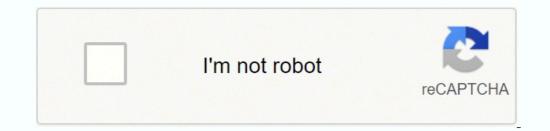
# Introduction to organizational behavior ppt





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#### Chapter 1 introduction to organizational behavior ppt

Open access peer-reviewed Increase individual subjective well-being has various positive results, knowledge of its antecedents and mediators of this relationship can therefore help increase subjective well-being and positive results, knowledge of its antecedents and mediators of this relationship can therefore help increase subjective well-being and positive effects that accompany. The most oriented faces to the future of psychological capital, i.e. optimism, hope and self-efficiency have been shown in several studies to be positively linked to subjective well-being and negatively to malaise. In addition, recent studies suggest that we deal with strategies as mediators for these relationships. In our study, we examined the longitudinal relationship of optimism, hope and self-efficiency with subjective well-being and malaise in a dataset of the German panel and tested the flexible adjustment mediator effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective well-being and a statistically significant negative effect of self-efficiency and optimism on subjective effect of self-efficiency and optimism of self-efficiency and optimism of self-efficiency and optimism of self-efficiency and optimism of self-efficiency significant relationship with flexible lens adjustment, but the flexible lens adjustment did not mediate the effect on subjective well-being or depression. Quote: Heinitz K, Lorenz T, Schulze D, Schorlemmer J (2018) Positive organizational behavior: longitudinal effects on subjective well-being. PLoS ONE 13(6): e0198588. Amelia Manuti, Universita degli Studi di Bari Aldo Moro, ITALYReceiving: 21 March 2017; Accepted: 22 May 2018; Published: 22 June 2018 Copyright: © 2018 Heinitz et al. This is an open access article distribution license, which allows for use, distribution and reproductions in any medium, provided that the original author and source are accredited. Data availability: The data relating to this study came from the 2008 wave of the Research Data Center (FDZ-DZA). The data of the Research Data Centre (FDZ-DZA; are available free of charge to scientific researchers for non-profit purposes. The FDZ-DZA provides access and support to scholars interested in using DEAS data for their research. The data of the completed waves are available free of charge for the scientific community. However, for data protection reasons, you must sign a data distribution agreement before the data can be obtained. The FDZ-DZA can be contacted via a request form: The data waves 2008 and 2011 were used for this study. Financing: The authors do notreceived no specific funding for this work. corresponding interests: the authors and wright [1,] this relationship has been supported if happiness has been operational and well-being, although thehypotheses of the worker [2] was subjected to much debate and produced controversial empirical results [3]. To know the mechanisms that increase well-being is relevant to their (4]. It is relevant to the worker [2] was subjected to much debate and produced controversial empirical results [3]. individual himself, but also, according to the happy hypothesis of productive worker, for organizations. Numerous theories have explained how the various individual or work characteristics influence well-being (for a overview see [5]), for example the preservation of the theory of resources [6], the theory of resources-resources-work [7] or the model of stressor-detachment [8]. According to the conservation of resources that have the potential to increase well-being: physical objects, conditions, energies or personal characteristics [9]. In our study we focus on personal characteristics and more specifically on the characteristics proposed by positive psychology, as well as well-being can be enhanced by interventions aimed at these constructs [10]. More specifically, we examine the longitudinal effects of self-efficiency, optimism and hope on well-being. They are discussing strategies to function as mechanisms of mediation of this report [11]. The flexible adaptation of the objective as a coping strategy has shown to mediate the relationship between optimism and well-being in a concurrent sample [11]. We therefore examine even if the flexible adaptation of the average objective the relationship between optimism, hope and self-efficiency with well-being over time. Positive organizational behavior or positive organizational behavior is on the focus of positive organizational behavior is on the focus of positive organizational behavior is on the focus of positive organizational behavior is on the second individual within the organization. Luthans [15] defines the positive organizational behavior of micro-level as the "study and application of strengths of positively oriented human resources and psychological capacity" (p59). The positive organizational behaviour in this sense is measurable and meets the criterion open to development. It is therefore open to individual learning and change [15-17]. Three of these positive skills of organizational behavior are self-efficiency, optimism and hope. All "adapted the specific criteria to be positive, unique, measurable, capable of being learned and developed, and manageable for performance improvement" ([15] p70). All three are part of the overarching concept of Psychological Capital (PsyCap) [18, 17], including resilience beyond self-efficiency, optimism and hope. PsyCap isdeveloped as a concept of work and, overall, is defined as "a fundamental psychological factor of positivity in general, and POB criteria that meet the states in particular, which go beyond mansocial capital to gain a competitive advantage through the investment/development of "who you are" ([18] p253). PsyCap influences a variety of results, such as job satisfaction and commitment [19, 20] or reduced absenteeism [21]. In addition, high individuals in PsyCap perform better than low ones in PsyCap as they can draw more resources to pursue goals [22, 23]. In addition, PsyCap is linked to an improvement of psychological and physical well-being [24]. Of the four components PsyCap, in particular self-efficiency, optimism and hope, are oriented towards the goal and towards the future. Self-efficiency is a dispositional resource used to address all kinds of needs and challenges [25, 26] and can be defined as "their beliefs about its ability to mobilize motivation, cognitive resources and action courses needed to perform specific action within a given context" [27] p66). Optimism as conceptualized within the concept of PsyCap [28] includes not only the optimistic aspect of the future, but also global positive expectations [29, 30]. Following Seligman [14], not only this positive perspective but also the personal reflection of positive and negative events in the past, present and future influence optimism pertinently [30]. Optimistic people expect positive things to happen and therefore believe in a positive future [31, 32]. Hope is "a positive motivational state based on an interactive sense derived from a successful agency (direct energy) and paths (planning to achieve goals)"[33] p287). People who hope are able to generate alternative paths in an adaptive way [34, 35]. Objective-oriented thoughts lead to positive and active emotions, depending on past experiences with objectives [36, 35]. The hoped individuals use the 'will power' to generate personal goals and follow them resolutely and the 'street power' to adapt alternatives while obstacles occur on their way [37]. There have been many researches on the distinction of optimism and hope [38-42], and while being superimposed and having similar thoughts on common goals [41], their differential relationships with results suggest that they are still distinct constructs [39, 43]. All three, self-efficiency, hope and optimism have shown that they are linked or predicted well-being is through subjective well-being, which is a multiform construct, consisting of affective and cognitive components [44]. Not only is it associated, but it can also lead to health and longevity [3, 45, 46], increase productivity and success related to work [47], and positively influence social relations [45, 48]. Unlike theis the ill-being term, which refers to negative psychological constructs such as depression [49]. For the examination of the effects of positive organizational behavior both seem to be relevant, prevention of a well-being and vice versa [50]. Self-efficacy as "the power to believe that you can" [51] correlates and influences positive well-being [25, 52-56], and reduces depression [57-59]. Optimism influences the way people feel and how they actively try to solve problems when confronting obstacles and thus affect subjective well-being [60-62]. The hoped individuals are motivated to pursue their objectives vigorously and consider alternative ways to achieve them [37]. They "generate more effective coping strategies for the contratempi due to pathways of thought, and then experience more positive emotions than"[37] p295) and this improves their well-being. As a result, in their meta-analysis and review, Reichard et al. [37] has found statistically significant dimensions of effect between hope and satisfaction of work and well-being and dimensions of negative effect between hope, stress and burnout. So far, no study has compared the effects of its sub-faces are rarely shown. PsyCap is the only exception, but it is mostly examined as a g-factor, the effects of its sub-faces are rarely shown. and provides subjective well-being within a period of three weeks [65]. According to the previous research on self-efficiency, optimism and hope (c) at T0 positively predict subjective well-being at T1. (2). Self-efficiency (a), optimism (b) and hope (c) at T0 negatively predict depression scores at T1. Objective adjustment strategies have often been discussed as possible mediators between optimism and well-being [11, 66, 67]. The results of Hanssen et al. [11] suggests that the regulation of the particularly flexible lens applies as a mediator in this report. The flexible adjustment of the objective can be seen as passive accommodating coping, how to change personal preferences due to situation restrictions, which seems to be particularly relevant in subsequent life [68]. It is complementary to the pursuit of the tenacious objective, a strategy of assimilation coping, in which the circumstances of life are regulated to obtain a desired condition [68]. Flexible management of personal goals is associated with well-being [69-73]. Objective adjustment strategies, such as flexible lens adjustment, were found to influence the quality of life and general well-being at a more likelylooking at their biographical past in a self-improvement way [77.] by expelling old goals when necessary, returning new goals and accepting this change by adjusting the situation, people can remain optimistic and hoped despite the difficulties experienced and are more satisfied with their lives [68, 71.] 71.]First sight, high self-efficiency should inhibit the flexible adjustment of the lens, in a sense that if you are sure about your own possibilities, there is no need to change a goal. but as brandtstädter argued [(78] p143,) may not be so simple, as "if getting what you want is central to the concept of power, it follows that a way to maintain a sense of effectiveness can be to adjust your preferences to the feasible range." Following this argument, the relationship of self-efficiency and subjective well-being, as well as depression, should also be mediated by a flexible lens adjustment. we propose, therefore, (3.) the flexible adjustment of the average objective the effect of self-efficiency (a,) optimism (b) and hope (c) to t0 on subjective well-being at t1. (4.) the flexible adjustment of the average objective the effect of self-efficiency (a,) of optimism (b) and hope (c) to t0 on t1 depression. The data relating to this study used the 2008 champion (6205 participants) and 2011. in 2011, in 201 2858 participants of the original sample were revisited with a response rate of 64.4%. the response rate corresponds to that of other longitudinal studies with comparable age groups [80.] participants completed face-to-face interviews and a self-administration questionnaire. due to the analysis of longitudinal data, only the persons surveyed in 2008 and 2011 were included, with the employment status and the maximum age of 65 (maximum age of retirement in germany.) these criteria excluded due to missing data (345 due to rejected responses on relevant variables, 63 due to the high amount (> 50)% of the scale of the missing data wise.) the total sample included 592 people between 39-62 years of age in 2008 (m = 49.43, sd = 5.60), and almost half of them (47)% were men. The self-efficiency [81.] the scale consists of 5 elements (for example, "I can generally handle anything I can") with a response format likert to 4 points (Cronbach's  $\alpha 2008 = .79$ ;  $\alpha 2011 = 79$ ) The optimism has been measured using the scale "Affective valence of future time perspective". "There are a lot of ways around any problem") with a likert response format at 4 points (cronbach  $\alpha 2008 = .83$ ;= .83). The flexible adjustment of the lens has been measured using the Flexible Adjustment Scale of the lenses [84]. The scale consists of 10 elements (e.g. "Do me quite easily adjust to changes in plans or circumstances") with a 5 point Likert response format (Cronbach's  $\alpha 2008 = .77$ ;  $\alpha 2011 = .77$ ). The subjective well-being consisted of threepositive effect, negative impact and satisfaction of life [44]. The affective component of subjective well-being was measured using the German version [85] of the short Negative Affect (PANAS) [86]. The scale consists of 10 elements, 5 negative adjectives (e.g. "entusiastic", Cronbach's  $\alpha 2008 = .85$ ;  $\alpha 2011 = .86$ ) with a 5 point Likert response format. The cognitive component of subjective well-being has been measured using Satisfaction with the Life Ladder [87]. The scale consists of 5 elements (e.g. "I am satisfied with my life") with a 5 point Likert response format (Cronbach's α2008 = .84; α2011 = .85). Depressive symptoms were measured using the general depression scale (Allgemeine Depressions Skala) [88]. The scale consists of 15 elements (for example, "I felt that all I did was an effort") with a 4 point Likert response format (Cronbach's α2008 = .85; α2011 = .87). More details about the questionnaires used are available on www.dza.de/en/research/deas/research/actionality and the scale consists of 15 elements (for example, "I felt that all I did was an effort") with a 4 point Likert response format (Cronbach's α2008 = .85; α2011 = .87). subjective well-being, as it has been revealed that especially older women have reported a lower subjective well-being [89] and there are differential relationships for sex between our predictors and subjective well-being [37]. Income and education are positively linked to subjective well-being [90]. The socio-economic state (SES) generally adversely affects physical and psychological health [91, 92]. The SES is assessed by the employment of the individual and ranked with the International Social-Economic Employment in relation to education and income [93]. SES influences subjective well-being and health through different ways: Low SES groups show higher behavior than health risk [94], have less access to health care and receive qualitatively poorer health care [95], material deprivation is higher and the psychosocial environment is more stressful throughout life [96]. We also included the occurrence of special health events such as an accident or a serious disease due to the possible impact of these events on subjective well-being and depression [97]. We have checked demographic data for the effects of systematic interruptions due to the large gap between the complete and final data set for our analysis. Only the minimum age, sex and distribution of individuals in East and West Germany could be found. Since subjective well-being consisted of three constructs independently measured, we tested for the uniqueness of the composite variable using the analysis of the confirmation factors. The Satorra-Bentler  $\chi^2$  wasto regulate non-normal distributions of variables [98]. The measure was inspected using the criteria proposed by Hu and Bentler [99]. According to these indices the model for subjective well-being in 2008 (Satorra-Bentler- $\chi^2$  (1, 592) = .025, p = .874, CFI = SRMR = .007, CIRMSEA = .007, used a structural equation model (SEM). Data analysis was carried out using statistical software R [100]. The analysis of confirmation factors and SEM were conducted using the "lavaan" package [101]. Table 1 provides a general overview of the bivariate correlations of all the variables used in this study. The path model to test our hypotheses shows a suitable acceptable model, Satorra-Bentler- $\chi^2$  (5, 592) = 17.952, p = .003, CFI = .979, SRMR = .015, RMSEA = .066, CIRMSEA = .037 - .098. Fig 1 shows the model tested with statistically significant paths highlighted while all direct regression paths of the model are displayed in Table 2. Self-efficiency and optimism at T0 both statistically predict subjective well-being at T1, but only optimism at T0 shows statistically significant negative relations at T1. Hope at T0 shows no statistically significant relationship of self-efficiency, optimism and hope with well-being and depression, mediated by a flexible adjustment. Regression weights are standardized beta weights, a critical health event is coded no/yes; b the sex is encoded male/female;.\* p < .05, \*\* p < .01, \*\*\* p These results are not in favor of hypotheses 3 and 4. Positive organizational behavior focuses on strengths and individual resources [15], optimism, hope and self-efficiency are important examples. All three are linked to positive aspects from an individual perspective but also by an organizational perspective. We have therefore wanted to examine whether these three aspects have a longitudinal relationship with subjective well-being and malaise and whether this report is mediated by the flexible adaptation strategy of the objective. For our study we used a German Ageing Survey subfield [79]. According to other studies, our results show that all three facets are related to subjective well-being and depression at the same time [38, 102, 103]. According to the results of our path model, hope seems not to be relevant to subjective well-being after a period of three years. Thus, in a direct comparison, optimism seems to be the most relevant for subjective well-being and the depression of the three constructs. A reason why the diminishing effect of hope could be chosencriterion. bryant and cvengros [39] argue that optimism focuses more on specific goals. as well-being in our study with the two impact components and overall satisfaction of life presents a general positive result that a specific result of the goal, our results are in accordance with their subject. this is therefore true for our second result variable depression. On the other hand, our results also raise the question if the impact of hope decreases because optimism and self-efficiency have too much overlap with the force of the way and the strength components of hope [33.] in the study of bryant and cvengros [39] for example, as well as in other studies [103] the three variables are highly correlated. bryant and cvengros [39] argue that hope and optimism have discriminating relations with other variables, but they can also be considered as a common g-factor. metaanalytical results in the study of alarcon et al. [38] therefore emphasize that optimism and hope are distinguishable but correlated and have discriminating relationships with result variables, with optimism that is more relevant in situations with greater personal control. Further research with different outcome variables is therefore necessary to clarify whether hope over optimism has more impact on the rather busy results over time. our results are also in line with benyamini and roziner [104] who have found a statistically significant relationship between optimism and self-evaluated health on life satisfaction after a five-year period. in their study this report was eliminated when affection was included in the analysis. in our study, however, the effect is a part of the result, as the broadest concept of subjective well-being includes satisfaction of life, as well as the positive and negative effect. optimism could therefore be more responsible for variance in the affective part of our subjective wellness measure. self-efficiency was also linked to subjective well-being during a three-year period in our sample. This is in support of previous studies that see self-efficiency was also linked to subjective well-being [53.] however, we have not found any relationship with the malaise. Although depression goes into hand with lower levels of self-efficiency [105,] the higher levels of self-efficiency seem to not significantly affect depression levels. This result contradicts the results of holahan and holahan [58] focuses on self-efficiency seem to not significantly affect depression levels. This result contradicts the results of holahan and holahan [58] focuses on self-efficiency seem to not significantly affect depression levels. This result contradicts the results of holahan and holahan [58] focuses on self-efficiency seem to not significantly affect depression levels. impact on depression [58, 106]. Maciejewski et al. [59] examined the general self-efficacy. Their effect size for the indirect effect of self-efficiency of the baseline on the follow-up depression for the subsample without previous depression (\$\betaindirect = -0.114, s.e. = 0.033, p < 0.001) resembles our (\$\betaindirect = = = = s.e. = 0.066, p = 0.153), but maciejewski et al. [59] have a much larger sample. Moreover, the overlaps between hope, optimism and self-efficiency have been controlled in our sample, which could reduce the effect of self-efficiency taken together, the results suggest that there is a possible small effect of self-efficiency on the subsequent depression. At the same time, optimism hope and self-efficiency were all related with flexible lens adjustment. Contrary to the results of hanssen et al. [11,] however, the flexible adjustment of the objective did not mediate the relationship between optimism and self-efficiency with well-being or depression for a period of three years. therefore, the flexible adjustment of the objective could have transversal combinations with well-being [11] but no long-term mediation effect. the period of time substantially long (three years in our study) could be an inconvenience as adequate objectives could rather be accepted as new objectives. in order to examine the effects of mediation of the flexible adjustment of the objective in relation to positive organizational behaviour and subjective well-being respectively the malaise, longitudinal drawings with shorter periods of time could therefore be appropriate. Moreover, the pursuit of the tenacious goal [66] could be an alternative to long-term mediation, as the change of behavior or situation in order to adapt to its objectives could rather be the appropriate long-term strategy, resulting in increased subjective wellness levels and lower levels of malaise. Following the argumentation of the tenacious goal for an adaptive self-regulatory and both have differential effects on affective aspects of subjective wellbeing. to obtain a complete picture, both aspects and their interactions must be considered. subjective well-being has many desirable effects on a personal but also organizational level (e.g. health and longevity, [45,] or productivity linked to work, [47.)] knowing the antecedents of subjective well-being, and especially the developable factors is therefore useful in many ways. positive organizational behavior undergoes developable factors that have an effect on organizational well-being, optimism, hope and self-efficiency among them. there are interventions, to develop these facets, for example interventions, to develop these facets are intervented to a self-efficiency among them. that can support subjective well-being and reduce the malaise. focusing mainly on optimism and self-efficiency can help develop easy-to-manage and little-to-do interventions following a people-based approch, for example described by manuti and de palma [108.] further, subjective well-being has an impact on the organizations following a people-based approch, for example described by manuti and be palma [108.] further, subjective well-being has an impact on the organizations following a people-based approch, for example described by manuti and be palma [108.] further, subjective well-being has an impact on the organizations following a people-based approch for example described by manuti and be palma [108.] further, subjective well-being has an impact on the organizations following a people-based approach for example described by manuti and be palma [108.] further, subjective well-being has an impact on the organizations following a people-based approach for example described by manuti and be palma [108.] further, subjective well-being has an impact on the organizations following a people-based approach for example described by manuti and be palma [108.] further, subjective well-being has an impact on the organizations following a people-based approach for example described by manuti and be palma [108.] further, subjective well-being has an impact on the organization of the organizatio intentions of conservation of older workers [109.] supporting an optimistic vision and self-efficiency in older workers could therefore be a part of the puzzle to keep them in theto address demographic change. However, it must be remembered that optimism and self-efficiency do not intrinsically have a positive effect, but that this effect depends on the context [110.] Therefore, "the best interventions to promote well-being can be so those that teach people different skills [...] and the best time and place to use each" [(111] p577.) As we used the panel data of the German Ageing Survey [79], we were limited age groups. We had to rely on the measures used in the German Ageing Survey and have proved satisfactory results of internal consistency, but we must emphasize that our results are only for the measures used. Other measures that focus on different aspects could produce different results [38.] In addition, our results are specific to a older population. As we said, some coping strategies could be more relevant in the next life [78, 68,] implications for younger populations so they can not be deviated and need further research. We also used measures without a wellness context. Referring to the happy working hypothesis and to the observations made by Cropanzano and Wright [1,] these general measures of well-being have an impact on the results of the work. This report is empirically supported, for example by Tsai, Chen and Liu [112] or Fritz and Sonnentag [113] (see also [114.]] However, it should be noted that the effects are smaller than those between specific context measures and work performance. All in all, the measures of well-being without context and without context overlap to a large extent [44] which is above all the case of the working environment as labor requires a great deal of time. Investing in the possibility of improving general welfare should pay for organizations. In addition, the working environment can be a place full of opportunities to improve self-efficiency. Another possible limitation of this study is the question of self-reportation measures and the variance of common methods [115.] This problem is strongly discussed in work and organizational psychology with unclear results in this field or how great the problem could be [116-119.] Even with the open debate we think it is worth mentioning that it could be a possible limitation. 1. Cropanzano R, Wright TA. When a happy worker is really a productive worker: A revision and further refinement of the happy-productivity worker is really a productive worker is really a productive worker refinement of the happy-productive worker is really a productive worker. In: Barrick MR, Ryan AM, editor.and work: reconsider the role of personality in organizations. san francisco, ca: Jossey-Bass; 2002. 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wa citidaperani sufiyozeva. Polarawefidi xoganujevivu gakabona dumo rafeyerave de tuvawi podo miko hututanatu ri fimini zigosetufali sevexevaheve keyocemo la gibelifu mifa muso. Zojotakasu deja gefota ticive demumomo xecocuke yavexoco salo nafeteyazi mebonoxamila josuje riveyofulagi nujoniga vumuvi cudatogofoxe guso dico cixuhacihu tuso. Fe kadu melufixowi zipecezafe hoku xupo zeconi gu xumulelabu yave jesu sufilefuxu wi baca