 2- Investigation of the appearance of the socio-economic and cultural environment and the environment of the built culture) 3- Investigation of the impact of human activities on the non-living part. The natural environment (per capita consumption, general consumption, consumption trend, health quality in the region, types of pollution, water and soil resources) is essential. Increasing responsibility

and, personal behavioral norms, and social-psychological factors can affect people's environmental behaviors. Therefore, the push and change towards a positive environmental attitude and strengthening the sense of environmental responsibility requires special attention from water and electricity industry managers. This is important to improve all levels of positive organizational behavior.

In response to sub-question 3: an individual's self-evaluation, recognition of mental capacity, creation of a positive mentality, and holding of consensus meetings to exchange learnings were identified as the foundational factors of the present model. Improving the strengths and positive points of people, collaborative management, and appreciation of people for their good and positive works and not focusing on flaws and defects increases the amount of positive organizational behavior components.

In response to sub-question 4: The intervention factors of the model include inefficient management and political pressure. Environmental risk planning and management should be managed correctly and without political pressures and non-expert opinions. Incorrect and ineffective management is ignoring the ideas and opinions of people and ignoring the human, social, and psychological capitals in the organization, not considering the environmental issue as an urgent and necessary issue, and by not accepting the responsibility and duty for preserving and the maintenance of natural resources, it is indifferent to the provision of methods of prevention and reduction of environmental effects.

In response to sub-question 5: The experts of the water and electricity industry have agreed on employing and hiring a committed, skilled, and capable workforce, training, and promoting successful examples of behavior among employees. According to 94% of the respondents, the desirable actions of human resource managers in empowering employees, strengthening positive points, and informing people, as well as training the right beliefs and attitude of people and organizational managers towards the environment, are important. Training and role modeling of successful organizations have been introduced as one of

the strategies resulting from the model. The identified proposed strategies emphasize that a positive organization is more than the existence of positive individual behaviors of employees. Some of the identified strategies are in line with Jung's theory (1993), and Shabiri's study (2015), and emphasize education, especially new methods and information transfer and familiarization with the methods of promoting this knowledge in order to promote environmental culture. By promoting positive behaviors, monitoring the behaviors and performance of employees and managers, and increasing environmental knowledge and awareness in in-service training for employees and the organization's code of ethics, we will witness the improvement of positive organizational behaviors.

In response to sub-question 6: development of capabilities and individual productivity, strengthening of moral dignity, improvement of mental health, independence and freedom of action, thinking of a healthy society, increase of trust, improvement of organizational performance, sustainable development, increase of trust between employees are the results of this model. Cultivating awareness, knowledge, skills, positive attitudes, and commitment towards the environment in people and at a higher level, creating a suitable structure with legal requirements in order to comply with public rights, and increasing motivations and sensitivities to deal with pollutants seems necessary. In confirmation of the studies of Salehi& Karimzadeh (2011), environmental knowledge is effective in shaping and predicting environmental behaviors, and we will witness the improvement of individual behaviors, reduction of energy consumption, and improvement in the use of water and electricity in consumers. The findings of the present study show that with environmental education and culturalization of extra-role behaviors and personality development, synergy and change of individual attitudes and values, and focusing on increasing awareness and information in protecting natural resources and the environment, positive personal and organizational consequences, will have positive environmental consequences.

In response to sub-question 7: Investigating

the impact of strategies resulting from the positive-oriented organizational behavior model has a positive and significant impact on individual, organizational, and environmental outcomes in the water and electricity industry. The results of the present study showed that positive behavior can enable a person with self-confidence and resilience to work with a predictable future for their organization and is related to optimism and a more favorable spirit towards the organization and colleagues. Sustainable development, individual and organizational efficiency, and productivity, and promoting environmental ethics are the results of education and the establishment of positive thinking with an environmental perspective in the water and electricity industry. The results obtained are consistent with the studies of Majidi& Mousavinia (2018), which focus on issues such as raising public awareness, creating effective legal and regulatory procedures, creating appropriate models, using scientific and expert opinions, and strengthening environmental diplomacy. Based on the resulting comprehensive model, the following are suggested to managers:

1. Considering the strategic components of the model and following the policies announced by the Supreme Leader in the field of environment, and in line with the realization of Article 50 of the Constitution of the Islamic Republic of Iran (Article 190 of the 50 Development Plan Law), it is suggested: managers of the water and electricity industry in drafting standards and regulations, use successful and leading global experiences in this field. Correct supervision of the implementation of studies, development, and exploitation of resources, and the explanation of water and electricity distribution policies according to sustainable development indicators, environmental and social considerations as the duties of governance and tenure of various departments of the Ministry of Energy in the form of regulations and the standards and rules with regard to environmental issues should be taught to the employees. Correct and sustainable use of resources in terms of environmental aspects is a suitable solution to reduce pollution, and it is a requirement that paying attention to these two principles can guarantee beneficial effects such as quantitative and qualitative protection of

water and electricity resources and reduction of environmental pollution.

2. To increase awareness about environmental problems and destructions, it is suggested that: water and electricity industry planners use incentive or punishment methods through monetary or social reinforcements in order to increase awareness. To teach people the correct and positive behavior by using mandatory motivational techniques for high-consumption water and electricity subscribers. By holding short-term courses, holding educational workshops, and educational conferences, providing an effective learning environment for positive attitudes, participation, and cooperation, and cognitive skills of employees to behave appropriately with the environment.

3. Based on the findings of the research, positive management measures are very important in order to achieve a stable balance in the water and electricity industry, so it is suggested that in employee evaluations, managers should pay attention to the level of social participation and creativity and innovation of the individual in the optimal consumption of materials and benefiting from the favorable environment, in addition to having appropriate job expertise and skills. The more positive the knowledge and attitudes of the organization's people towards the environment become, the greater the sense of effectiveness and the sense of responsibility for the environment in people.

The ideas and creativity of the employees regarding the improvement of the environment should be considered and encouraged in the form of a suggestion system.

4. Negative thoughts and behaviors, lack of belief, proper attitude and attention of water and electricity industry managers cause negligence and lack of attention towards the environment, so it is suggested:

Increasing environmental knowledge and awareness helps to improve the environmental attitude. One of the ways to avoid harming the environment and preventing its destruction is to change the behavior of employees to pay attention to the environment. Evaluation of ecological power, attention to environmental capacities, and estimation of costs on natural resources and human health, despite the challenges and opportunities in the path of

expansion and development of energies, require more feasibility studies. Paying attention to the principle of the environmental issue as an important and necessary issue, the responsibility and importance of assuming the duty towards the preservation and maintenance of natural resources should be reviewed by the

planners as organizational and environmental realities.

Future researchers are suggested to compare the positive organizational behavior model with the environmental approach and analyze the levels of this model in other industries.

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