

Investigating the Effect of Positive Organizational Behavior on Work Activities

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Abstract: Present research has been conducted to analyze the relation of positive organizational behavior with Work activities in Kalleh Company from Iran. Purpose of this research expands upon a developing field in positive organizational psychology by focusing on development within work activities. A survey and Structural Equation Modeling (SEM) was used for data analysis. Study results showed three of the five dimensions of (POB); emotional intelligence, subjective well-being and hope have significant and positive impact on work activities. In addition, two of the five dimensions of (POB); self-efficacy, hope and optimism have not effect on work activities. Thus, this study proposes insights for managers how to enhance their employees' capabilities and Positive organizational behavior through constant measurement as well as using improvement plans in order to provide higher work activities. The current research also provides more suggestion for future studies that could consider consequences of work activities in their career.

Key words: Positive organizational behavior, self-efficacy, hope, subjective well-being, emotional intelligence, work activities

INTRODUCTION

A work role within the organization will usually be made up of many activities each of which will have outcomes that are defined by the managers of the role. In an ideal situation these desired outcomes would be specified without a particular individual in mind and a process of advertising and interviewing used to fill it. It is generally accepted that the role of a manager involves many diverse and complex activities (Waryszak and King, 2001). Research in the areas of positive psychology, positive organizational behavior and more recently psychological capital (PsyCap) may provide pathways to help individuals not only to cope with but to effectively thrive during and beyond periods of adversity (Goertzen and Whitaker, 2015). Positive Organizational Behavior (POB) is an area that has gained much attention in recent years. The purpose of Positive Psychology is to begin to catalyze a change in the focus of psychology from pre-occupation only with repairing the worst things in life to also building positive qualities" (Seligman and Csikszentmihalyi, 2000). Thus, positive psychology studies the strengths and virtues that enable individuals and communities to thrive. More than ever before managers would agree that employees make a critical

difference when it comes to innovation, organizational performance, competitiveness and thus, ultimately business success. What can organizations do to attract and keep creative, dedicated and thriving employees who make organizations flourish? Which working conditions inspire employees to be engaged, give their best, go the extra mile, and persist in the face of difficulties? (Bakker and Schaufeli, 2008). Thus, employees are needed who feel energetic and dedicated and who are absorbed by their work. In other words, organizations need engaged workers. Further, POB-researchers are interested in peak performance in organizations and examine the conditions under which employees thrive. In the past, organizations paid less attention to investment on human resources, while today attention to human capital has gained increasing importance. Promotion of human capital requires investigation of the inner aspects of human being.

The aim of this study is to investigate the effect of positive organizational behavior dimensions on work activities in Kalleh Company from Iran. This study has a dual value: first, it contributes to the research knowledge of organizational behavior in the Industrial/Organizational Psychology (I/O) field and second, it identifies the relationship between Positive Organizational Behavior

and work activities. Identifying the relationship between these two values contributes to the field knowledge, solves the research problem of this study and fills this gap. The study describes implications for managers who are attempting to develop positive psychological capacities and work activities in their staff. The importance of positive organizational behavior can be addressed from two perspectives. In individual aspect, since positive organizational behavior affects all aspects of life, all people should have a general awareness of its basic facts. On the other hand, focusing on this capital in organization enables the personnel to learn the ways of adapting with life hardships.

Theoretical considerations and previous literature: This section briefly reviews the underlying concepts adopted by this research such as Positive Organizational Behavior, (POB) dimension and work activities.

Positive Organizational Behavior (POB): Positive organizational behavior offers a scientific, integrative framework that can help measure, explain and develop positivity in the workplace, even amidst today's predominant uncertainty and negativity (Badran and Youssef-Morgan, 2015). Positive psychology as "a science of positive subjective experience, positive individual traits and positive institutions, promises to improve quality of life and prevents the pathologies that arises when life is barren and meaningless" (Ziyae *et al.*, 2015). Positive psychology is not psychological "states" (e.g. emotions) that neither change in momentary situations nor are they "traits" (e.g. personality traits, intelligence) that are fixed and unchangeable, rather they are state-like capacities and therefore are relatively malleable (Goertzen and Whitaker, 2015). Since, the historical APA address by Seligman in 1998 on the need to off load psychology from disease and dysfunctional model to adopt a more balanced approach to human functioning, the field of positive psychology is growing at a very fast pace (Nelson and Cooper, 2007). A resource-based view of the firm suggests that optimal use of human capital can be a key source of competitive advantage because it is so difficult for competitors to replicate (Luthans *et al.*, 2010). Positive organizational behavior rooted in positive psychology thinking. Positive psychology has focused at the human positive aspects that attend at the glass full half and mention to the following features (Golipour, 2011):

- The consent of the past
- Joy and happiness at present
- Hope and optimism for the future

POB emphasizes the need for more focused theory building, research and effective application of positive traits, states and behaviors of employees in organizations. We believe that it can help the entrepreneur to recover more easily from the loss of his/her business. In a world where economic uncertainty, constant competition and perpetual technological advances prevail, companies can gain a sustainable competitive advantage by developing psychological capital of their human resources (Luthans *et al.*, 2007). The field of POB has emerged from the recently proposed positive psychology approach. Psychology has been criticized as primarily dedicated to addressing mental illness rather than mental "wellness" the four D's approach. This prevailing negative bias of psychology is illustrated by the fact that the amount of publications on negative states outnumbers that on positive states by a ratio of 14:1 (Myers, 2000). Pan *et al.* (2014) defined POB as certain employee's behavior which is able to promote positive organizational function and to improve individual and organizational performance. Its core meaning includes the following points:

- Employees' POB benefits the organization. It is an external behavior resulting from the interaction of individual positive peculiarity and organizational environment
- POB can promote exertion of organizational functions
- POB is able to improve individual and organizational performance

Failing to recognize the positive aspects of work is inappropriate and as Turner *et al.* (2002) have argued it is time to extend our research focus and explore more fully the positive sides, so as to gain full understanding of the meaning and effects of working."

When the sense of possession toward organization meets employees' need, they will spend a great deal of energy and resources to obtain certain target object which can become their "home", to make positive judgments to the target object and finally to show POB (Pan *et al.*, 2014). POB focuses on building human strengths at work rather than only managing weaknesses. POS is more concerned with understanding human excellence and exceptional organizational performance (Nelson and Cooper, 2007). Like positive psychology, POB does not proclaim to represent some new discovery of the importance of positivity but rather emphasizes the need for more focused theory building, research and effective application of positive traits, states and behaviors of employees in organizations (Luthans *et al.*, 2007). Cole (2010) described POB more explicitly with the use of the

term positive emotional climate (PEC), whereas emotions have a direct relationship with the employee's perception of their work task. Emotions also influence the employees' level of performance.

Dimensions of positive organizational behavior: Luthans (2002) offers five basic dimensions of positive organizational behavior (model CHOSE), including the following.

Self-efficacy or confidence: A more applicable definition for POB comes from a well-known meta-analysis in which self-efficacy was defined as "an individual's conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources and courses of action needed to successfully execute a specific task within a given context. Self-efficacy has also been shown to positively affect goal aspirations and attainment (Bandura, 2000; Bandura and Locke, 2003) and relate to a number of desirable outcomes, including leadership effectiveness (Chemers *et al.*, 2000) ethical decision making (May *et al.*, 2003; Youssef and Luthans, 2005), creativity (Tierney and Farmer, 2002) and participation in decision making (Lam *et al.*, 2002). Additionally, self-efficacy has also been shown to relate to work attitudes across cultures, positively relating to organizational commitment and negatively relating to turnover intentions (Luthans *et al.*, 2006). High level self-efficacy shows a proactive effect on challenges and difficulties and help to develop a successful orientation period in various stressful circumstances (Aliyev and Tunc, 2015).

Hope: Hope has been identified as the most unique construct included in POB and although it has not been as thoroughly researched as self-efficacy, it is believed to offer much in the way of contributions to this new area. Willpower leads hopeful employees to pursue goals and persevere when goal blockages arise (Rego *et al.*, 2014). Snyder (2000) has outlined procedures for developing hope (Luthans *et al.*, 2006, 2008) have used these earlier efforts to guide them in their own development of micro-interventions. These approaches include setting challenging "stretch" goals, contingency planning and reframing goals when necessary to avoid false hope (Snyder, 2000). More specifically, Peterson and Byron (2008)'s recent research found that more hopeful employees which included sales employees, mortgage brokers and management executives, have higher job performance and that the effect remains even after controlling for self-efficacy and cognitive ability.

Optimism: Optimism shows up as a pervasive and powerful psychological bias in experimental and business settings and it has been shown to influence key corporate policies, such as financing, investment and acquisition decisions (Sen and Tumarkin, 2015). Optimism is particularly relevant for maintaining a positive outlook in a predominantly negative environment through buffering the impact of negative events while boosting the impact of positive events (Badran and Youssef-Morgan, 2015). Luthans and Youssef (2007) recommend this realistic, flexible optimism as most appropriate within POB and argue that it "represents a strong lesson in self-discipline, analysis of past events, contingency planning, and preventative care". We believe that to fully understand the role of optimism as an adaptive resource, there is a need to examine how it can be cultivated (Garcia *et al.*, 2015).

Subjective well-being or happiness: Well-being relates to both mental and physical health. Mental health "refers to the extent to which a person's emotions, thoughts and behaviors enable them to function effectively as a member of society" (Singh and Garg, 2014). Growing evidence from the new science of well-being suggests that people derive enjoyment and fulfillment from a number of different factors. Mental health underlies a person's ability to interact with others and their environment. It represents an individual's sense of wellbeing and competence and their ability to realize their full potential." (Singh and Garg, 2014). Measures of subjective wellbeing are important because they provide relevant information that other, more traditional, measures cannot. In particular, measures of subjective well-being can: complement existing well-being measures at an aggregate national level. Enable us to understand better the drivers of subjective well-being at the level of the individual and quantify the importance of different outcomes and assist in understanding human behavior and decision making, particularly where non-market outcomes are involved, for input for other analyses, particularly cost-benefit analysis.

Emotional intelligence: In the existing empirical studies, the domain of emotion is divided into positive and negative emotions which are independent to each other. The positive effects include contentment, happiness, love and pride whereas the negative effects consist of anger, fear, sadness and shame (Dai *et al.*, 2015). Many researchers have defined emotional intelligence but distinct differences exist among research groups in what is considered a facet of emotional intelligence. Some believe EI includes motivation, delayed gratification and mood regulation (Crowne, 2013), while others refer to it as

an ability to perceive, express, understand, use and manage emotions accurately and adaptively (Salovey and Pizarro, 2003). Seminal research on emotional intelligence defined it as an ability which focuses on the perception and expression of emotion accurately and adaptively; along with the ability to understand emotional knowledge, use feelings to facilitate thought and to regulate emotions, in not only oneself but also others (Crowne, 2013).

Work activities: Huckvale and Ould define a role as “a set of activities that are generally carried out by an individual or group with some organizationally relevant responsibility.” This set of activities is related to a corresponding set of desired qualities such as experience, qualifications and personality traits possessed by the individual needed to fill the role. Individuals who are well placed within work organizations typically have privileged access to social capital resources that in turn facilitate the exchange of information and resources as well as personal advancement (Benton, 2013). These resources may also facilitate work activities within organizations as they enhance performance, productivity and commitment. For example in a meta-analysis of studies on work teams, Balkundi and Harrison (2006) show that densely configured ties promote goal attainment and task performance and these benefits hold whether the interpersonal ties are instrumental or affective. Instrumental ties are conduits for advice, information and resources and are typically more formal work relationships. Alternatively, affective ties reflect friendship and social support (Benton, 2013). Activity theory, however, is not a monolithic “theory” but more a frame to be filled out and a set of insights to be utilized—a set of basic principles evolved from a dialectic materialistic approach to an understanding of human life. This allows us to specify a number of factors which must be specified in defining a vacant position or a new work role.

The role’s place within the organizational hierarchy (authority/responsibilities-Division of labor) the resources (Tool) required to achieve the desired outcomes external requirements and internal policies (Rules) which impact on the role General organizational work environment (Community).

All the principles that have been delimited in Activity Theory are no more than premises that determine the general direction of development of contemporary psychology (Asmolov, 1986). Employees, particularly at higher levels of management are often very goal oriented in their work on a specific task and rely on sets of intuitive procedures which are known to have worked previously.

MATERIALS AND METHODS

According to Luthans *et al.* (2007), positive organizational behavior includes five dimensions of self-efficacy, hope, optimism, Subjective Well-being and Emotional intelligence. Therefore, based on these five dimensions (self-efficacy, hope, optimism, Subjective Well-being and Emotional intelligence), the present research hypotheses and Conceptual framework (Fig. 1), are discussed here.

Hypotheses H_A: Positive organizational behavior has a significant effect on work activities. Considering the decomposition of positive organizational behavior into its component units; H_A can be divided into the following:

- H₁: Self-efficacy has a significant effect on Work activities in Kalleh Company
- H₂: Hope has a significant effect on Work activities in Kalleh Company
- H₃: Optimism has a significant effect on Work activities in Kalleh Company
- H₄: Subjective Well-being has a significant effect on Work activities in Kalleh Company
- H₅: Emotional intelligence has a significant effect on Work activities in Kalleh Company

Setting and sample: Since this study, seeks to investigate the causal relationships between positive organizational behavior and work activities in Kalleh company from Iran, the purpose of this study is considered as an empirical one in terms of objective and its research methodology is descriptive-correlative type. More specifically, Structural Equation Modeling (SEM) was used for data analysis. The population includes 210 managers and professional employees working in Kalleh company from Iran. Independent and dependent variables in this study respectively include positive organizational behavior and Work activities in Kalleh company.

Measurement: The study instrument includes questions about the five proposed dimensions from positive

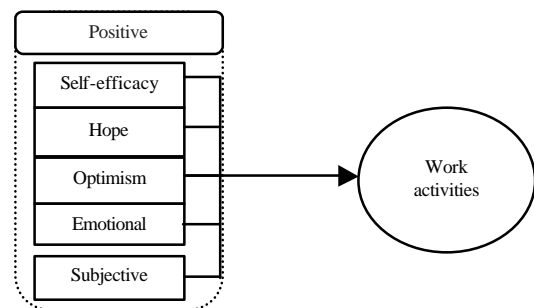


Fig. 1: Research conceptual framework

Table 1: Scale items, reliabilities and confirmatory factor analysis results

Scale Items	Standardized loadings	t-values
Self-efficacy		0.82
I feel confident analyzing a long-term problem to find a solution.	0.72	7.32
I feel confident in representing my work area in meetings with management.	0.80	8.02
I feel confident presenting information to a group of colleagues.	0.67	7.08
Hope		0.71
At the present time, I am energetically pursuing my work goals.	0.71	7.01
I can think of many ways to reach my current work goals.	0.86	8.70
At this time, I am meeting the work goals that I have set for myself.	0.76	7.84
Optimism		0.84
When things are uncertain for me at work, I usually expect the best.	0.72	8.16
If something can go wrong for me work-wise, it will.	0.73	8.30
I'm optimistic about what will happen to me in the future as it pertains to work.	0.86	9.78
In this job, things never work out the way I want them to.	0.71	8.05
I approach this job as if "every cloud has a silver lining."	0.83	9.04
Subjective Well-being		0.83
I am well satisfied about everything in my life	0.71	7.95
Life is good.	0.84	9.80
I find beauty in some things.	0.78	8.32
I always have a cheerful effect on others.	0.68	7.30
Emotional intelligence		0.78
I have a good sense of why I have certain feelings most of the time.	0.53	5.23
I have good understanding of my own emotions.	0.78	6.91
I really understand how I feel.	0.86	8.93
Work activities		0.92
Evaluating an employee's job performance.	0.80	13.63
Giving positive performance feedback.	0.96	19.34
Allowing employees to determine how to do their own work	0.85	14.87
Resolving conflicts among employees.	0.75	11.68
Coaching employees on their career development.	0.65	8.65
Developing employee's skills and abilities.	0.71	10.57

Chi-Square = 456.59, df= 205, p = 0.10029, RMSEA = 0.034; NNFI (non-normed fit index) = 0.963; CFI (comparative fit index) = 0.925; GFI (goodness of fit index) = 0.930, AGFI (adjusted goodness of fit index) = 0.917. Each item is measured on a five point likert scale. All loadings are significant at 0.001 levels or better

Organizational behavior; self-efficacy, hope, optimism, subjective well-being, emotional intelligence and work activities dependent variable for Kalleh company in Iran. Responses to the items; self-efficacy, hope, optimism, subjective well-being, emotional intelligence and work activities were elicited on five-point scales ranging from "5 strongly agree" to "1 strongly disagree". To operationalize the Self-efficacy, Hope and Optimism dimensions suggestions were employed from study conducted by Luthans *et al.* (2007). For the measurement of Well-being, six items developed by (B.Kashdan, 2004; Hills and Argyle, 2002) and for the measurement of Emotional intelligence four items developed by Crowne (2007) were employed. Finally to measure the work activities component ten items developed by Waryszak and King (2001) were employed. The final scale consists of 38 questions to capture the six dimensions.

The survey instrument was originally developed in English and back-translated to be employed in Iranian culture. Its wording and the face validity of the questions were examined by two other management researchers. To evaluate the validity and internal consistency of the measurement scales: Cronbach's alpha was applied for

Table 2: Reliability and average variance extracted for principal construct

Research variables	CR	AVE
Emotional intelligence	0.77	0.54
Self-efficacy	0.77	0.53
Hope	0.82	0.61
Optimism	0.88	0.60
Subjective Well-being	0.84	0.57
Work activities	0.91	0.63

inter-term consistency of independent and dependent variables and confirmatory factor analysis was performed to test the one-dimensional qualities of the scales and construct validity of each of them. The reliability coefficients computations resulted in and overall Alpha coefficient score of 0.90 at the aggregate level for Positive Organizational Behavior study variable and overall Alpha coefficient score of 0.92 for Work activities (Table 1). In these findings each coefficient is shown to exceed the cut-off value of 0.70 as recommended by Nunnally (1978). Table 2 present the measurement model results, including information about reliability and average variance extracted for principal construct. Values greater than 0.50 for the Average amount of Variance (AVE) and >0.70 for the composite reliability to be used (Bontis *et al.*, 2002; Fornell and Larcker, 1981). All constructs in the revised instrument showed high reliabilities (composite reliability >0.70) and the average variance extracted (AVE>0.50) was in all cases.

RESULTS AND DISCUSSION

Psychometric properties of the measures: The Structural Equation Modeling (SEM) approach by LISREL methodology with LISREL 8/54 software were used. LISREL was selected to assess the relationships between the endogenous and exogenous variables and to determine the predictive power of the research model. Structural equation modeling is a very general, chiefly linear, chiefly cross-sectional statistical modeling technique. Factor analysis, path analysis and regression all represent special cases of SEM (Hair *et al.*, 1999). LISREL for Windows is a Windows application for Structural Equation Modeling, Multilevel Structural Equation Modeling, Multilevel Linear and Nonlinear Modeling, Formal Inference-based Recursive Modeling, and Generalized Linear Modeling.

Confirmatory factor analyses were employed to address the issues of dimensionality, convergent and discriminant validity (Anderson and Gerbing, 1988). Items having standardized loadings below 0.50 and/or items having no significant inter item correlations were deleted. According to the initial results of the confirmatory factor analysis items from Self-efficacy; q₂: “I feel confident contributing to discussions about the company’s strategy”, q₄: “I feel confident helping to set targets/goals in my work area”, q₅: “I feel confident contacting people outside the company (e.g., customers) to discuss problems”; items from Hope; q₇: “If I should find myself in a jam at work, I could think of many ways to get out of it”, q₉: “There are lots of ways around any problem”, q₁₀: “Right now I see myself as being pretty successful at work”; items from Emotional intelligence; q₂₅: “I always know whether or not I am happy”; items from Optimism; q₁₈: “I always look on the bright side of things regarding my job”; items from Subjective Well-being; q₁₉: “I have very warm feelings toward almost everyone”, q₂₂: “I feel I have a great deal of energy” and items from Work activities; q₃₅: “Informing employees when performance

doesn’t meet established goals or standards”, q₃₆: “Supporting your grope before superiors and others, backing and employees”, q₃₇: “Allocating formal organizational rewards among employees”, q₃₈: “Following up on employees to ensure that they complete” were eliminated. The final results of the confirmatory factor analysis demonstrated a reasonable fit of the six-factor model to the data on the basis of a number of fit statistics ($\chi^2 = 456.59$, $df = 205$, $p = 0.10029$, $RMSEA = 0.034$, $\chi^2/df = 2.22$, $NNFI = 0.963$, $CFI = 0.925$, $GFI = 0.930$, $AGFI = 0.917$).

Chi-square ratio to the degree of freedom should be <3, the amount of which is calculated is 2.22. As indicated in Table 1, the magnitudes of the standardized loadings ranged from 0.51-0.96 and all t-values were significant (>2.00). In addition, Table 1 demonstrates that all reliability coefficients were deemed acceptable, since they exceeded the bench mark of 0.70 as recommended by Nunnally (1967). The results show that seven dimensions are loaded significantly in Kaleh Company. Therefore, assessment tool has the proper validity and reliability and the model can be stored based on the proposed amendments with the LISREL.

Correlation analysis results: Composite scores for each study variable were calculated by averaging scores across items representing that construct. Table 3 demonstrates the correlation coefficients among study variables. The correlation coefficients ranged from 0.52-0.88. None of the correlation coefficients were equal to and/or above 0.90, providing empirical support for discriminant validity. Means and standard deviations of study variables are also presented in the following table.

Test of hypotheses: The significance level in LISREL software is equal or more than 1.96, which shows that the hypotheses are significant. Research hypotheses would be supported if the score becomes above 1.96. The path analysis shown in (Fig 2; Table 4) indicates that all of the three dimensions of positive organizational behavior;

Table 3: Correlation matrix of research variables

Variables	Mean	SD	Self-efficacy	Hope	Optimism	Subjective Well-being	Emotional intelligence	Work activities
Self-efficacy	4.01	0.66	1.00					
Hope	3.26	0.82	0.52	1.00				
Optimism	4.48	0.96	0.74	0.67	1.00			
Subjective Well-being	3.61	0.88	0.68	0.52	0.85	1.00		
Emotional intelligence	3.72	0.78	0.55	0.67	0.54	0.68	1.00	
Work activities	4.15	0.77	0.69	0.58	0.65	0.75	0.79	1.00

Table 4: Standardized structural path analysis results

Hypotheses	Standard parameter estimates	t-value	Significance
H ₁ -Self-efficacy Work activities	0.10	1.23	p>0.01
H ₂ -Hope Work activities	0.16	2.18	p>0.01
H ₃ -Optimism Work activities	0.08	1.11	p>0.01
H ₄ -Subjective Well-being Work activities	0.28	3.39	p>0.01
H ₅ -Emotional intelligence Work activities	0.32	6.22	p>0.01

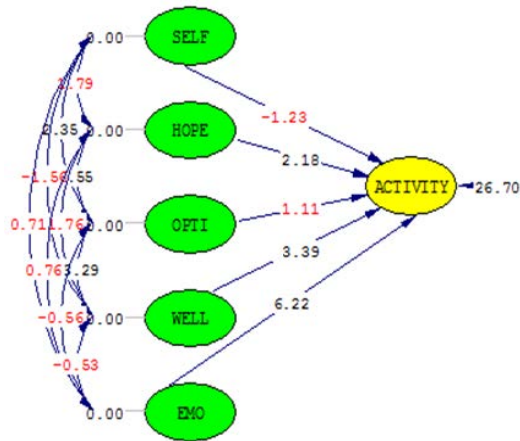


Fig 2: Tuctural model (t-value) of positive organizational behavior dimensions on work activities; $\chi^2 = 456.59$, $df = 205$, $p = 0.10029$, $RMSEA = 0.034$

Subjective Well-being (estimates = 0.28, $t = 3.39$, $p > 0.01$), Emotional intelligence (estimates = 0.32, $t = 6.22$, $p > 0.01$), and Hope (estimates = 0.16, $t = 2.18$, $p > 0.01$) have significant and positive impact on Work activities that provide support for H_2 , H_4 and H_5 . Also, Self-efficacy (estimates = 0.10, $t = 1.23$, $p > 0.01$) and optimism (estimates = 0.08, $t = 1.11$, $p > 0.01$) have not significant and positive impact on Innovation, thus reject for H_1 , H_3 .

CONCLUSION

The present study extends the concept of positive organizational behavior and work activities in Kalleh Dairy Industry. Due to, the relationship between the individual elements of positive organizational behavior on work activities and applicability of the suggested their scale on the Kalleh company has been examined in this study. Our scale comprises 38 variables representing the six dimensions of self-efficacy, hope, optimism, subjective well-being, emotional intelligence and work activities. Three of the five dimensions of positive organizational behavior; emotional intelligence, hope and subjective well-being have significant and positive impact on work activities. Thus, results shown emotional intelligence, subjective well-being and hope, respectively have significant and positive impact on work activities in Kalleh company. Thus, managers are suggested to enhance their employees' capabilities and positive organizational behavior constant measurement as well as using improvement plans in order to provide higher productivity. In addition, due to the key role of work activities, managers of Kalleh company are proposed to

support new ideas to obtain competitive advantage through applying and promoting entrepreneurial culture. The state-like nature of positive organizational behavior makes it accessible for human resource development efforts. Its underlying argentic component makes it particularly relevant for promoting initiative, independent thinking and positive change in a transient political, economic and social environment.

SUGGESTIONS

Thus, this study provides opportunities for future research. First, researchers should replicate this study with different samples in different industries and considering other potential antecedents of the positive organizational behavior. Conceptually, positivity and its underlying assumptions have been critiqued as culturally based and thus not necessarily as relevant to non-Western societies. However, recent empirical findings show that these cultural differences may be smaller than anticipated. Based on the above point of view, we advise managers who work in organizations lacking positive organizational behavior and work activities to keep the following points in mind:

- Training or encouraging employees to participate in decision making may help them cultivate a positive feeling of positive organizational behavior and Work activities
- Enhancing or encouraging employees to take part in new ideas and to run the company with employers, which will be in favor of enhancing their sense of responsibility toward the company and activating their positive attitude toward work
- The organizations should give a fair evaluation and a fair treatment to their employees, so that employees will feel their work achievements are valuable and recognized

IMPLICATIONS

This study can have several implications for research and practice. Beyond addressing the limitations of the present study, there are several implications for future research that examines the potential impact of positive organizational behavior and work activities. There is a growing body of research investigating antecedents of positive organizational behavior. For instance, research indicated that workplace support facilitates positive organizational behavior development among employees, however comparatively little is known about the actual

process by which perceptions of workplace support translate into increased positive organizational behavior. The combination of all positive organizational behavior dimensions suggests this fact to the policy makers to pay attention to all elements as a whole and not one by one. Therefore, a systematic approach is preferred to enhance the employees' positive organizational behavior in industry. Additionally, there are potential implications for practice among organizations. Today's job environment is characterized by constant change. Change is often a source of anxiety. Developing an individual's positive organizational behavior capacities can provide them with meaningful confidence and other psychological tools to effectively navigate organizational change. Many organizations adopt training and development programs often focus on enhancing employees' knowledge and skills necessary for current or future job needs. Given the rapidly growing body of research on positive organizational behavior and its relationship with positive organizational outcomes, organization ought to seriously consider incorporating strategies aimed at enhancing employing positive organizational behavior capacities. Furthermore, with respect to intra-correlations between the dimensions of positive organizational behavior, managers can increase each of the dimensions through creating and reinforcing a productive environment in order to enhance the positive organizational behavior and then work activities in their organizations.

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