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As a manuscript

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**PSYCHOLOGICAL CAPITAL AND LIFE-MEANING ORIENTATIONS
AS FACTORS OF POSITIVE ORGANIZATIONAL BEHAVIOR**

PhD Dissertation Summary for the purpose of obtaining academic degree Doctor
of Philosophy in Psychology

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GENERAL DESCRIPTION OF WORK

Relevance of the study

Previously, scientific organizational and psychological research was focused on deviations in employee behavior. In recent decades scientists have been focused more on considering the positive aspects of organizational behavior. Positive psychology, which emerged as a branch of modern psychology in the late 1990s, has had a significant impact on such areas as management, technology, hospitality, law, and financial planning. Increased interest in the application of fundamentals of positive psychology in organizational sphere has given rise to many theories that still seem disjointed, contradictory and debatable.

The founders of positive psychology, M. Seligman and M. Csikszentmihalyi, developed three pillars of positive psychology: positive subjective experience (well-being, satisfaction, a sense of «flow», pleasure, hope), positive character traits (endurance, wisdom, resilience, creativity) and positive institutions (organizations, communities, societies that contribute to positive behavior and civic responsibility) [Seligman, Csikszentmihalyi, 2000]. Some researchers have attempted to formulate a generalized term «positive work and organizations» (PWO), where is gathered research on positive organizational psychology (POB), positive organizational behavior (POB), positive organizational scholarship (POS) in an interconnected way [Warren, Donaldson, Luthans, 2017].

S. Donaldson and other researchers have defined positive organizational psychology as the scientific study of positive subjective experiences and personality traits of an employee and the application of this knowledge for improving employee performance and quality of life in organizations, encompassing positive organizational behavior and positive organizational scholarship [Donaldson, Lee, Donaldson, 2019; Donaldson, Ko, 2010]. M. Seligman and M. Csikszentmihalyi believes that positive psychology at the organizational level concerns social institutions that motivate employees to be more involved, responsible, caring, altruistic, polite, and tolerant in the workplace [Seligman, Csikszentmihalyi, 2014].

In the last decade, numerous studies have confirmed that positive psychology techniques can not only improve the psychological well-being of employees in the workplace, but also help the company as a whole become more productive and competitive [Clifton, Harter, 2003; Wright, 2003]. Earlier studies have found that employees reciprocate favorable interaction from their employer and show a higher level of commitment and productivity in the workplace [Rhoades, Eisenberger, 2002]. According to L. Froman, positive psychology can serve as a bridge to the creation of a productive and innovative workplace, to organize which the theoretical concepts of personal self-determination, emotional intelligence, psychological capital and positive organizational behavior should be taken into account [Froman, 2010]. Most corporations today adhere an enlightened view, considering that well-being of employees important and closely related to the overall «health» of the company [Avey et al., 2008; Cartwright, Cooper, 2014].

The study of organizational behavior as a complex phenomenon provides valuable information about attitudes, emotional states, actions and results of employees' work based on their personal qualities. In the field of organizational behavior, personality is often analyzed through various theories and models, including the theory of personality traits (Big Five model), psychoanalytic theories, and socio-cognitive theories.

Theoretical concepts of positive organizational behavior are represented by several concepts: positive organizational behavior by F. Luthans and positive organizational scholarship by K. Cameron. These concepts are quite contradictory, and therefore there are discussions in the scientific literature about their completeness and integrity, as well as about their advantages and disadvantages.

Considering personal factors of positive organizational behavior, such as psychological capital and life-meaning orientations, is important by numerous reasons. Psychological capital is a significant personal resource, including such a component as resilience. This resource is especially relevant for employees who need to cope with the challenges of modern economic and social upheavals. In addition, better understanding of role of employees' life-meaning orientations in

shaping positive organizational behavior can contribute to effective interaction between employee and organization for realizing personal potential of employee in accordance with life goals and values. A comprehensive analysis of the factors of positive organizational behavior related to positive psychology (psychological capital) and psychology of meaning (life-meaning orientations) contributes to a more complete understanding of their common role, opens up opportunities for mutual complementarity and effectiveness in the formation of positive organizational behavior.

The study of organizational behavior is important for many reasons:

1. The inconsistency of concepts in the field of positive organizational psychology in relation to organizational behavior requires a detailed analysis;
2. Understanding organizational behavior can help identify the shortcomings of the work environment, which can subsequently serve as the beginning of improving the well-being of employees;
3. The study of organizational behavior can help managers better understand the activities of their employees, with the subsequent improvement of labor relations at work and the organizational climate;
4. The analysis of organizational behavior favors the disclosure of the broad life prospects of employees, which subsequently helps to develop their personal qualities and effectively use psychological resources of organizational management.

Thus, firstly, study is relevant due to the lack of a holistic analysis of concepts and views in the field of positive organizational psychology, since published research papers appear to be extremely fragmented, requiring systematization, additional analysis, generalization and subsequent conclusions. Secondly, the lack of empirical research papers devoted to the study of positive organizational behavior in Russia; Thirdly, there are need to find a practical application of theoretical concepts of positive organizational psychology based on empirical research in connection with the increasing demand from managers to improve employee well-being, as well as the prosperity of the organization as a whole.

Research problem

There are studies devoted to the application of the theoretical foundations of positive organizational psychology to solving organizational problems of companies. So, you can find intervention programs in various fields, such as healthcare, marketing, sports and education. However, detailed analysis of the studies allowed us to conclude that their theoretical foundations are insufficiently developed and require detailed analysis. There are various theoretical views on the consideration of positive aspects of organizational behavior, among them the concepts of positive organizational behavior, positive organizational scholarship and psychological capital. M. Warren, S. Donaldson and F. Luthans consider the application of positive psychology in an organizational context and identify positive workflow in organizations, positive organizational psychology and concepts such as positive organizational behavior, positive organizational scholarship [Warren, Donaldson, Luthans, 2017]. Separately, the direction of research on a positive organizational culture is defined, within which the main focus is on creating an environment in which employees can develop and work at full strength [Parent, Lovelace, 2015]. The views are contradictory and, according to critics, the concepts are incomplete and have significant drawbacks. Thus, it should be noted that theoretical concepts require detailed study, analysis and systematization.

Research on positive organizational behavior is currently becoming more widespread, due to the fact that it is directly related to productivity, employee satisfaction with work, and thus the well-being of organization as a whole. Most often, researchers associate the deterioration in indicators of motivation and employee satisfaction with a decrease in the vision of work prospects, the inability to influence the work process and to cope with conflicts, as well as a lack of mutual understanding with colleagues and counter-currents of work performed with life values and goals [Wrzesniewski, Dutton, Debebe, 2003]. However, there are very few studies devoted to the study of positive organizational behavior in Russian companies and not enough to develop a common approach to improving employee well-being, the organizational climate, as well as improving the efficiency of the

company as a whole. The above-mentioned difficulties of the workflow are not exhaustive, but their manifestations are reflected in such theoretical concepts as psychological capital and life-meaning orientations.

Thus, the existing theoretical concepts of positive psychology, such as positive organizational behavior, positive organizational scholarship, and psychological capital, are disconnected and require systematic analysis. There have been no practical studies on this issue in Russian companies, which allows us to conclude that it is necessary to analyze positive processes at the organizational level in Russia. The growing trend towards increasing research in the field of developing the strengths of an employee's personality, instead of correcting shortcomings, has given rise to numerous studies in the field of positive psychology, which require detailed consideration, analysis and systematization.

The **object of the study** is positive organizational behavior, considered as a special form of human activity in its interaction with organizational reality, in which the positively oriented strengths of a person and his psychological abilities are realized, that are amenable to measurement, development and use for effective management and for increasing productivity in the workplace.

The **subject of the study** is psychological capital and life-meaning orientations of employees of organizations as factors of positive organizational behavior.

The **purpose of the study** is to identify factors in the formation of positive organizational behavior among employees.

To achieve this goal, it is necessary to solve theoretical and methodological problems.

Theoretical objectives of the study:

1. To analyze the existing theoretical approaches to the creation of the concept of positive organizational behavior, to identify similarities and differences between the concepts of positive organizational behavior by F. Luthans and positive organizational scholarship by K. Cameron, as well as their possible practical application in organizations.

2. Consider the factors influencing positive organizational behavior as a complex phenomenon and analyze existing studies devoted to identifying predictors of positive organizational behavior.

3. To analyze various theoretical views on the nature and structure of psychological capital, its features, uniqueness and difference from human, social and other types of capital.

Methodological objectives of the study:

1. Develop an empirical research program and select methodological tools that correspond to the purpose of the study.

2. To implement the operationalization of the theoretical constructs analyzed in the study.

3. Create the questionnaire of positive organizational behavior and check its psychometric properties on a Russian-speaking sample.

4. Choose the most comprehensive methodology for assessing the psychological capital of employees.

Research hypotheses

The general hypothesis of the study is that psychological capital and life-meaning orientations act as predictors of positive organizational behavior.

Particular hypotheses:

Hypothesis 1: the psychological capital of employees is directly interrelated with positive organizational behavior, that is, employees with a high level of psychological capital demonstrate more pronounced positive organizational behavior.

Hypothesis 2: the meaning-of-life orientations of employees are directly interrelated with their positive organizational behavior, that is, employees with a higher level of meaningfulness of life demonstrate more pronounced positive organizational behavior.

Hypothesis 3: the life-meaning orientations of employees have a mediating effect on the relationship between psychological capital and positive organizational

behavior, namely, the more employees comprehend life, the stronger the relationship between psychological capital and positive organizational behavior.

Hypothesis 4: socio-demographic indicators have a moderating effect on the interrelationships of life orientations, psychological capital and positive organizational behavior.

Study Sample

The total sample of the study 1011 people.

The **theoretical and methodological basis of the study** was: the theory of organizational behavior by E. Mayo, the theory of the evolutionary role of positive emotions by B. Fredrickson, the theory of resource conservation by S. Hobfoll, the theory of self-determination by E. Deci and R. Ryan, existential psychology by V. Frankl, the theory of activity by A. N. Leontiev.

The survey method was used in the study in the form of the following specific methods for measuring organizational and psychological phenomena:

1. The questionnaire «Psychological capital» by A. Bakker, adapted on a Russian-language sample by S. A. Manichev and V. E. Pogrebetskaya [Manichev, Pogrebetskaya, 2018];

2. «The test of life-meaning orientations» by D. A. Leontiev [Leontiev, 2000], an adapted version of the Purpose-in-Life Test (PIL) by J. Crumbaugh and L. Maholick [Crumbaugh, Maholick, 1969];

3. «Life Satisfaction Scale» by E. Diener (Satisfaction With Life Scale, SWLS) [Diener et al., 1985] adapted for Russian-language sample by D. A. Leontiev and E. N. Osin [Osin, Leontiev, 2008];

4. «Test of dispositional optimism» by C. Carver and M. Scheier (Life Orientation Test, LOT) [Carver, Scheier, 1985] adapted on a Russian-language sample by T. O. Gordeeva and colleagues [Gordeeva, Sychev, Osin, 2010];

5. Questionnaire of positive organizational behavior by V. A. Shtroo and V. V. Dayneko [Shtroo, Dayneko, 2023];

6. «The scale of dispositional hope» by R. Snyder (Adult Dispositional Hope Scale, ADHS) [Snyder et al., 1996], adapted by K. Muzdybaev on a Russian-language sample [Muzdybaev, 1999 (a); 1999 (b)].

7. «The Scale of general self-efficacy» (GSE) by M. Yerosalem and R. Schwarzer [Jerusalem, Schwarzer, 1995] in adaptation on the Russian-speaking sample by V. G. Romek [Schwarzer, Yerosalem, Romek, 1996].

Scientific novelty of the research

1. For the first time, two relatively independent theoretical approaches were used in complex to study organizational behavior in Russia: the concept of positive organizational behavior by F. Luthans and the concept of positive organizational scholarship by K. Cameron.

2. The content of the theoretical construct "positive organizational behavior" has been clarified and deepened based on the approaches of positive organizational behavior by F. Luthans and positive organizational vision by K. Cameron.

3. A methodology for measuring the theoretical construct «positive organizational behavior» has been developed, which is absent in both foreign and Russian-language scientific literature. The necessary psychometric verification of the technique was carried out, and its acceptable psychometric properties were confirmed.

4. The theoretical concepts of the phenomenon of psychological capital are expanded in line with the concept of «work requirements – personal resources» by A. Bakker and V. Schaufeli.

Research stages

Stage I (2020-2021): theoretical analysis of constructs related to positive organizational behavior, such as life-meaning orientations and psychological capital, as well as conditions for the implementation of positive organizational behavior in organizations.

Stage II (2021-2022): formation of the research concept, development of methodological tools for its implementation, collection of empirical data.

Stage III (2022-2023): processing of the data obtained during the previous stage and subsequent formulation of the main conclusions and results of the work.

The theoretical value of the dissertation research

The research critically analyzed theoretical concepts of the last two decades – «positive organizational behavior» and «positive organizational scholarship». The work succeeded in clarifying the similarities and differences of these concepts, as well as identifying the methodological features of each of them.

A theoretical analysis of existing methods for measuring psychological capital at both individual and group levels has been carried out. Their critical characteristics were given, the advantages and disadvantages of each of the methods were identified and subsequently the most optimal option for assessing psychological capital was selected in accordance with the objectives of the study.

The practical significance of the dissertation research

The results of the study can help consulting organizational psychologists, organizational and management consultants in predicting and evaluating positive organizational behavior among employees. According to the results of the study, it became possible to take into account the factors of positive organizational behavior, such as psychological capital and life-meaning orientations to improve the well-being of both employees and the prosperity of the organization.

The methodology for evaluating positive organizational behavior developed in the course of the study can complement the diagnostic tools of organizational psychodiagnostics and be successfully used as part of the evaluation of employees of organizations.

The obtained results can be used as part of the development of programs to improve the efficiency and productivity of employees of the organization, job satisfaction, the level of citizenship behavior, organizational commitment in the company, and the formation of internal motivation to perform work duties.

Items to defend:

1. The psychological capital as a whole, and its components – «Self-efficacy», «Optimism», «Self-esteem» are significant predictors of positive

organizational behavior of an employee in the workplace. The more expressed the psychological capital, the higher the level of positive organizational behavior.

2. Such life-meaning orientations of an employee as «Locus of control – I», «Result of life», «Process of life» make a significant contribution to the formation of individual components of positive organizational behavior. An employee who perceives the process of life as emotionally intense, meaningful, interesting, with sufficient freedom of choice, will demonstrate positive organizational behavior to a greater extent.

3. Life-meaning orientations mediate the connection between psychological capital and positive organizational behavior. Consequently, the relationship between an employee's psychological capital and his positive organizational behavior is explained by whether his perception of life is meaningful.

4. Age and career growth act as moderators for the relationship between psychological capital and positive organizational behavior. In other words, the older the employee, as well as the more successful his professional growth in the organization, the more expressed the psychological capital of the employee determines his positive organizational behavior. The position at work, length of work experience and gender of the employee do not play such important role.

The reliability of the results was ensured by the use of reliable and valid diagnostic methods corresponding to the goals and objectives of the study, with a sufficient sample size necessary to ensure the representativeness of the results of the study.

The following methods were used to process the results: correlation analysis, regression analysis, confirmatory factor analysis, analysis of the effect of moderation and mediation between variables. The processing of the data obtained during the study was carried out using the SPSS, AMOS software.

Testing the results of the study

The interim and final results of the study were presented at Russian and International conferences, such as the XXIV Yasinskaya International Scientific Conference on Economic and Social Development (Moscow, Higher School of

Economics), 2023; International Scientific Conference of Students, Postgraduates and Young Scientists Lomonosov-2021, Lomonosov-2022 and Lomonosov-2023 (Moscow State University, Moscow), XXV International Scientific Conference of Young Scientists Psychology of the XXI century. Psychological Research: from Theory to Practice (St. Petersburg State University, St. Petersburg), 2021; XXVI International Scientific Conference of young scientists Psychology of the XXI century. Psychology in an Unpredictable World: Conditions and Opportunities (St. Petersburg State University, St. Petersburg), 2022; IX and X International Scientific and Practical Conference Business Psychology: Theory and Practice, II International Scientific and Practical Conference (N. I. Lobachevsky National Research University, Nizhny Novgorod), 2021.

The theoretical and empirical results of the dissertation research were discussed at the meetings of the scientific seminar of the Scientific and Educational Group «Psychology of Organizational Communication» of the Department of Psychology of the Faculty of Social Sciences of the National Research University Higher School of Economics (HSE) on the basis of a grant from the Program «Scientific Foundation of the National Research University Higher School of Economics (HSE)» in 2022-2023.

Scope and structure of the work

The structure of the dissertation consists of an introduction, three chapters, conclusion, list of references, including 288 sources (225 of them in a foreign and 63 in Russian language), and one appendix. The results of the theoretical and empirical analysis are presented in 33 tables and four figures. The main text of the dissertation is presented on 134 pages. The total volume of the dissertation is 175 pages.

BASIC CONTENT OF THE DISSERTATION

The introduction contains a justification of the relevance, a description of the problem, scientific novelty, theoretical and practical significance of the study. The goals, objectives, object, subject and methods of research, stages of research, proposals for protection and theoretical and methodological foundations of research are defined.

The **first chapter «Positive organizational behavior as a theoretical construct in modern social psychology»**, consisting of three paragraphs, is devoted to the analysis of the prerequisites for the emergence of research related to positive organizational psychology, the definition of the concept of positive organizational behavior, various views on its structure, the definition of the concept of a positive organizational scholarship, and the description of the main similarities and differences two concepts.

In **paragraph 1.1. «Prerequisites for the emergence of research on positive organizational psychology»** defines the origins of the concept of positive organizational psychology.

The theoretical research devoted to the study of positive human behavior in an organization is based on positive psychology as an independent fundamental direction. M. Seligman acted as a researcher who managed to unite scientists who had previously studied positive phenomena. He considered it necessary to study the positive subjective experience of a person and his positive individual traits [Seligman, 2007].

One of the origins of positive organizational psychology is considered to be prosocial organizational behavior. Prosocial organizational behavior is observed when employees work more than they are formally required to do, without requiring additional remuneration from management for work efforts that go beyond their job responsibilities [Caza, Cameron, 2008].

It should be noted that one of the fundamental theoretical disciplines directly related to positive organizational behavior is organizational behavior.

In **paragraph 1.2. «The content and structure of positive organizational behavior by F. Luthans»**, the definition of the concept of positive organizational behavior is presented, a theoretical analysis of different approaches to determining the structure of positive organizational behavior is carried out.

F. Luthans defines positive organizational behavior as a concept aimed at studying and applying psychological abilities and positively oriented human strengths that can be measured, developed and used for effective management and productivity improvement in the workplace [Luthans, 2002; Dayneko, 2022].

Positive organizational behavior includes five components: confidence in success, vision of prospects, experience and understanding of well-being, effective positive behavior and perception of emotional state [Luthans, 2002]. In later works, F. Luthans and co-authors identify only four components of positive organizational behavior: effective positive behavior, vision of prospects, confidence in success and resilience [Luthans, Youssef, 2007]. The authors do not give a detailed answer, in connection with which changes were caused in the structure of the concept of positive organizational behavior, which subsequently found criticism from other authors [Ivanova, Leontiev, Osin, Rasskazova, Kosheleva, 2018]. P. Khatri and S. Dutta based on the theoretical model of F. Luthans believe that positive organizational behavior has six components: confidence in success, vision of prospects, experience and understanding of well-being, effective positive behavior, perception of emotional state and resilience [Strooh, Dayneko, 2023; Dutta, Khatri, 2017]. In our study, we will adhere to the composition of the five-component positive organizational behavior construct originally defined by the author.

In **paragraph 1.3. «K. Cameron's concept of positive organizational scholarship. The similarities and differences with the concept of positive organizational behavior by F. Luthans»** describes the definition of the concept of a positive organizational scholarship, its main characteristics and differences from the concept of positive organizational behavior.

A positive organizational scholarship is defined as a direction «aimed at studying the perception of positive results, processes and properties of an

organization and its members, focusing on dynamics and achieving prosperity, prosperity, abundance and sustainability in the future» [Cameron, Dutton, Quinn, Wrzesniewski, 2003, p. 4; Dayneko, 2022].

Cameron's colleagues, who are also engaged in the development of a positive organizational scholarship, identify three main aspects of the concept:

1. Developing the strengths of the personality and abilities of employees;
2. The importance of paying meaningful attention to employee prosperity at both the individual and organizational levels;
3. The need to develop positive dynamics in the work of the organization [Dutton, Glynn, Spreitzer, 2008; Strooh, Dayneko, 2023].

The main difference between the concept of positive organizational scholarship and positive organizational behavior is that the concept of positive organizational behavior describes phenomena occurring at the individual level, concerning each employee individually, and does not take into account group social factors. While a positive organizational vision considers phenomena at the organizational level, the behavior of employees in a group, and does not focus on personal characteristics [Swarnalatha, Prasanna, 2012]. F. Luthans considers this to be the main difference in the differences between the two concepts [Luthans et al., 2005].

The main similarity of the concepts is that they are based on positive psychology and are aimed at studying the organizational behavior of employees. The concepts are based on the same fields of knowledge, such as positive psychology, social psychology and organizational psychology.

In **paragraph 1.4.** the conclusions on the first chapter are formulated, as well as the problem of the study is formulated.

The **second chapter** «**Factors of positive organizational behavior**» consisting of five paragraphs, is devoted to the analysis of possible predictors of positive organizational behavior, among which psychological capital and life-meaning orientations are significantly important, the concepts of psychological

capital, its structure, possible assessment methods, as well as the concept of life-meaning orientations are described.

In **paragraph 2.1. «Theoretical analysis of predictors of positive organizational behavior»** describes the main possible factors of positive organizational behavior. Among them are organizational justice, organizational psychological involvement, self-esteem, leadership styles, psychological capital, a propensity for innovation, emotional intelligence, empowerment in the performance of official duties, semantic orientations.

Psychological capital and life-meaning orientations of employees seem to be significantly important predictors of positive organizational behavior for several reasons. Firstly, psychological capital can be considered a person's personal resource. According to E. Hobfall's theory of resource conservation, human resources do not exist independently of each other, and it can be assumed that psychological capital can have a positive effect on other areas of human life, including positive organizational behavior. Secondly, meaningfulness at work can make a great contribution to the psychological well-being of an employee. Numerous studies have proved that the meaning of the work performed can give a person a sense of self-realization and purposefulness, while a company can find a motivated and productive employee in this case [Rosso, Dekas, Wrzesniewski, 2010; Wrzesniewski, 2003; Maharaj, Schlechter, 2007].

In **paragraph 2.2. «Psychological capital: elements and methods of its measurement»** discusses the concept of psychological capital by F. Luthans and A. Bakker, as well as methods for assessing psychological capital at the individual and group level.

F. Luthans and his colleagues define psychological capital as a positive psychological state of a person characterized by taking responsibility and making the necessary efforts to solve difficult tasks; creating a positive image of success in the present and future; persevering in achieving goals and, if necessary, correcting the path to achieve them; supporting and continue to move towards goals despite situations of adversity and emerging problems [Luthans, Youssef, et al., 2007;

Strooh, Dayneko, 2023]. According to the authors of the concept, psychological capital consists of four elements: optimism, hope, resilience and self-efficacy.

A. Bakker defines psychological capital as internal resources (personal and individual psychological) that contribute to coping with various situations at work and the subsequent choice of an employee's strategy of action. A. Bakker includes the following components in psychological capital: «self-efficacy», «optimism», «self-esteem» and «resilience» [Bakker et al., 2014].

The following methods were identified as methods for assessing psychological capital: the methodology for measuring psychological capital developed by F. Luthans, the adaptation of the Russian version of the A. Bakker questionnaire performed by S. A. Manichev and V. E. Pogrebnienskaya, the semi-selective questionnaire for measuring psychological capital developed by F. Luthans and P. Harms, the combined questionnaire for measuring positive psychological capital by T. Lorenz, a questionnaire of the psychological staff of F. Valumba.

In **paragraph 2.3. «Psychological capital and positive behavior of employees in organizations»** examines the relationship between psychological capital and positive organizational behavior.

Psychological capital as an individual personal resource has a positive effect on the employees of the organization. A high level of psychological capital contributes to the development of emotional intelligence, improved satisfaction and productivity at work, organizational commitment, and internal motivation, which in turn leads to positive phenomena such as positive organizational behavior of employees. Psychological stress has a leveling effect on negative organizational effects, such as professional burnout, the intention to change jobs frequently, stress and anxiety.

In **paragraph 2.4. «Life-meaning orientations as a factor of organizational behavior»** discusses various views on the concept of life-meaning orientations and the relationship of life-meaning orientations with positive organizational behavior.

The theoretical substantiation of the concept of life-meaning orientations was laid down not only by D. Leontiev, but also developed in the works of V. E.

Chudnovsky, A. G. Akopov, N. G. Kaunova. However, the most widely used methodology for assessing life-meaning orientations is the methodology adapted by D. A. Leontiev. In today's turbulent world with a high level of stress, the study of personal resources that contribute to overcoming crisis situations comes to the fore. According to the researchers, one of these resources may be life-meaning orientations. Numerous studies have confirmed the relationship of life-meaning orientations with such personal characteristics as resilience, optimism, self-determination, happiness and emotional intelligence.

In **paragraph 2.5.** the conclusions on the second chapter are formulated, as well as the problem of the study is formulated.

The **third chapter «An empirical study of the interrelationships of positive organizational behavior, psychological capital and life-meaning orientations»**, consisting of eight paragraphs, describes two stages of the study, their tasks, the program and methodological apparatus of the study, the results of the adaptation of research methods, describes the characteristics of the sample, the main results, their discussion and conclusions of the study.

In **paragraph 3.1. «Operationalization of F. Luthans's theoretical construct «positive organizational behavior»** describes the necessity, main purpose and objectives of the first stage of the study, which consists in the operationalization of the theoretical construct «positive organizational behavior».

In **paragraph 3.2. «Development and verification of the psychometric properties of the author's questionnaire «Positive organizational behavior»**, the procedure for constructing the author's questionnaire «Positive organizational behavior» is described.

In the process of developing diagnostic tools, it was decided to use the initial version of the structure of the concept of positive organizational behavior (POB) by F. Luthans (vision of prospects, experience and understanding of well-being, effective positive behavior, confidence in success and perception of emotional state), due to the fact that it is this structure that have full-fledged theoretical justification given by the author [Luthans, 2002].

The psychometric properties of the author's questionnaire «Positive organizational behavior» were checked in two steps. The total sample of the first stage of the study aimed at psychometric verification of the author's questionnaire was 589 respondents. During the first part of the psychometric verification of the author's methodology, the psychometric properties of the initial version of the questionnaire, consisting of 32 items in a sample of 172 respondents, were checked. In the second part, a psychometric check was carried out with a questionnaire, which became the final version in the first part. Thus, in the second part, a psychometric check was carried out with a questionnaire consisting of 21 items in a sample of 417 respondents. In both cases, the analysis of the factor structure and structural validity of the author's questionnaire was carried out, descriptive statistics of the subscales of the questionnaire were determined, reliability and consistency of the questionnaire items were checked.

An exploratory factor analysis was performed to determine the preliminary factor structure of the questionnaire and a confirmatory factor analysis (CFA), during which two models were tested: a one-factor and a five-factor structure of the questionnaire for the initial version of the questionnaire, consisting of 32 points. According to the results of the analysis, the five-factor structure showed the best compliance of the indicators of the model. After analyzing the modification indices and factor loads on the items, some items were excluded, as a result of which the final version of the author's questionnaire was formed [Strooh, Dayneko, 2023].

The results of the confirmatory factor analysis of the final version of the author's questionnaire «Positive organizational behavior» are presented in Table 1. The final version of the questionnaire consists of 20 points.

Table 1. Indicators of the model's compliance with the data of the improved questionnaire «Positive organizational behavior»

Model	df	χ^2	χ^2/df	CFI	TLI	RMSEA	90% confidence interval for RMSEA	PCLOSE

Five-factor questionnaire model (improved version)	159	300,529	1,88	0,952	0,914	0,047	0,023-0,067	0,514
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The obtained results of the analysis of the reliability and consistency of the questionnaire items, presented in Table 2, allow us to conclude about the reliability of the methodology. The data taken together indicate a fairly good consistency between the subscales of the author's questionnaire «Positive organizational behavior».

Table 2. Indicators of reliability-consistency of subscales of the improved version of the questionnaire «Positive organizational behavior»

Subscales	Reliability coefficients			
	Number of items	α - Cronbach`s	Inter item correlation	ω - McDonald`s
The general scale of Positive organizational behavior	21	0,914	0,794	0,925
Effective positive behavior	4	0,807	0,651	0,821
Vision of prospects	6	0,773	0,698	0,794
Confidence in success	4	0,754	0,656	0,786
Experiencing and understanding well-being	4	0,751	0,683	0,768
Perception of an emotional state	3	0,699	0,669	0,715

After a psychometric check, a conclusion was made about the suitability of using the questionnaire «Positive organizational behavior» in the course of studying the relationship between psychological capital, life-meaning orientations and positive organizational behavior.

In **paragraph 3.3. «Investigation of the interrelationships of positive organizational behavior, psychological capital and life-meaning orientations»** describes the program and methodological apparatus of the dissertation research, the sample of the study and the profile of the respondent, defines the general and particular hypotheses.

The assessment of the respondents' psychological capital was carried out using the «Psychological Capital» methodology by A. Bakker, adapted by S. A. Manichev and V. E. Pogrebnitskaya [Manichev, Pogrebitskaya, 2018]. The methodology consists of 16 points, which are combined into four subscales: «Self-efficacy», «Optimism», «Self-assessment» and «Resilience».

The assessment of the respondents life-meaning orientations was carried out using the test «Life-meaning orientations» by D. A. Leontiev [Leontiev, 2000]. The test consists of 20 opposite statements that form five subscales: «Goals in life», «Process of life», «Result of life», «Locus of control – I», «Locus of control – Life».

The assessment of positive organizational behavior was carried out using the questionnaire «Positive organizational behavior». The questionnaire consists of 20 points, which are combined into five subscales: «Vision of prospects», «Experiencing and understanding well-being», «Effective positive behavior», «Confidence in success» and «Perception of emotional state».

In **paragraph 3.4. «Analysis of the interrelationships of life-meaning orientations, psychological capital and positive organizational behavior»**, a regression analysis of the interrelationships of life-meaning orientations, psychological capital and positive organizational behavior is carried out with the construction of various models.

A linear regression model is constructed using three variables: positive organizational behavior, psychological capital, and life-meaning orientations. The

model is constructed using general indicators of the variables being studied. The analysis of the data presented in Table 3 makes it possible to conclude that only the contribution of the general indicator of psychological potential to positive organizational behavior is significant, the contribution of the general indicator of life-meaning orientations to positive organizational behavior is unknown.

Table 3. Regression analysis of variables positive organizational behavior, psychological capital and life-meaning orientations

Model	β	Standard error	B	t	Tolerance	VIF
Constant	4,548	0,428		6,638		
Psychological capital	0,427	0,083	0,417	5,629**	0,788	1,268
Life-meaning orientations	0,154	0,165	0,138	0,328	0,578	1,729

$$R=0,615; R^2 = 0,485; R^2_{adjusted} = 0,470; F = 19,272; **\rho < 0,01$$

In order to assess the contribution to positive organizational behavior made by each of the subscales of psychological capital and life-meaning orientations, a regression model was built for the dependent variable POB and predictors - all subscales of psychological capital and life-meaning orientations. The data is presented in table 4.

Table 4. Regression model for the general indicator of POB and subscales of the test of life-meaning orientations and psychological capital

Model	β	Standard error	B	t	Tolerance	VIF
Constant	2,485	0,573		4,338		
The scale of Goals in life	-0,158	0,132	-0,278	-1,191	0,588	1,711
The scale of the Process of life	-0,009	0,134	-0,013	-0,067	0,474	2,108
The scale is the Result of life	0,023	0,114	0,038	0,206	0,479	2,089

The scale of the Locus of control is I	0,467	0,162	0,701	5,602**	0,584	1,713
The scale Locus of control is life	-0,011	0,134	-0,019	-0,084	0,625	1,601
Self-efficacy Scale	0,428	0,136	0,318	5,624**	0,670	1,493
The Optimism scale	0,147	0,105	0,197	1,403	0,500	1,999
Self-assessment scale	-0,188	0,146	-0,173	-1,285	0,544	1,838
The Resilience scale	0,087	0,150	0,066	0,576	0,761	1,314

$$R=0,712; R^2 = 0,508; R^2_{adjusted} = 0,419; F = 5,728; **\rho < 0,01$$

It can be concluded that the subscale «Locus of control – I» (SO), ($\beta = 0,467$; $\rho < 0,01$) and the «Self-efficacy» subscale (psychological capital) ($\beta = 0,428$; $\rho < 0,01$) they make a significant contribution to POB.

Next, we built regression models to assess the priority value of the subscales of the life-meaning orientations test, the subscales of psychological capital in the formation of positive organizational behavior. It was revealed that a significant contribution to positive organizational behavior is made by the subscale of the life-meaning orientations «Locus of control – I» and the subscale «Self-efficacy» of psychological capital. It was revealed that for different components of the POB («Vision of prospects», «Experience and understanding of well-being», «Effective positive behavior», «Confidence in success» and «Perception of emotional state»), there are sub-scales of the life-meaning orientations, namely the sub-scale «Process of life», the sub-scale «Locus of control - I», the sub-scale «The result of life» and the subscales of Psychological capital, namely the subscale «Self-efficacy», the subscale «Optimism», the subscale «Self-esteem» make a different contribution to its formation.

In **paragraph 3.5. «Analysis of mediation between positive organizational behavior, its components and the general indicator of life-meaning orientations»**, an analysis of mediation between positive organizational behavior, its components and the general indicator of life-meaning orientations was carried out using the software for SPSS Process macro by Andrew F. Hayes version 4.2.

The analysis of the results (correlation analysis of the general indicator of POB, the general indicator of CSR, the general indicator of psychological capital) and theoretical analysis [Zhang, Ewalds-Kvist, Li, & Jiang, 2019; Li, 2018] suggested that life-meaning orientations are a mediator of the relationship between positive organizational behavior and psychological capital. The scheme of the mediation model: an independent variable (general indicator of psychological capital) → mediator (general indicator of life-meaning orientations) → dependent variable (general indicator of POB, components of POB).

The mediation model is analyzed for three general indicators, which are presented below in the description.

1. The independent variable predicts the dependent variable. Model data: $F(1,58) = 13,86$, $R^2 = 0,3692$, $R = 0,6076$, $p < 0.01$, $\beta = \mathbf{0,5901}$, $p < 0.01$ (the model is significant, the general indicator of psychological capital predicts the general indicator of POB).

2. The independent variable predicts the mediator. Data: $F(1,58) = 9,69$, $R^2 = 0,2685$, $R = 0,5182$, $p < 0.01$, $\beta = 0,3461$, $p < 0.01$ (the model is significant, the general indicator of psychological capital predicts the general indicator of CSR).

3. The independent variable and the mediator together predict the dependent variable. Data: $F(2,57) = 14,73$, $R^2 = 0,4179$, $R = 0,6476$, $p < 0.01$ (the difference is significant, both predictors predict the dependent variable).

3.1. The mediator predicts the dependent variable ($\beta = 0,3627$, $p < 0.01$).

3.2. The independent variable predicts the dependent variable to a lesser extent than in the original model without the inclusion of a mediator ($\beta = \mathbf{0,2631}$, $p < 0.01$).

The analysis of the data shows that we can conclude that the general indicator of life-meaning orientations is a mediator for the connection of the general indicator of psychological capital and the general indicator of POB. It should be noted that when the mediator is included in the model, psychological capital has a lesser effect on the general indicator of the population (the change in the indicator $\beta = 0,5901$ на $\beta = 0,2631$). It should be noted that the indirect (mediation) effect is significantly less than the direct effect, which makes it possible to evaluate mediation as partial.

Further, the analysis of the mediation effect of the general indicator of the life-meaning orientations on the relationship between the subscale of POB and the general indicator of psychological capital was carried out. The analysis of regression models has shown that life-meaning orientations is a mediator for both the general indicator of the population and its components. It should be noted that the mediator effect for the relationship between the dependent and independent variables is predominantly partial, since it does not completely replace the relationship between the independent variable and the dependent variable, only reduces it.

In **paragraph 3.6. «Analysis of the moderating effect of socio-demographic indicators on the relationship of positive organizational behavior, psychological capital and life-meaning orientations»** presents the results of the analysis of the moderator's effect on the relationship of psychological capital and positive organizational behavior.

The moderation model is shown in Figure 1.

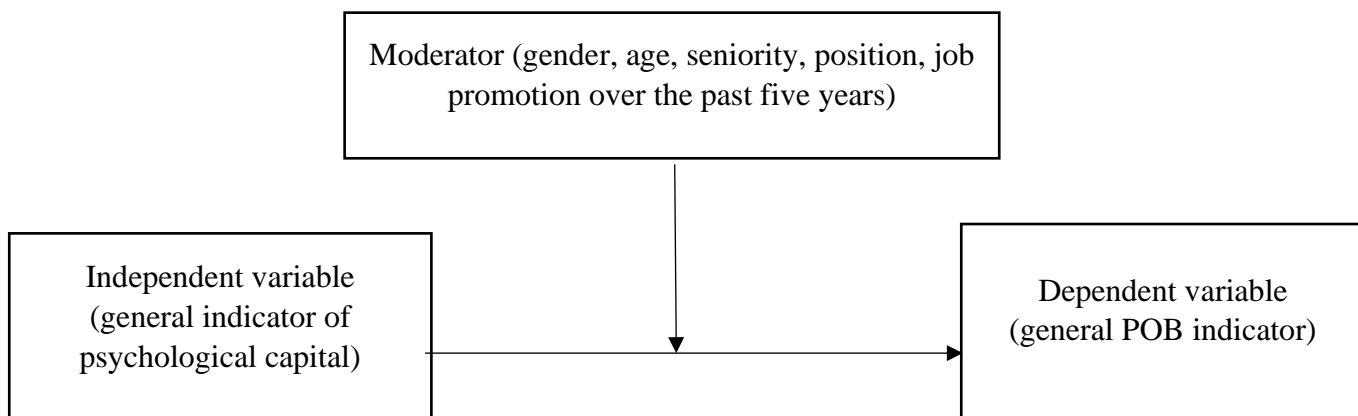


Figure 1. Moderation model

To calculate the moderation effect and conduct a linear regression analysis, additional software for SPSS Process macro by Andrew F. Hayes version 4.2 was used.

Moderators of the relationship between independent and dependent variables are such socio-demographic indicators as age, job promotion over the past five years. The position, gender, and work experience of the respondents do not have an effective moderation on the relationship between the general indicator of psychological capital and the general indicator of POB.

In **paragraph 3.7. «Discussion of the results of the study»** was presented an analysis of the contribution of each of the predictors to the formation of a positive organizational behavior. The mediation effect between positive organizational behavior, its components and the general indicator of meaningful life-meaning orientations, the moderating effect of socio-demographic indicators on the relationship between positive organizational behavior and psychological capital are analyzed. The limitations of the study are also defined.

In **paragraph 3.8. «General conclusions based on the results of the study»** summarizes the results of all stages of the empirical part of the dissertation research:

1. The author's version of the methodology for evaluating positive organizational behavior has acceptable psychometric characteristics. The methodology has internal consistency, reflects a theoretically sound five-factor structure. The questionnaire can be used for research and diagnostic purposes.

2. Psychological capital makes the most significant contribution to the formation of positive organizational behavior along with meaningful life-meaning orientations. The scales of «Self-efficacy», «Optimism», «Self-esteem» of psychological capital make a significant contribution to such components of positive organizational behavior as «Effective positive behavior», «Confidence in success» and «Vision of prospects».

3. The general indicator of life-meaning orientations does not make a significant contribution to positive organizational behavior, however, individual scales of life-meaning orientations «Locus of control - I», «Result of life», «Process

of life» make a significant contribution to the formation of individual components of positive organizational behavior.

4. The study showed that the general indicator of life-meaning orientations is a mediator of the connection between psychological capital and positive organizational behavior both for positive organizational behavior and for its individual components. In other words, the meaningfulness of life allows employees to use psychological capital more effectively in the work process.

5. Socio-demographic indicators such as age and work experience over the past five years are moderators of the relationship between psychological capital and positive organizational behavior, that is, they have an effect on how psychological capital is associated with positive organizational behavior.

6. Socio-demographic indicator the assignment of new tasks by the management has a negative effect on the relationship between psychological capital and positive organizational behavior, which indicates that the assignment of new tasks weakens the role of psychological capital in the formation of positive organizational behavior of employees of organizations.

7. Socio-demographic indicators such as age and work experience over the past five years have a positive effect on the relationship between psychological capital and positive organizational behavior, which indicates that the older employees get, the stronger the relationship between psychological capital and positive organizational behavior.

8. Socio-demographic indicators, position, gender, and work experience of respondents have no effect on the relationship between the general indicator of psychological capital and the general indicator of positive organizational behavior.

At the **conclusion** of the dissertation work, the main results of the dissertation research are summarized and the prospects for further research are described.

Our research allowed us to analyze the existing contradictions in the theoretical concepts of positive organizational psychology in the context of organizational behavior, which arose in connection with the active development of positive psychology in recent decades, as well as the change in the interest of

researchers from studying the negative sides of organizational behavior of employees to the study of the strengths of the employee's personality and their development [Miglianico et al., 2020].

Unstable economic conditions and social upheavals have a negative impact, including on the employees of organizations and their well-being. Recently, the number of studies devoted to the study of job satisfaction and employee well-being has increased significantly. There are studies whose task was to consider the relationship of employee productivity taking into account positive organizational psychology [Donaldson, Lee, Donaldson, 2019]. However, there are no studies devoted to the study of positive organizational behavior and factors that could make a significant contribution to its development. Numerous studies have shown that positive psychology and psychological capital of employees can help in the development of their well-being and positive behavior [Clifton, Harter, 2003; Wright, 2003].

In this paper, for the first time, an attempt was made to operationalize the theoretical concept of F. Luthans «positive organizational behavior». A questionnaire consisting of 20 statements, which form five subscales, was developed. The authors tested the psychometric properties of the reliability and validity of the methodology and concluded that it could be used for research and diagnostic purposes. It should be noted that the methodology can be used both in the scientific field for conducting research in the field of positive psychology, and by practical psychologists, organizational consultants, and coaches as a diagnostic tool for positive organizational behavior at the individual level.

The results of the study showed that it is psychological capital that is a significant predictor of positive organizational behavior. Thus, the development of psychological capital can contribute to the formation of positive organizational behavior. Practical psychologists can take into account that the development of individual components of psychological capital, such as self-efficacy, self-esteem, optimism and resilience, can help to correct the organizational behavior of employees, as well as increase the positive orientation of behavior.

The prospects of the study, firstly, are further verification of the psychometric properties of the author's methodology for evaluating positive organizational behavior with an expansion of the study sample and an in-depth study of structural validity, taking into account the scale of emotional intelligence. Secondly, the study of the relationship of psychological capital, life-meaning orientations of positive organizational behavior in different samples that differ in professional principle (teachers, doctors, programmers, etc.). There is a possibility that the results of the study for different types of professions (Man — Man, Man — Nature, Man — Sign system, Man — Technique, Man — Artistic image according to the classification of E. A. Klimov) may differ significantly. Thirdly, the study can be conducted in a cross-cultural context, which will reveal cultural differences in the manifestation of psychological capital and life-meaning orientations in positive organizational behavior in the context of globalization. Fourthly, the study can be carried out using the original methodology for assessing F. Luthan's psychological capital, which is currently impossible due to the limitation of its use.

List of publications on the topic of the dissertation

Works published by the author in journals included in the list of recommended journals of the Higher School of Economics and international databases.

1. Sthroo V. A., Dayneko V. V. Constructing the questionnaire «Positive organizational behavior»: results of preliminary validation // RUDN Journal of Psychology and Pedagogics. 2023. Vol. 20. № 2. P. 374–398. URL: <https://journals.rudn.ru/psychology-pedagogics/article/view/35301> (date of reference: 01.11.2023) (Personal contribution – 0.5)
2. Dayneko V. V. Positive organizational doctrine: positive organizational behavior of F. Luthans and positive organizational scholarship of K. Cameron // Organizational psychology. 2022. Vol. 12. № 1. P. 175–200. URL: <https://orgpsyjournal.hse.ru/2022-12-1/600057578.html> (date of reference: 01.11.2023)

3. Dayneko V. V., Sthroo V. A. Positive psychological capital: theoretical concepts and measurement methods // World of psychology. Research and methodological journal. 2022. № 1. P. 4–14. URL: <https://istina.msu.ru/publications/article/511329083> / (date of reference: 01.11.2023) (Personal contribution – 0.5)

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