

## Presenting a Model of Organizational Vitality Through a Positive Organizational Behavior Approach in the Era of Digital Management: A Meta-Synthesis Study

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### Abstract

**Purpose:** This study aims to develop a model of organizational vitality through a positive organizational behavior lens for the digital management era, utilizing a meta-synthesis approach.

**Method:** A comprehensive search of various databases was conducted using keywords related to organizational vitality and positive organizational behavior, informed by data mining techniques. The initial search yielded 2,151 publications from 2011 to 2019. Following a systematic screening process, 1,468 works were excluded based on title, 429 based on abstract, and 217 based on a full-text review, as they did not align with the study's purpose and research questions. Consequently, 37 publications that were pertinent to

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organizational vitality and positive organizational behavior in the context of digital management were selected for in-depth analysis via meta-synthesis.

**Findings:** A meticulous review of the selected sources led to the extraction of components and indicators constituting organizational vitality within the framework of positive organizational behavior in the digital management context. The resultant model is organized into 2 overarching concepts, 16 distinct components, and 123 specific indicators.

**Conclusion:** The findings from prior research were systematically evaluated and analyzed using a qualitative research approach and a seven-step meta-synthesis methodology grounded in data mining. This process culminated in the proposed integrative model.

**Keywords:** Digital Management, Organizational Vitality, Organizational Behavior, Positive Organizational Behavior



## **Introduction**

It is a rarity to find a manager in today's business world who is indifferent to—or opposed to—digital transformation. Nearly all executives and organizational leaders now recognize and embrace the numerous benefits of digitization. However, they must also contend with the challenging reality that many inexperienced managers lack a coherent mental framework for leveraging digital technologies effectively. As a result, their organizations often suffer from the absence of sound, practical digital strategies (Krolff, 2007).

In the contemporary digital landscape, competitive advantage belongs to those firms that adopt aggressive digital strategies. These strategies span a broad spectrum and are implemented in a highly targeted manner, aligned with the latest advancements in digital and artificial intelligence technologies. Organizations that cover more ground in this domain tend to achieve greater profitability and harness the true potential of digitization.

Given the growing importance of human capital in building sustainable competitive advantage—coupled with the increasing difficulty of attracting and retaining talent, which has rendered human resource processes increasingly costly—there is a pressing need for an integrated approach. Such an approach should emphasize the emotional, ethical, human, and spiritual dimensions of employees, supporting their personal growth and self-actualization in the workplace (Forouhar, 2018).

The term “digital organization” has gained popularity in the context of organizational optimization through information technology and the pursuit of new business opportunities. In such organizations, not only digital capability but also a digital mindset is actively cultivated and applied across several organizational dimensions: 1) strategy and leadership, 2) daily operations, 3) research and innovation, 4) products and services, and 5) resource qualification.

The concept of data mining predates the digital age itself. The idea of extracting knowledge from data has existed for centuries, beginning with manual statistical modeling and regression analysis. In the 1930s, Alan Turing introduced the notion of a universal computing machine capable of performing complex calculations, laying the groundwork for modern data science.

Within organizational studies, positivism refers to dynamics—both organizational and intra-organizational—that enable individuals, groups, and entire organizations to flourish (Haffron & Bonyol, 2011, as cited in Forouhar, 2010). These characteristics align closely with the notion of

organizational vitality. Although previous studies have identified various components of happiness at individual and organizational levels, they have seldom been examined from a positive organizational behavior perspective. Moreover, a context-specific model for organizational vitality within Iranian organizations, particularly Saipa Co., has yet to be developed.

The uniformity and lack of dynamism in processes at the target company, where employees are the primary executors, combined with management's tendency to address crises through a capital-centered view of human resources, have prompted this research. Drawing on a positive organizational behavior perspective, the study aims to identify relevant components and incorporate expert insights to address these challenges.

In management, data mining involves analyzing large volumes of data to uncover strategic intelligence that can help organizations solve problems, mitigate risks, and seize new opportunities. This branch of data science draws its name from the analogy between searching vast datasets for valuable insights and mining mountains for precious metals and ores—both require sifting through extensive raw material to uncover hidden value.

In light of the theoretical and practical gaps within organizations, this research seeks to develop a context-aware model of organizational vitality through a positive organizational behavior lens. It further aims to compare the current state with the desired state within Saipa Co. and offer practical recommendations for enhancing organizational vitality and fostering a positive workplace culture. To achieve this, the study employs a qualitative meta-synthesis approach, reviewing and evaluating both domestic and international literature in the field of organizational vitality.

## Literature Review

### Organizational vitality

The relationship between vitality and work has deep historical roots. For instance, during the peak of agricultural societies, farmers often sang songs while laboring to elevate morale and alleviate the monotony of repetitive tasks. Vitality in the workplace is an internal feeling and, like many emotions, is inherently challenging to define. Despite the absence of a formal definition, individuals can readily identify when they feel vital and energized at work.

Organizational vitality is characterized by the frequent experience of positive emotions, overall life satisfaction, and a relative absence of

unpleasant feelings. Employees who experience more positive than negative emotions are generally considered cheerful. Kroloff (2007) describes vitality at work as a sense of energy and aliveness derived from one's work. Price-Jones (2007, p. 4) defines it as an attitude that enables individuals to maximize performance and realize their potential talents. Similarly, Doten and Edmund (2008) view vitality as arising when individuals apply their abilities and talents to achieve work-related goals.

Talents encompass a range of mental, physical, and psychological abilities that vary among individuals. Internal capabilities are inherent assets that, when engaged, produce lasting satisfaction and joy, independent of external influence (Rostamkhani, 2007). It is important to note that vitality does not imply perpetual cheerfulness or the absence of negative emotions such as anger, frustration, or disappointment. Rather, these emotions can prompt individuals to take restorative actions to regain their positive spirit (Price-Jones, 2007).

Vitality at work is fostered when:

- An individual takes pride in accomplishing meaningful work;
- The work is perceived as important and valued;
- The employee demonstrates responsibility and ownership;
- Opportunities for learning and advancement are present;
- The individual feels motivated and energized;
- An element of fun is incorporated into the work environment (Kroloff, 2007).

The application of data mining in management allows organizations to address human resource questions that were previously unanswerable due to manual processing constraints. By leveraging computational power and advanced algorithms, statistical techniques can uncover patterns, trends, and relationships that might otherwise remain hidden.

Key considerations regarding workplace vitality include:

- Vitality is optional and cannot be enforced; it must emerge organically from a supportive atmosphere.
- Sources of happiness vary among individuals.
- Vitality should be understood as a sustained state rather than transient fun or excitement.
- A calm and serious demeanor can coexist with cheerfulness.
- Happiness is contagious: a cheerful employee or manager can positively influence an entire team or organization.
- Ultimately, vitality depends more on the individual than the job itself.

### **Organizational behavior**

Organizational behavior (OB) research focuses on employee actions that extend beyond formal job duties. Podsakoff (2000) characterizes organizational citizenship behavior (OCB) as a mindset encompassing various voluntary behaviors, such as assisting coworkers, pursuing professional development, complying with organizational rules without supervision, maintaining a positive attitude, and persevering through adversity (Bolino & Thornley, 2003). Williams and Shiaw (2000) identify OCB as behavior that exceeds role requirements and benefits the organization, making it essential for organizational effectiveness.

Katz (1964) categorizes employee behaviors critical to organizational success into three types:

- Behaviors necessary to remain within the organizational system;
- Reliable and consistent performance of assigned tasks;
- Innovative and spontaneous actions that surpass formal role expectations to achieve organizational goals.

Behaviors in the second and third categories exemplify organizational citizenship. OCB is desirable due to its correlation with job satisfaction, system stability, and productivity. Research indicates that managers can foster OCB by cultivating a positive work environment, rather than relying on coercion, selective recruitment, or socialization processes (Turnipseed & Murkison, 2006).

Research over the past decade has increasingly focused on individual workplace behaviors, including pro-social behavior, extra-role behavior, and OCB. These studies aim to define behaviors that contribute to long-term organizational success but are often overlooked in performance evaluations (Castro et al., 2004).

Despite its acceptance, some researchers question the theoretical and empirical boundaries of OCB—particularly the distinction between in-role and extra-role behavior. Studies suggest employees may perceive these boundaries differently (Morrison, 2004). Organizations, especially in developing countries seeking to enhance efficiency, must create environments where employees and managers fully apply their experiences and capabilities. This requires identifying the principles of organizational behavior and establishing conditions conducive to its practice.

### **Management of the digital age**

Research indicates that companies seeking to leverage the opportunities of a fully digital business environment must strategically prioritize two key dimensions. First, they should develop strategies focused on acquiring new customers, rather than solely emphasizing the retention of existing ones. Second, they should concentrate on discovering innovative ways to enter new markets through digital technologies, instead of limiting their efforts to preserving and expanding current markets (Seligman, 2000).

Digitization is a multifaceted phenomenon encompassing advancements such as supply chain automation, the emergence of new distribution and marketing channels, novel methods of customer engagement, and a strategic shift from product-centric to service-oriented offerings. According to industry experts, nearly half of global corporate revenue in the coming years is projected to be generated through digital strategies and methodologies. However, achieving the status of a fully digital organization—where advanced digital technologies are deeply integrated and play a critical role—is a complex endeavor. Its realization demands extensive managerial commitment and a robust foundational framework (Sohan et al., 2019).

### **Research background**

This section reviews and evaluates selected domestic and international studies relevant to the present research.

Kim et al. (2019), in their study "Antecedents and Consequences of Positive Organizational Behavior: The Role of Psychological Capital in the Career Promotion of Employees of Sports Institutions," emphasized that contemporary organizational strategy involves leveraging human potential to build human, social, and psychological capital. They identified self-belief, optimism, hope, and flexibility as core components of psychological capital, noting that these factors depend on committed leadership, meaningful work, and a supportive organizational atmosphere. Outcomes of psychological capital include enhanced job satisfaction, mental health, and overall well-being.

Ward and King (2016), in their article "Good Work and Life: How Work Gives Meaning to Life," explored the impact of employee vitality on life meaningfulness. They found that workplace elements such as colleague and supervisor support, opportunities for participation, and traits like optimism contribute significantly to a sense of meaning in life.

Meaningful work fosters valuable professional goals and supportive social connections, facilitating the realization of both organizational and social objectives. The authors propose that meaningful work consists of three overlapping components: purpose, importance, and coherence. Purpose relates to goal-directed effort, importance refers to the sense of value derived from accomplishments, and coherence entails perceiving the work environment as understandable and controllable.

Also in 2016, Zabo and Ojili examined factors contributing to human happiness, identifying a correlation between perceived vitality and elements such as purpose in life and family satisfaction. Their research highlighted family vitality, health, love, social life, personal control, leisure, social status, inner peace, and purposefulness as key components influencing human vitality.

Bardo (2016), in "A Model of Life with a Cheerful Approach: A Case Study of the United States," demonstrated that age significantly affects cheerfulness and vitality. Among older adults, family, friends, health, entertainment, and living environment were found to impact happiness, with health, family, and living environment being the most influential factors. The study also noted that levels of enthusiasm tend to increase with age.

Gholamzadeh (2020), in a study entitled "Investigating the Relationship between Factors Affecting Enthusiasm and Its Impact on Organizational Performance among Employees of the National Organization for Civil Registration in Yazd Province," analyzed the relationship between vitality and organizational performance using contextual, psychological-health, and social factors. The results indicated that psychological-health factors—such as personality, health, marriage, and having children—significantly predict organizational performance. In contrast, contextual factors (e.g., age, gender, ethnicity, education) and social factors (e.g., income, caregiving, public service, culture) showed no significant relationship with performance.

Naderi Hashi and Najaf Bigi (2017) developed a context-specific model of positive organizational behavior for Iranian governmental organizations in their article "Designing a Positive Organizational Behavior Model in Human Resource Management of Iranian Governmental Organizations Using a Fuzzy Delphi Approach." Their model comprises four dimensions—individual, group, and organizational—and twenty components, with self-efficacy, administrative health, organizational commitment, and work group spirit

receiving greater emphasis.

Alwani (2014), in "Productivity in the Light of Positive Organizational Behavior," discussed the detrimental effects of self-interested management approaches and advocated for the promotion of happiness to counter negative organizational behaviors.

Khalifeh (2014), in a study titled "The Effect of Positive Organizational Behavior on the Emergence of Entrepreneurial Behaviors of Employees (Case Study: Gilan Oil Company)," found that self-efficacy, resilience, and optimism—though not hope—positively and significantly influenced the emergence of entrepreneurial behaviors. Overall, positive organizational behavior was shown to meaningfully contribute to entrepreneurial conduct among employees.

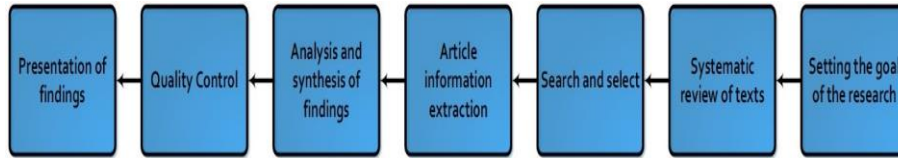
## **Method**

This study adopts a qualitative research approach, utilizing a meta-synthesis methodology to systematically evaluate and integrate scientific literature. Meta-synthesis, as a branch of meta-study, offers a structured framework for synthesizing qualitative findings to identify underlying themes and generate new insights, thereby fostering a holistic understanding of the research domain. This approach requires the researcher to conduct a thorough and critical review of existing studies, integrating their results to construct a comprehensive representation of the phenomenon under investigation. In essence, meta-synthesis is synergistic—it produces findings that transcend the individual contributions of the source materials.

Typically, the number of articles and documents reviewed in such an approach does not exceed 70, ensuring depth and rigor in analysis. This method is particularly valuable in fields where research is predominantly qualitative and lacks extensive theoretical foundations.

Given that studies on organizational vitality through a positive organizational behavior lens in the context of digital management are largely qualitative, and considering the absence of a comprehensive model encompassing its various dimensions at the time of this research, the meta-synthesis method was deemed appropriate. Its application enables the identification and integration of core components and dimensions of organizational vitality within the specified framework.

To implement this method, the seven-step model proposed by Sandelowski and Barroso (2007) was followed. The specific steps are illustrated in Figure 1.



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

**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.

**The first step: Setting the research questions**

This initial stage of the meta-synthesis process is dedicated to defining questions that are not only situated within the field of interest but also build upon the researcher's previous work. The research questions must exhibit specific characteristics, which are detailed comprehensively in Table 1.

**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> <ul style="list-style-type: none"> <li>- What is the comprehensive model of Saipa company's organizational vitality with a positive organizational behavior approach in the age of digital management?</li> </ul> <p>Sub questions</p> <ul style="list-style-type: none"> <li>- What indicators and components are included in the individual dimension, in positive organizational behavior in the digital management era?</li> <li>- What indicators and components are included in the group dimension, in positive organizational behavior in the digital management era?</li> <li>- What indicators and components are included in the social dimension, in positive organizational behavior in the digital management era?</li> <li>- What indicators and components are included in the organizational dimension, in positive organizational behavior in the digital management era?</li> <li>- What indicators and components are included in organizational vitality in the era of digital management from the perspective of external factors?</li> </ul>

	- 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)	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 phase of the meta-synthesis process, overarching research questions in the field were clarified to eliminate ambiguities and establish a clear scope for inclusion. This ensured that only studies addressing significant components and dimensions of organizational vitality through a positive organizational behavior lens within the digital management context were incorporated into the analysis.

The selected timeframe for literature inclusion spans from 2011 to 2019 (Gregorian calendar) and 1391 to 1399 (Solar Hijri calendar), covering the period up to the execution of this research. This range was chosen to capture a representative and comprehensive overview of relevant studies, as research interest in organizational vitality, positive organizational behavior, and digital management has expanded considerably during these years.

### **The second stage: literature review in a systematic form or systematic review of texts**

To initiate a precise and systematic examination of sources—including articles, theses, and other research materials—these were selected and evaluated according to specific criteria. These criteria, detailed in Table 2, encompass relevance to the research objective, a defined time range, and the geographical or contextual setting of the studies.

**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	1391 - 1399 (Persian calendar) for internal studies 2011 – 2019 for foreign studies
Place of research	Inside and outside the country

In this phase, studies meeting the predetermined criteria for inclusion in the meta-synthesis were systematically identified. Explicit inclusion and exclusion criteria were established to ensure the relevance and quality of the selected literature. The researcher conducted a systematic search focusing on published studies from a range of academic sources. 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 Modiriati-e Digital	The Era of Digital Management

After conducting a search for texts and articles based on the identified keywords, a large number of items were identified, many of which were unsuitable for the final research analysis. Consequently, the researcher implemented a multi-stage process to refine and filter the results to secure reliable and appropriate sources for the final analysis.

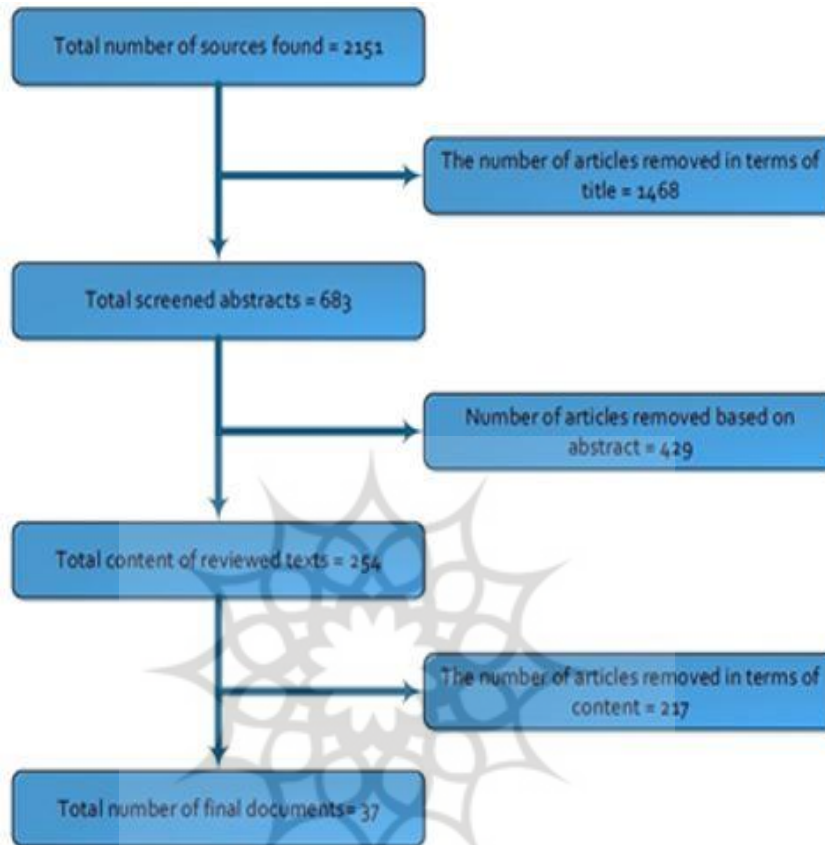
As illustrated in Figure 2 (the flow diagram), the sources were first screened by title, and a number were removed. The abstracts of the remaining works were then examined, leading to the removal of further sources deemed irrelevant. In the subsequent stage, the remaining sources underwent a full-text review based on their content, resulting in the removal of additional materials.

The flow diagram indicates that of the 2,151 works initially identified: -1,468 were excluded based on title misalignment with the research objectives and questions.

-429 were excluded after abstract review.

-217 were excluded after a full-text content review for misalignment with the study's focus.

Ultimately, only 37 works that were pertinent to organizational vitality within the framework of positive organizational behavior in the digital management era—and which aligned with the research objectives and questions in both title and content—were selected for analysis. These works were analyzed using an integrative approach to develop a model of organizational vitality with a positive organizational behavior approach for the era of digital management.



**Figure 2. Trend chart to select suitable works for analysis**

**The third step: extracting information from documents and articles**

At this stage, a thorough and meticulous examination of the sources was conducted to extract relevant findings from each. This process yielded the components and indicators pertinent to the research focus, which are presented 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	Ability to maintain a job	(Yousefi et al., 2016) (Homan, 1388)

	<p>Ensuring from being employed in the future</p> <p>Workplace safety</p> <p>Suitable working environment in terms of light, temperature, sound and air quality</p> <p>Fair salary</p> <p>Immunity from occupational abuses</p> <p>Immunity from unreasonable dismissal</p> <p>Providing opportunities for growth and promotion at work</p>	<p>(Huberman, 1984)</p> <p>(Wood and Menezes, 2011)</p> <p>(Wire, 1382)</p> <p>(Wang, 2018)</p> <p>(Wang, 2017)</p> <p>(Vaezi and Mohammadi, 2012)</p>
Justice	<p>Having equal treatment with different people</p> <p>The same reward and consequence for the same work activity</p> <p>Adherence to fairness in various job processes</p> <p>Fairness of decision-makers' behavior</p> <p>Legalism at work</p>	<p>(Hezar Jaribi and Astin Afshan, 2009)</p> <p>(Haller and Hadler, 2006)</p> <p>(Warth et al., 2018)</p> <p>(Nazari, 2003)</p> <p>(Ward et al., 2017)</p> <p>(Nasrabadi et al., 2009)</p> <p>(Ming Kim et al., 2019)</p>
High performance work systems	<p>job enrichment</p> <p>Employee participation</p> <p>Redesign for the deployment of self-directed groups</p> <p>Sharing information</p> <p>Delegation of authority to employees</p> <p>Performance-based rewards</p> <p>Efforts to prevent employees' atrophy</p>	<p>(Mirshah Jafari et al., 2002)</p> <p>(Nayli, 2013)</p> <p>(Naderi Hashi and Najafbeigi, 2019)</p> <p>(Monica Teresa Jones Ramers et al., 2013)</p> <p>(Moghanlou and Agilar Vafaie, 2018)</p> <p>(Mohammadi Moghadam et al., 2015)</p> <p>(Mohammadzadeh and Salehi, 2015)</p> <p>(Mohammadpour, 2011)</p>

			(Adib et al., 2017) (Manian et al., 2007)
	Interaction with colleagues	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	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	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	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) (Faghipour and Khademi, 2015)

		Use of knowledge in practice Looking for changes in the organization Acceptance of changes in the organization Welcoming changes in the organization	(Forouhar, 2018) (Fani and Agha Ziarati, 2012) (Ghobari et al., 2016) (Alagemand, 2008)
	self-disclosure	Avoiding secrecy Exchange of thoughts with colleagues Information sharing	(Asgari et al., 2012) (Gheibi, 2013) (Gholamzadeh, 2009) (Asgari et al., 2013)
	Participation	Ability to control emotions Active participation in the basic decisions of the organization for the future Taking advantage of others' abilities Welcoming collaborative management Control over work life Reducing absenteeism Improvement of communication	(Abdel-Khalek and Lester, 2017) (Abbaszadeh, 1990) (Tarighi and Markarian, 2016) (Talebi and Zohadi, 2006) (Safari Shali, 2008) (Saberzavarem and Suleiman Pour Emran, 2017) (Shiroum et al., 2013) (Shiroum, 2011) (Tabarsa and Ramin Mehr, 2010) (Taherian et al., 2013)
	Meaningfulness work	Belief in higher matters Pursuing a goal at work Clarity of wisdom and meaning of work Trying to achieve transcendental values Integrity and coherence in work matters	(Taherian et al., 2013) (Sha'bani, 2011) (Sharaga and Shiroum, 2009) (Sunintaj and Nisson, 2008) (Sangari et al., 2013)

		Helping to develop human capabilities	(Samak Amani, 2006) (Eskandari and Irandoost, 2014)
	Interested in working in the digital age	The presence of love at work The presence of gusto in the workplace Doing work with warmth and love Enjoyability of work Doing things with more enthusiasm	(Simar Asl and Fayazi, 2017) (Seyyed Javadin et al., 2017) (Aszab and Gorgili, 2012) (Sobhani Nia, 2014) (Zarei et al., 2011) (Zarei Mateen, 2009)
	Background factors	Age of employees Gender of employees Education level of employees The mental health status of employees Personality type of employees Psychological-Health status of employees Marital status of employees Religious beliefs of employees	(Zarei et al., 2018) (Rousta and Madani, 2009) (Rotarescu, 2014) (Robin Watson et al., 2013) (Rezaian, 2012) (Robbins, 1389) (D. Jun Santso et al., 2013) (Rego and Kona, 2015)
Positive organizational behavior	Individual positive behavior	Endurance and resilience Optimal performance Liveliness and freshness Efficiency Self Confidence Optimism Hope Flourishing Prosperity Glorious Outcome and Hope Patience and endurance Happiness and Contentment Affection and Friendship	(Rego and Kona, 2014) (Rezaian, 2008) (Darvish and Farzaneh Dokht, 2009) (Dato et al., 2017) (Heidari, 2019) (Heidari et al., 2016) (Haghighi et al., 2009) (Hag Gouyan et al., 2015) (Chiomento, 2007)

	<p>Flexibility Social entertainment Respecting the others' beliefs Belief in following customs Compliance with the rules</p>	<p>(Chehrazi and Golipour, 2014) (Chaiprasit and Santidhirakul, 2011) (Hag Gouyan et al., 2014) (Prosser and Walley, 2005) (Price-Jones et al., 2015) (Bahiraei et al., 2012) (Piri and Piri, 2014) (Pelechano et al., 2013) (Boehm and Lyubomirsky, 2007) (Burt, 1976)</p>
Positive group behavior	<p>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>	<p>(Hosseinpour, 2018) (Hassanzadeh, 2010) (Chavosh Bashi and Dehghan Afifi, 2012) (Joshanlou et al., 2012) (Jose-Manuel Cordeo, 2013) (Jesus Alfonso et al., 2016) (Pishva et al., 2011) (Pasandideh, 2005)</p>
Positive social behavior	<p>Communication with family Positive social relationships Interpersonal relationships Social capital Human Capital</p>	<p>(Benis, 1383) (Brown, 1999) (Berkland et al., 2017) (Bambacas and Patrickson, 2008) (Bakker et al., 2006)</p>

		<p>Social health                  Enhancement of Competency                  Enhancement of Capability                  Promotion of vocational knowledge                  Responsibility                  Belief in the collective instead of the individual                  Being responsible to others                  Carrying out work with the aim of helping the society                  Belief in compensation for the damage</p>	<p>(Baker and Martin, 2011)                  (Bennett and Bennett, 2008)                  (Bridget A. Berkland et al., 2016)                  (Avi, 2015)                  (Andre Zabo and Jerjeli Ojili, 2016)                  (Anthony R. Bardo, 2016)                  (Bagheri et al., 2016)</p>
	<p>Positive organizational behavior</p>	<p>Meaningful work                  Learning and innovation                  Organizational Justice                  Organizational Trust                  Administrative health                  Organizational spirituality                  Variability                  Organizational improvement                  Participation in goal setting                  Developmental partnership                  The ability to make the right decision                  Organizational commitment                  Creativity and innovation</p>	<p>(Baseri, 2010)                  (Bardo, 2017)                  (Ayzenck, 1996)                  (Aghaei and Zarandi, 2018)                  (Aghajani et al., 2018)                  (Amini et al., 2019)                  (Amini and Miyahian, 2014)                  (Alwani, 2011)                  (Afredo Rorigers, Monzo et al., 2013)                  (Armon et al., 2012)</p>

**The forth step: analysis and integration of qualitative findings**

At this stage, the two core variables of organizational vitality and positive organizational behavior were conceptualized. For organizational vitality, the following components were considered: 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.

Conversely, for the concept of positive organizational behavior, the conceptualization included the components of individual positive behavior, group positive behavior, social positive behavior, and organizational positive behavior.

### **The fifth step: quality control and evaluation**

To assess internal validity—that is, to determine whether the results and findings align with the research objectives—the work was reviewed by one or two experts, particularly in the areas of central coding, themes, and topics. In this context, verbal confirmation from the experts was considered sufficient. In this study, two professors were involved throughout the research process and confirmed the alignment of the results with the research objectives.

To measure the reliability of the final framework, the Kappa coefficient was employed to quantify the degree of inter-rater agreement. For this purpose, the entire work or all relevant items were presented to two experts in the form of a checklist with binary (yes/no) options to facilitate responses and save time. After collecting their evaluations, the Kappa coefficient was calculated using the standard formula, yielding a value between -1 and +1. A value close to +1 indicates high reliability, a value close to -1 indicates disagreement, and a value near zero suggests a lack of reliability. A Kappa coefficient between +0.6 and +0.8 is generally considered to reflect good reliability.

In this research, the most critical elements of the work were presented to two professors, and based on their evaluations, the Kappa coefficient was calculated as 0.84 using the formula below, indicating strong inter-rater agreement.

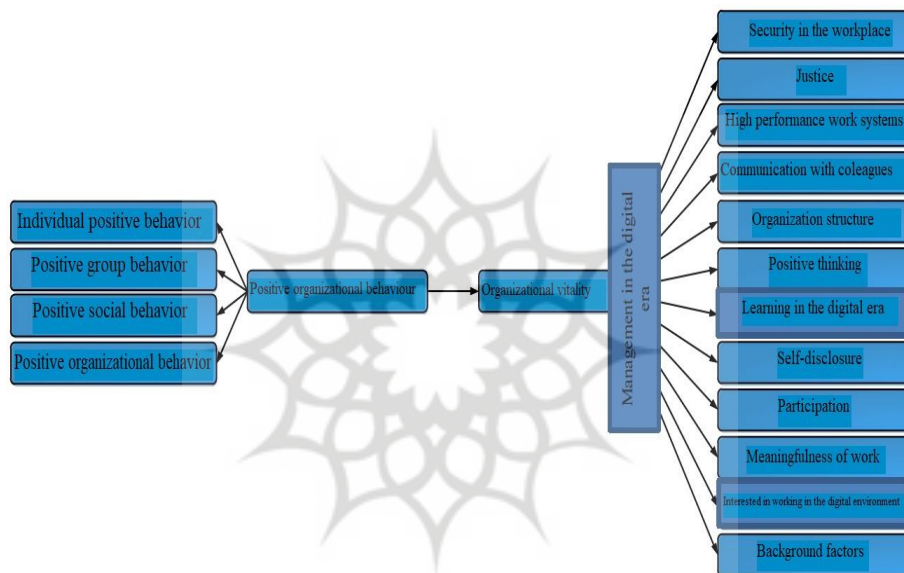
$$\mathcal{K} = \frac{P_0 - P_E}{1 - P_0} \quad (1)$$

### **The sixth stage: presenting the findings and the final framework**

In this step of the meta-synthesis method, the findings derived from the preceding stages are synthesized and presented in direct response to the research question. At this phase, based on the results obtained, it is possible to design a model or framework, construct summary tables, or creatively present the findings in various innovative formats, depending on the

researcher's discretion. It should be noted, however, that any such representations are valid and credible only if the validity and reliability of the research process have been appropriately measured and confirmed.

Following the confirmation of both validity and reliability, the results of this study were structured and presented using a grounded theory model. Based on the synthesized findings, the model of organizational vitality with a positive organizational behavior approach in the era of digital management has been developed, comprising 2 main concepts, 16 components, and 123 indicators.



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

### Conclusion

As organizations seek to support their employees in increasingly challenging work environments, it has become evident that recognizing the unique needs and capabilities of each individual serves as a foundational element in these efforts. Over the past two centuries, psychology—particularly since World War II—has predominantly focused on diagnosing and treating mental and behavioral disorders, often at the expense of understanding and fostering positive human functioning, such as growth, development, and healthy behavior. This disease-centric model garnered significant attention in academic research, with much of the

knowledge generated around treating dysfunction published in prominent journals. In organizational literature, terms reflecting a negative outlook—such as “win-loss,” “job dissatisfaction,” and “absenteeism”—have proliferated, outpacing the use of positively oriented terms like “compassion” or “integrity” by a factor of four in recent decades.

A paradigm shift is now underway within psychology. This new direction, termed “complete health psychology” or “positive psychology,” shifts attention from pathology to the healthy aspects of human nature. This movement has gained considerable traction among organizational and management researchers, leading to the emergence of positive organizational behavior as a distinct and influential field. Positive psychology applies scientific methods to identify and cultivate strengths that enable individuals, groups, organizations, and societies to thrive and excel.

At the beginning of the 21st century, psychologist Martin Seligman—previously known for his work on “learned helplessness”—spearheaded this transformation. Along with colleagues, he critically reviewed half a century of psychological research and concluded that while substantial progress had been made in treating mental illness, relatively little attention had been paid to fostering growth, fulfillment, and flourishing in healthy individuals. As a result, Seligman and his peers reoriented the field toward two new core missions: enhancing the happiness and productivity of those with healthy psychological profiles, and nurturing innate human capabilities. This reorientation marked the birth of positive psychology as a formal discipline.

For much of its history, psychology prioritized the study of mental illness over mental health, largely overlooking human potential for growth and self-actualization. In recent years, however, a growing number of psychologists have begun emphasizing the capacity for transformation and perfection within human personality. Positive psychologists offer an optimistic vision of human nature, rooted in the belief that people can cultivate and expand their capacities to achieve their fullest potential.

This shift has extended into management and organizational behavior, where the application of positive psychology has given rise to two new approaches:

- Positive Organizational Behavior: This micro-level approach focuses on positive psychological states within individuals—states that can be measured, developed, and managed to improve workplace performance.
- Positive Organizational Scholarship: This macro-level approach emphasizes organizational systems and processes that enable exceptional

individual and collective outcomes, such as resilience, renewal, and vitality.

The need for positive psychological capital in empowering employees rests on several pillars:

- The necessity of a positive, strength-based approach.
- An emphasis on evidence-based practices.
- A focus on functionality and performance.
- The uniqueness and applicability of interventions.
- Scalability across organizational levels.

Historically, organizational research has emphasized negative phenomena over positive ones. Positive organizational scholarship integrates diverse scientific perspectives to study behaviors, conditions, and outcomes that contribute to extraordinary performance. This new paradigm is sometimes likened to a “Copernican revolution” in management thinking—a fundamental reorientation toward what enables organizations and people to excel.

Cameron and Spitz (2012) outlined four key features of positive organizational approaches:

- Adoption of a unique perspective that reframes challenges as opportunities.
- A focus on exceptionally positive outcomes, beyond merely avoiding negativity.
- A bias toward positive constructs, even when acknowledging negative aspects.
- An emphasis on understanding human excellence, virtue, and optimal functioning.

It is important to note that positive organizational research does not dismiss the reality or importance of negative experiences. Rather, it recognizes that positivity and negativity operate through different mechanisms and should be studied as distinct, though interrelated, constructs. For instance, Cameron (2008) noted that humans exhibit both a tendency toward negativity—driven by the salience of threats—and an capacity for positivity, which often requires deliberate cultivation. In summary, the findings of this study align with earlier research by Ming Kim et al. (2019), Ward and King (2016), Ojili (2016), Bardo (2016), Gholamzadeh (2019), Naderi Hashi and Najaf Beigi (2016), Alwani (2014), and Khalifa (2013).

Despite its contributions, qualitative research—including this meta-synthesis—faces limitations in generalizability and validity. To enhance the applicability of the proposed model, future studies should test it in other

high-risk industries and employ quantitative methods, such as structural equation modeling, to validate and extend the findings. Further research should also address implementation challenges to support the practical application of the organizational vitality framework within digital-era management contexts.

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