

A Study on Positive Organizational Behaviour : Literature Review

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ABSTRACT

Positive Organizational Behaviour (POB), is a subset of organizational behavior that calls for a proactive, upbeat approach that emphasises strengths rather than pessimism in an organization. POB places a strong emphasis on the positive traits of its personnel. The objective of this research is to review the literature on POB. The theory and practice of positive organizational behavior (POB) enable people and organizations to flourish and give employees the tools they need to do well at work. The growing (POB) and the factors that influence it are highlighted in this research. The findings show that the body of scholarly research on POB is growing.

Key Words : Positive Organizational Behaviour (POB), Positive Leadership, Job Satisfaction, Employee Well-Being, Employee Engagement, Stress, Work Flow

INTRODUCTION

Positive images garner less attention than negative ones when they depict workplace violence, organisational problems, or company leader failures (Dutton and Quinn, 2003). The negative features of problems like organized anarchy, disorganization theory, loosely coupled systems, chaos theory and uncertainty management continue to be highlighted by organizational behavior. POB is necessary to develop and maximize positive traits that are advantageous to both people and societies (Seligman and Csikszentmihalyi, 2000).

Researchers concentrate more on the drawbacks than on the positive ideas and capacities of people (Luthans, 2002). Maslow first used the term “positive psychology” in his 1954 book “Towards a Positive Psychology” (Maslow, 1954). Maslow suggested psychological concepts like development, altruism, love, hopefulness, bravery, acceptance, job satisfaction, humbleness, compassion and potential actualization (Wright, Gardner and Moynihan, 2003).

Positive Organizational Behaviour (POB) :

POB is about psychological and constructively

inclined human resource attributes and talents that may developed and applied for performance improvement (Luthans, 2002). An attribute must satisfy particular requirements or conditions in order to be included in POB. These attributes must be constructive, supported by solid theoretical and empirical research, and assessed in a reliable way. They must also be open to development through training and development programs, in order to be managed for performance enhancement. Positive states that meet the POB definitional criteria are primarily studied (Luthans, 2002). Self-efficacy, hope, optimism, and resilience are a few examples of essential POB qualities (Luthans and Youssef, 2004). POB supports an organization’s goal-achieving activities. Resilience, hope, and optimism are associated with higher levels of commitment and job satisfaction (Luthans and Youssef, 2007). Positive employee attributes including optimism, generosity, friendliness, and humour are also linked to performance on the job (Ramlall, 2008).

Employee happiness and well-being depend on positivity at work, as shown by positive personality qualities and enjoyable experiences (Wright and Cropanzano, 2004). The advantages for businesses are also substantial. Because of their potential implications

on employee and organizational performance, positivity and happiness should be a concern for managers, organizational leaders, as well as philosophers and psychologists (Luthans and Youssef, 2007).

PsyCap, or Psychological Capital:

Optimism, self-efficacy, hope, and resilience, boost an organization's potential for learning (Luthans *et al.*, 2006). These four lower-order constructs are combined to form PsyCap, a higher-order construct. PsyCap refers to a person's advantageous psychological state of development. Self-efficacy is an attribute of people that enables them to make an effort to succeed in challenging tasks. Optimism is about believing in the potential for success. Being resilient means having the fortitude to stick with your plans and, when necessary, change your course. A positive outlook is helpful when facing difficulties (Larson and Luthans, 2006). PsyCap may play a significant role in reducing absenteeism (Avey, Patera and West, 2006), and improving employee engagement and organizational citizenship (Avey, Wernsing and Luthans, 2008), job performance, commitment to work, as well as other factors. Optimism may be considered the most beneficial team building ability for newly formed teams (Luthans, Norman, Avolio and Avey, 2008). Studies have found positive correlations between team-level solidarity, collaboration, synchronization, and contentment (Luthans *et al.*, 2006). PsyCap encourages positive attitudes and behavior while discouraging negative ones (West, Patera and Carsten, 2009). This leads to positive organizational growth. PsyCap has also been shown to predict organizational commitment and job satisfaction in addition to positive work attitudes, which may provide additional insight into the positive work attitudes that identify with human and social capital (Larson and Luthans, 2006). PsyCap is generally open to improvement and has the power to bring positivity to employee attitudes which is expected to produce beneficial organizational results (Luthans, Avey, Patera, 2008).

Positive Organizational Scholarship (POS):

The primary goal of POS is to investigate extraordinarily successful outcomes, practices, and traits of organizations and their stakeholders (Cameron, Dutton and Quinn, 2003). The fundamental principle of POS is that organizations can achieve higher heights by understanding what drives amazing workplace behaviors (Roberts *et al.*, 2005). POS examines the impact of

appreciation, collaboration, virtue, vitality and meaningfulness as well as factors that provide abundance and promote human well-being. POS creates positive dynamics that lead to favorable results, such as extraordinary individual and organizational performance.

Positive Leadership:

Self-assured, enthusiastic, upbeat, forward-thinking, resilient, moral and ethical are the primary traits of a true leader. Authentic leadership fosters POB and enhances organizational success (Yammarino *et al.*, 2008). Transformational or ethical leadership is associated with positive organizational outcomes like organizational citizenship behavior, organizational commitment, mutually cordial relationships with supervisors, job satisfaction and enhanced performance (Walumbwa, Avolio, Gardner, Wernsing and Peterson, 2008). Transformational leadership inspires confidence among stakeholders, communicates a positive vision of the organization, and highlights overall strengths (Peterson, Rayner and Armstrong, 2009). Resilience, hope, and optimism are indications of transformative leadership, which in turn helps in improving the performance of the company. Transformational leadership is more effective for start-up businesses than for established businesses. Furthermore, transformative leadership has the potential to have a substantial influence on growth (Avolio, Gardner, Walumbwa, Luthans and May, 2004). The stakeholder evaluations of transformational leader behaviors are connected to their PsyCap, which is connected to their performance role and organizational citizenship engagement (Gooty *et al.*, 2009). Leaders deliver stirring speeches on the mission and guiding ideals of their group. The relative ratio of positive to negative emotional expression in speech is a parameter of a charismatic leader's positivity. And it is correlated with organizational transformation. Altruistic leadership is the supportive and helpful behavior of a leader directed at a specific follower who has a service orientation. There is a positive correlation between managers' altruistic leadership style and how highly their superiors rated their performance at work. Managers who respect self-transcendence are concerned about the welfare of their employees. As a leader, they are more likely to behave altruistically (Sosik, Kahai and Piovosio, 2009).

Positive Organizational Development and Change

(Positive ODC):

Appreciative inquiry, crisis management, and building and transforming companies using positive psychology have received significant attention from researchers (Boyd and Bright, 2007). Positive ODC is one of the most recent developments in organizational behavior (Greiner and Cummings, 2004). Effective ODC focuses on highlighting positive traits that minimize the discomfort of organizational changes (Skinner and Kelley, 2006). When people are happier, good things like organizational down sizing may hurt less. General optimism is associated with positive organizational outcomes like higher expectations for future success, stress management, work performance, and job satisfaction (Armstrong-Stassen & Schlosser, 2008). An organizational tragedy can be healed more successfully through a process of internal communication improvement and building the organization's capacity for future recovery (Haar and Hosking, 2004).

Organizational Virtuousness:

The term "virtuousness" in organisations, refers to members' transcending, elevating activity that supports members' virtue (Caza, Barker and Cameron, 2004). The acts of individuals, groups of persons, cultural traits, or procedures that foster and uphold virtue in an organisation can be summed up as organisational virtue. Virtue is about the aspirations of individuals and organisations when they are at their best. Virtue is essential for people and organisations because it enables them to perform successfully and generate excellent results even in challenging situations. A favourable correlation between perceived organisational virtue and both real and perceived performance metrics, such as profit margin, customer retention, employee turnover, and quality. When personnel in a company perform morally, which is supported by organisational structures and procedures, higher levels of results are feasible (Cameron, Bright and Caza, 2004).

Job Satisfaction:

Job satisfaction can be used to predict well-being. Employee satisfaction is positively connected with customer satisfaction, productivity, profitability, and staff retention. Psychological well-being, optimal personality adjustment, and need fulfilment vary across professions (Meyer *et al.*, 2007). Employee job satisfaction is correlated with loyalty to the organisation (Money *et al.*,

2009). Job satisfaction is important for positive organisational outcomes as well as in fulfilling the basic needs of employees while they are at work.

Employee well being:

"The quality of the subjective experience at work" is referred to as "well-being at work." The relevance of well-being in the workplace can be shown using both the positive and negative effects of well-being, such as life satisfaction, health, and job performance (Grant and Campbell, 2007). Job resources have been linked to work engagement, which has been linked to organisational commitment, whereas job expectations and a lack of job resources have been linked to cynicism and burnout, which have been linked to poor health (Jackson *et al.*, 2006; Richardsen, Burke and Martinussen, 2006). By reducing job stress and building coherence, health and well-being may improve (Rothmann *et al.*, 2005). Helping others can increase happiness (Grant and Campbell, 2007). Wellbeing among executives may be predicted by organisational support, vertical trust, and emotional intelligence.

Work Engagement:

Work engagement is a state of mind that is conducive to doing work with enthusiasm and devotion. Conditions at work, may be divided into job demands and job resources, have an impact on employee motivation. The term "job demands" refers to those elements that call for ongoing physical and psychological commitment. High job expectations drain human resources, lead to job burnout, and have a negative impact on health (Korunka *et al.*, 2009). On the other side, job resources promote a sense of motivation, engagement, and loyalty among employees towards the company. No matter a person's age, gender, or degree of employment, a consistent relationship between these factors can be seen. Increased job engagement may be facilitated by organizational support and employment resources (Rothmann and Joubert, 2007). Depending on the extent of involvement, the impact may differ (Schaufeli *et al.*, 2006). Since motivated workers invest more time and resources in their work, they are more likely to participate in organizational citizenship initiatives. They do report more tension between job and family. According to studies, job resources are crucial for boosting workplace engagement (Halbesleben *et al.*, 2009).

Stress:

The reaction to adverse situations may be referred to as stress or distress. The stressors are dangerous and at times they may be damaging (Simmons *et al.*, 2001). Stressors are the physical or psychological stimuli to which the individual responds. Demands at work are bad for mental health. Effective coping mechanisms can be useful. For instance, direct action coping, which involves taking immediate, problem-focused action to eliminate the threat, has been shown to be a predictor of higher job satisfaction (Fortes-Ferreira *et al.*, 2006). Hope, positivity, meaningfulness, contentment, and trust, may help in controlling the impact of stress. On the other hand distress negativity, anger, job alienation, and frustration may enhance stress. Workload and work ambiguity have a negative correlation with stress.

Flow at Work:

When people are fully engaged in work, they people experience flow (Demerouti, 2006; Bakker, 2004). Flow is a peak experience at work that is obvious by absorption, enjoyment, and intrinsic motivation (Demerouti, 2006). This definition is based on the original notion of flow as well as later theoretical and empirical research. Researchers are paying more attention to flow due to its potential advantages (Demerouti, 2006). Only conscientious employees saw an improvement in in-role and extra-role performance as a result of frequent flow experiences (Demerouti, 2006). Flow has been linked to optimism as well as motivation, pleasure, participation, goals, and buoyancy (Fullagar and Kelloway, 2009). The resources and nature of the profession may promote flow. Job attributes including skill variety, autonomy, task identity, job feedback, and task relevance all have a substantial correlation with flow (Fullagar and Kelloway, 2009). Following flow experiences are facilitated by organisational and individual resources, which encourages the acquisition of larger resources in the future (Salanova *et al.*, 2006). By providing tools and help, businesses can encourage employee flow, which improves employee job satisfaction, motivation, and production.

Coaching:

Applied positive psychology is the discipline that gave rise to coaching (Grant and Cavanagh, 2007). The foundation of both positive psychology as well as coaching psychology is a solution-focused approach. They operate under the assumption that, when provided with the

appropriate working conditions, people have an innate drive to develop and reach their greatest potential. Managers who received coaching reported greater goal attainment, decreased depression, and improved workplace health (Grant *et al.*, 2009). Higher levels of goal accomplishment and job satisfaction, boosted confidence, practical managing abilities, improved stress management, personal or professional insights, and a sense of support for career advancement (Linley *et al.*, 2009). Short-term coaching may be advantageous and coaching based on positive psychology is crucial for assisting individuals in coping with the challenges and unpredictability of organizational transformation (Grant *et al.*, 2009).

Compassion:

Compassion can be defined as the ability to understand and relate to another person's suffering, experience their anguish, and act to alleviate it (Kanov *et al.*, 2004). Emotional organizational commitment and positive emotions are related (Lilius *et al.*, 2008). Employees who are compassionate have a higher tendency to alter their perceptions of the organization, their coworkers, and themselves in order to give the acts of compassion meaning (Dutton *et al.*, 2006).

Hope:

Hope has three basic elements agency, power, and a goal (Juntunen and Wettersten, 2006). Hope is a component of PsyCap. Routes are the assurance that one can overcome obstacles by coming up with workable strategies and alternatives (Luthans and Jensen, 2002). Agency is about the willpower to initiate and carry forward the work necessary to accomplish the objectives (Juntunen and Wettersten, 2006). The advantages of hope suggest its significance in the workplace. Along with cognitive ability and self-efficacy, hope also affects job success (Peterson and Byron, 2008). Employees who expressed more hope were more adept at solving problems, demonstrated attitudes and behaviors that may help them perform their jobs better, and were more successful in achieving their goals (Peterson and Byron, 2008). By building hope in the workplace, the management can motivate individuals, improve job satisfaction, and accomplish desired work goals.

Work-Life Relationships:

Family responsibilities and general well-being, are

impacted by work. The literature explains the benefits and drawbacks of the balance between work and life. Burnout can be reduced and engagement can be increased with the help of job resources, supportive managers, and positive interference (Montgomery *et al.*, 2003). Workplace attitudes and behaviour are improved by work-life balance programmes (Muse, Harris, Giles, and Feild, 2008). Programmes that balance work and life, organisational support, and employment resources all aid in fostering stronger ties between the two.

Resilience:

The situations that organisational leaders and employees must deal with on the inside as well as the outside align with the POB criteria and are highly important to resilience. Resilience has a long history in therapeutic practice, notably in the area of child psychopathology, like the other positive psychological qualities. It used to be believed that only a select few people exhibited resilience. Resilience results from day to day management of human resources. It has deep consequences in skill enhancement and the development of human capital in the society (Masten, 2001).

Empowering leadership:

Employees are empowered when the road to reaching a goal is apparent and they are given the freedom to do so. People are more assured of their ability to achieve their goals as a result. People's subjective well-being is impacted by their capacity to achieve their goals (McGregor and Little, 1998). The freedom to set one's own working practices, including decision-making and pace of work, is a crucial aspect of autonomy (Brunstein, 1993). Self-determination provides intrinsic motivation along with attributes of purpose, competence, and self-determination, and is reflected in their job role. It is a prerequisite for empowerment (Thomas and Velthouse, 1990). Participatory decision-making, which is connected to the use of employee skills, is one of the characteristics of empowered leaders (Arnold *et al.*, 2000). When an employee's workload is increased, empowerment can be a good strategy for preserving job satisfaction and lowering burnout. Empowering leadership emphasises the relationship between leaders and followers so as to enhance each individual psychological motivations (Thomas and Velthouse, 1990). Greater levels of empowerment are correlated with lower levels of psychological suffering (Fitzsimons and Fuller, 2002).

They also assert a connection between psychological empowerment and self-esteem.

Optimism:

Positive events originate internally, persistently, and universally, whereas negative events originate externally, transiently, and context-specifically (Luthans and Youssef, 2007). Pessimism internalizes unpleasant experiences and relates them to pervasive causes whereas optimism externalizes happy events and assigns them to context-specific causes (Peterson and Steen, 2002). Due to these differences in attributional styles, optimists create positive expectancies that drive goal pursuit. The action of pessimists is restricted due to self-doubt and negative anticipations (Carver and Scheier, 2002).

Discussion and Future Direction:

Future research should look into the effects of additional potential positive psychological resource qualities like wisdom or courage. Positive attitude refers to both psychological circumstances and personality traits. Researchers and practitioners would be in a better position to determine which skills may be developed if they had a better understanding of positive traits (Avey *et al.*, 2008). Empirical designs may be employed in to test theory-driven hypotheses about how much of the POB components are traceable to the employees and how much is attributable to the organization setting. Other moderating variables not mentioned in this review may be valuable to incorporate in future research.

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