

EXAMINING THE ROLE OF CONTEXTUAL FACTORS ON POSITIVE ORGANIZATIONAL BEHAVIOR

Dr. Debasis Das, Associate Professor, Management and Social Science, Haldia Institute of Technology

ABSTRACT

The idea and practice of positive organizational behavior (POB) empower a decent life for people and associations, and empower representatives to be at their best working. This paper analyzes chosen delegate positive state-like mental asset limits (adequacy, trust, hopefulness, strength, and mental capital), and proposes a model of the contextual factors directing the connection between these positive limits and individual results including job satisfaction, performance, citizenship behavior and commitment.

Keywords: Positive Organizational Behavior, job satisfaction, leadership

I. INTRODUCTION

By and large, most examination has zeroed in on the negative side of work. As expressed by Cameron, Dutton, and Quinn (2003), there is significantly more spotlight on regrettable pictures of brutality in the work environment, organizational shortfalls, and the disappointments of corporate pioneers than on positive pictures. Moreover, organizational behavior keeps on looking on the clouded side and to harp on the ideas of vulnerability the executives, coordinated turmoil, confusion hypothesis, inexactly coupled frameworks, and bedlam hypothesis. Seligman and Csikszentmihalyi (2000) called for building and profiting by the positive characteristics that help people and social orders thrive.

Luthans (2002a) conducted a research of contemporary literature in brain science for articles tending to negative and positive ideas. He tracked down roughly 375000 articles on 'negatives' (i.e., psychological instability, melancholy, tension, dread and outrage), and something like 1000 articles on different positive ideas and abilities of individuals. This reflects that the negative/positive distribution proportion is roughly 375 to 1 (Luthans, 2002a). Maslow (1954) first presented the expression "positive brain research". In his book named *Motivation and Personality*, Maslow (1954) named the last section "Toward a Positive Psychology". Maslow spread out an examination plan proposing examination of such 'new' and 'focal' mental ideas as development, generosity, love, confidence, suddenness, boldness, acknowledgment,

happiness, lowliness, benevolence, and realization of potential (as referred to in Wright, 2003).

Likewise, Luthans (2002a) called for distinguishing the nature and extent of directing factors in POB research to upgrade hypothesis advancement. There is a lack of examination exploring different directing factors in POB research. Thusly, the current article gives an audit of the positive organizational behavior and its state-like mental asset limits, their relationship with different wanted positive results, just as proposing a model fusing three directing factors in the connection between the state-like limits and the ideal results.

II. POSITIVE ORGANIZATIONAL BEHAVIOR

Positive organizational behavior (POB) has been characterized as the review and utilization of positively situated human asset qualities and mental limits that can be estimated, created, and successfully oversaw for performance improvement in the present work environment (Luthans, 2002a). There are a few conditions or explicit standards for a positive mental ability to fit the bill for incorporation in POB. These limits should be positive and should have broad hypothesis and exploration establishments and substantial measures. In addition, they should be state-like, which would make them open to advancement and reasonable for performance improvement. At last, positive expresses that meet the POB definitional standards are essentially explored, estimated,

created, and oversaw at the individual, miniature level (Luthans, 2002a, 2002b)

Such center POB limits incorporate expectation, good faith, versatility, positive thinking and self-viability (Luthans, 2002a; Luthans & Youssef, 2004; Luthans & Youssef, 2007). POB might add to positive organizational results. For example, trust, positive thinking, and strength have been viewed as related with higher job satisfaction, work joy, and organizational commitment (Luthans & Youssef, 2007). Likewise, positive worker characteristics like confidence, consideration, humor, and liberality are relied upon to connect with more elevated levels job performance (Ramlall, 2008).

The investigations of Judge, Colbert and Ilies, (2004) and Wright and Cropanzano (2004) contended that positiveness (as reflected in positive individual traits and positive sentiments experienced working) is significant for representatives' satisfaction and prosperity. Moreover, the advantages for the associations are exceptionally critical. Since positiveness, bliss, and organizational results are interrelated, researchers on POB accept that positiveness and satisfaction ought to engross thinkers and therapists, yet additionally directors and organizational leaders to think about their effect on worker and firm performance (Luthans and Youssef, 2007).

POB answers the require the investigation of what goes right in associations: distinguishing human qualities, creating versatility and reclamation, and developing phenomenal individuals by zeroing in on positive states, traits, and cycles (Cameron et al, 2003; Luthans and Youssef, 2007). States allude to the continuum from momentary feelings to life, hopefulness, and self-adequacy. States have a pliable nature making them a basic part of POB because of their potential for preparing and improvement (Luthans and Church, 2002; Luthans and Youssef, 2007). Positive states address positive mental assets that can give a benefit in the working environment. Numerous positive states have been

connected to positive results at work (Kluemper, Little, and DeGroot, 2009). Traits, then again, are generally suffering, stable, and create over one's life expectancy. Traits incorporate different parts of personality like center self-assessment (Judge, Locke, Durham & Kluger, 1998). Given their more steady nature, traits can be significant in the improvement of states (Luthans and Youssef, 2007) just as in deciding individual fit inside associations (Kristof-Brown, Zimmerman, and Johnson, 2005). The cycles of correspondence, absorption, empathy, and flourishing include approaches that work with positive results (as referred to in Luthans and Youssef, 2007).

III. POSITIVE TRAITS

The big five personality traits:

The Big Five traits have been viewed as connected with individual-level results like joy, physical and mental wellbeing, otherworldliness, and character; relational level results like nature of associations with friends, family, and organizational-or social-level results like work related decision, satisfaction, performance, and local area inclusion (Ozer & Benet-Martinez, 2006). These personality traits have additionally been viewed as positively connected with social knowledge (Ang, Van Dyne, & Koh, 2006), and satisfaction with groups (Peeters, Rutte, van Tuijl, & Reymen, 2006) and adversely connected with unwanted results, for example, burnout (Bakker, van der Zee, Lewig, and Dollard, 2006).

Self-Evaluations:

Another arrangement of positive traits that affect business related results comes from Judge and partners' examination on the four center self-assessments of confidence, summed up self efficacy, locus of control, and passionate soundness. These traits have been demonstrated to be huge positive indicators of objective setting, inspiration, performance, job and life satisfaction, and other helpful results (Erez & Isen, 2002; Judge and Bono,

2001; Judge, VanVianen, and De Pater, 2004). Generally, the higher a singular's self-assessments, the more positive the individual's self-respect and the more objective self-concordance is relied upon to be capable. Those with objective self-concordance are naturally persuaded to seek after their objectives for their inborn worth. Due to the worth coinciding of the objectives, they produce higher inherent inspiration and trigger better performance and satisfaction (Judge, Bono, Erez, and Locke, 2005). Higher self-assessments are likewise adversely connected with unfortunate results, for example, burnout (Best, Stapleton, and Downey, 2005).

Positive State-Like Capacities:

Unlike positive traits, which are described by relative security after some time and relevant across circumstances, positive state-like capacities are somewhat more pliant and consequently are available to change and improvement (Luthans, 2002a, 2002b; Luthans & Youssef, 2007). This formative attribute of positive mental asset capacities is especially applicable to the present work environment portrayed by speed and adaptability in development and advancement and these need to match the real factors of a high speed, eccentric climate (Luthans & Youssef, 2007). Thusly, positive mental capacities open to speculation and advancement (Luthans, Avey, Avolio, Norman, and Combs, 2006; Luthans & Youssef, 2007) may furnish associations with an uncommon expected wellspring of upper hand through their kin. When alluding to positive capacities in POB the term state-like is utilized to mirror that they lie along a continuum with traits (Luthans, 2002a, 2002b; Luthans & Youssef, 2007). All the more explicitly, toward one side of the continuum as portrayed by Luthans, Youssef (2007) would be positive states that are truly variable addressing transient sentiments (e.g., delight, positive temperaments, and numerous meanings of joy). Next along the continuum would be the state-

like positive mental asset capacities that are still moderately pliant and open to improvement (e.g., adequacy, trust, hopefulness, and versatility). These state-like capacities are followed on the continuum by the characteristic like builds that are generally steady and hard to change (e.g., Big Five personality aspects, center selfevaluations) (Luthans & Youssef, 2007). On the other outrageous finish of this continuum would be positive traits that are entirely steady, fixed, undeniably challenging to change, and usually alluded to as being "hard wired" (e.g., insight, abilities, and positive heritable characteristics). As such, essentially in the short run, the state-like mental capacities might be fairly steady and not change with each flashing circumstance. Notwithstanding, the term state like also construes that they are moderately less fixed than personality or selfevaluation traits (Luthans and Youssef, 2007).

IV. ROLE OF CONTEXTUAL FACTORS

Leadership Style:

Authentic leadership is characterized as an interaction that draws from both positive mental limits and an exceptionally developed organizational setting, which brings about both more prominent self-awareness and self regulated positive behaviors with respect to leaders and associates, cultivating positive self development (Luthans & Avolio, 2003).

Valid leaders are created through the deliberate commitments of life experiences and stable personality traits, positive mental states, and a steady, formative organizational environment. Real leaders thus take part in behaviors that form their partners' real leadership and followership limits and that are straightforward, moral, moral, and future situated (Gardner, Avolio, Luthans, May, & Walumbwa, 2005).

Job Characteristics:

The literature on the directing job of job characteristics (counting independence, expertise

assortment, ability personality, ability importance and criticism as per Hackman and Lawler, 1976 model) in the connection between the mental limits and the ideal business related result is still scant. The scientist couldn't recognize different investigations analyzing this relationship aside from the investigation of Chaudhry, Maurice and Haneefuddin (2015) which observed that the characteristics of the doled out job impact the full of feeling states of representatives which, thusly, shape their business related results including job satisfaction, commitment to association, citizenship behavior and counterproductive work behavior.

Organizational Culture:

The advancement of an adaptability arranged culture in which leaders give a setting to collaboration and backing produces positive outcomes on supporters and associations, like job satisfaction (Azanza, Moriano and Molero, 2013). Companies with a positive organizational culture center around remunerating workers and establishing a climate where representatives can create, develop and work at their maximum capacity (Parent and Lovelace, 2015). As indicated by Malik (2013), cultures with hopeful illustrative styles are commonly exceptionally energetic, task situated, socially intuitive and strong, tough, ready to continue on, less inclined to pressure and discouragement, ready to settle on compelling choices, and arrangement centered. With this scope of positive organizational impacts, investing in some opportunity to embrace hopeful informative styles inside an association would likely deliver productive, viable and effective work power.

V. CONCLUSION

This paper analyzed chosen delegate positive state-like mental asset limits (adequacy, trust, hopefulness, strength, and mental capital), and proposes a model of the contextual factors directing the connection between these positive limits and individual results including job satisfaction, performance, citizenship behavior and commitment.

Future studies needs to look at the effect of other likely positive mental asset capacities like insight or boldness (Luthans and Youssef, 2007). Also, future researches on need to test whether the discoveries of in regards to POB in U.S-based associations will hold across cultures (Luthans and Youssef, 2007).

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