The influence of positive behavior and healthy teamwork on Positive Organization Behavior

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Abstract

In today's organization people use to interact more within groups to create structured business organizations. Positive behavior is based on integrity, trust, communication and two way commitments between its members and organization. It emphasizes the need for focused theory and effective application of strong and authentic values with evidence of trust based on mutual respect. Healthy teamwork is another factor influencing POB in any organization. This paper discusses factors which influence organizational behavior and in turn affect the productivity and success of organization. Model of previous studies used to develop POB which increase chances of business success, performance, well-being and productivity.

KEYWORDS: Positive Organization, Positive Behavior, Healthy teamwork.

Introduction

Ethical behavior reflects true picture of how healthy or unhealthy our organization is from topmost to bottom. We see today that how professionals are more engaged in making their organization as brand, they're more focused in branding rather than creating a healthy environment within the organization. Organization's corporate culture can only be established when there will be leadership at all levels of organization which also includes there management. There is always a risk involved if people don't perform their duties in accountable or ethical manner. Mangers agree that employees in any organization make a difference when there will be innovation, competitiveness, healthy environment, and team work then only organization performance and business success can be achieved. Today, managers value employees with positive approach and engagement of employees can only be attained when there is a healthy team work in organization. We can relate healthy team work with positivity within the organization only when each and every employee contributes towards the common goal of the firm. Personal growth, productivity and satisfaction can be achieved when mangers place emphasis on power of positive behavior and thinking which ultimately leads to teamwork. Now, positive behavior is a trait which is valued by managers. Now a days, organizations wish from their employees to take responsibility for their professional development which in turn enable them to collaborate easily with others. Proactive approaches of employees are much appreciated by an employer which shows they are energetic and more dedicated towards their work. Or we can say that employers needed workers who are engaged and engagement can be attained by healthy environment of organization itself. People's feelings, thoughts and actions in workplace affect the organization. In a same way, organizations where people work affect their feelings,

thoughts and actions. To design new ways of organizing POB may include all the features such as trust, integrity, valuable learning, team work which also leads to healthy environment. If we focus on building people's strengths at work place rather than managing only weaknesses, trust and integrity can be maintained among employees of organization which improves the productivity and environment in the place of work. Today, we encourage employees to learn more to promote positive behavior which may offer creative and new insights within the organization. It can occur in a mutual learning healthy environment that offers people to learn and behave proactively. Proactive behavior has been measured and conceptualized in different ways, a meaning of proactive behavior capture essence of various approaches that should be coarse grained. I define it as acting in advance for a future situation, instead of just reacting. It also means controlling and makes things happen not only adjusting as per situation or waiting for the things to happen. It involves challenging parameters instead of passively adapting to current situation. People in workplace can engage themselves in proactive activities which also help them to fulfill their basic requirements of job. For example, marketing executives might proactively obtain feedback on their different techniques for completing targets with a goal of bettering job performance. Extra - job role behaviors can also be treated as proactive, such as attempts to redefine their role in the organization. For example, people might engage themselves in professional activities by acting and identifying on opportunities which may improve the scope of their jobs move them to even more desirable department of the business. There are various approaches in a common thread to study of initiative and proactively is an orientation towards behaviors of organization. Under this aspect, employees can actively participate in their approach towards job; they commence situations and create positive conditions. This is in relation to more passive and reactive pattern of organization behavior. Proactive employees actively seek opportunities and information for enhancing things; they just don't wait for opportunities and information to come to them. We say that people working proactively can able to take decision for a good change of organization rather than employees who are just sitting and reacting late towards their jobs. Despite the emphasis that all the employees contribute towards the goal of organization only few of them able to achieve them with their job performance, trust, integrity, team work and by creating healthy work environment in the workplace.

Positive Organization Behavior and Healthy Teamwork

People in organization are bound to learn and experiment the new ideas with their co-workers. POB defines as " the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans, 2002b). 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, F., & Youssef, C. M., 2007). Leadership defines as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (Yukl, 2006). To accomplish the objectives of the organization one should follow the basic requirements i.e. integrity, communication; teamwork so that employees

feel motivated towards their work and contributes more to productivity. This is illustrated by (Ulrich, 1997)who writes in his seminal book "Human Resources Champions": "Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body but the mind and soul of every employee" (p.125). It can be said that individuals with a positive self traits evaluate themselves with more motivation to learn and grow within the organization and by contributing their skills to become a successful employee. But in contrast, it's been observed that companies need more output from limited resources which lead to using employees over and above their capabilities and in turn the resultant outcome is changes in their behavior or lacking of self motivation and teamwork. That a more positive approach is needed not only in psychology, but also in management and business is illustrated by (Walsh,J.P.,Weber, K., & Margolis, J. D., 2003)who reported that in the business press over the last 17years, compared to positive terms (e.g. compassion, virtue) negatively biased words(e.g., beat, win) have increased four -fold during the same period. Situation of beat and win can be tackled when organization learn to create healthy teamwork environment and it is not only about creating, it is also about maintaining that environment till long term. There are some situations when employees create small groups of their comfort zones but restrict the new comers to enter their groups, which can leave a negative impact on the productivity of new comers because of lacking of healthy teamwork environment. The team approach to managing organization is having a diverse and substantial impact on organizations and individuals (R.Barner, 1996). Teams promise to be a corner stone of progressive management for the foreseeable future. According to the management expert Peter Drucker, tomorrow's organizations will be flatter, information based, and organized around teams (Drucker, 1998). A team is a small number of people with complementary skills who are committed to a common purpose , common performance goals and an approach for which they hold themselves mutually accountable (Katzenbach and Smith, 1994). Or we can say that POB and teamwork are positively related, where there is teamwork, positive organization behavior can be achieved or vice-versa. Small groups converted into team when members able to achieve leadership, accountability, effectiveness and when they able to develop their own mission or purpose. However, it is been observed that while forming and organizing a team, it is essential to consider not only employees knowledge, technical skills and experience but also their potential to co-ordinate with others and their interpersonal traits. In selecting members, it is important to focus on people who able to work constructively with other team members and have a desire to develop and grow within the team. Those who are unwilling to work well within a team are people who seek to retain their designations by protecting their skills or who are unlikely to discuss their thoughts, explain solutions or negotiate solutions. The crux of team is a common commitment among team members. Without it, groups work as individuals and with it, they turn out to be a powerful division of collective performance. A number of theoretical arguments have been developed to explain why team working might lead to improved organizational performance. Some theories focus on the effort and motivation of individual workers and claim that they work harder. Strategic HRM theory, for example suggests that an appropriately designed HR system, which typically includes teamwork, will have a positive effect on an employee's job satisfaction, commitment and motivation, leading to behavioral changes that result in improved

organizational performance (Becker, B.E., Huselid, M.A., Pickus, P.S. and Spratt,M.F., 1997) (Dyer, L. and Reeves, T, 1995). Similarly, self-leadership theory focues on participatory decision-making, individual discretion and teamwork as important motivating factors, and suggests these will lead to more committed employees who strive for greater efficiency and effectiveness (Manz, C.C. and Sims, H.P, 1980); (Sims, H. and Manz, C, 1996). The implementation of teamwork simplifies the organizational structure and reduces the need for co-ordination. Decentralizing decision-making to self -directed teamscan thus reduce the number of supervisors and middle mangers (Ichniowski, C., Kochan, T.A., Levine, D., Olson, C, 1996). If organization reframe or redesign, it lead to remarkable improvements in terms of effectiveness and efficiency i.e lower cost with more productivity. Artisans and entrepreneurs often enjoy of not having a manger and still achieve the targets they want to meet. Generally, it can't be true for people working in organizational factories and offices. But now we see that things are rapidly changing and it is been observed that more than half of the staff works on teams,even it is more valid for Fortune 500 companies. Those teams are growing as a self-managing teams and leaders or managers are typically present to assist as facilitators and trainers. Teams share a vision which inspire and motivate members of team to commit their task systematically. Each team of organization has their own vision and its root are in their skills,beliefs and own values rather it comes from outside. If organizational members work in a effective teams, they able to overcome problems like poor communication, disorganisation, inadequate procedures or misunderstanding for problem solving. It is important to the quality of teamworkthat every team member is able to contribute all task –relevant knowledge and experience to the team (Hackman, 1987). In this way, a special relation builds a link between Positive organization behavior and Healthy teamwork and also it shows contribution of members to create a environment to work effectively and efficiently.

Before adding the model based on this issue, illustrations are stated of the viability of clear approach to organizational behavior : the POB and Positive Behavior and also introduce the emergence of POB and model of study to understand how they are linked for creating a positive organization behavior. The theories based on POB are used for employees to maximize the productivity from group members individually. Now, business schools take care of the studies which include the micro topics like motivation, group process,learning and decision making. The issue we are dicussing in this paper covers the macro part of OB which focus on relationships between environment and organization, its process and power of positive behavior.

Positive Organization Behavior and Positive Behavior

POB is the practice of Positive Behavior in the workplace. Its emphasis is on building strengths and on putting the best efforts in the place of work under the assumption that excellence and integrity can be evaluated and achived. Here, the term "Positve Behavior" includes four factors which we study are trust,commitment,communication and integrity. It describes the contributions of these factors to organization to make it a better working place for their employees. The relationship between POB and positive behavior can see studied with the help of defined theories. For a positive psychological capacity to qualify for inclusion in POB , it must be positive and must have extesive theory and research

foundations and valid measures. In addition, it must be state like, which would make it open to development and manageable for performance improvement. Finally, positive states that meet the POB definitional criteria are primarily researched, measured, developed, and managed at the individual,micro level (Luthans F. , 2002b). The four work related variables i.e trust,commitment, communication and integrity are selected to understand the term positive behavior. Organizational trust defines the relationship between both employer and employee. It takes much more activities to build and sustain the trust factor.But it is even more difficult to measure and define in organizations, however it is critical to encourage and develop it. It can either create or destroy the relationships among the co-workers or employees within the companies. The presence of trust in the workplace is essential to organizational performance and competitiveness in an increasingly global economy (Lämsä, A. M., & Pucetaite, R, 2006). Research has demonstarted that an organization's ability to develop trusting relationships is an increasingly important source of competitive advantage (Barney, J. B., & Hansen, M. H, 1994). It describes to attain POB in companies, employer or leaders must create a atmosphere of trust where targets, strategies and common team goals discussed and achieved. Gills defines organizational trust as the organization's willingness, based upon its culture and communication behaviors in relationships and transactions, to be appropriately vulnerable, based on the belief that another individual ,group or organization is comptetent,open and honest, concerned, reliable and identified with common goals, norms, and values (Gills, 2003).

Organizational commitment is a relation of employees with their organisation. It is seen that employees who all are committed to their companies generally feel a link with their companies. So, employees work with more determination and tend to be genuine in their jobs, it show comparatively high efficiency, productivity and proactiveness.The concept organisational commitment has grown in popularity in the literature on industrial and organisational psychology (Cohen, 2003). Porter et al (1974) further describes organizational commitement as " an attachment to the organization, characterized by an intention to remain in it; an identification with the values and goals of the organisation; and a willingness to exert extra effort on its behalf" (Porter, L. W. Steers, R. M., Mowday, R: T., & Boulian, P. V, 1974). Mostly managers face difficulties employees who are committed towards their work and organization. Thus it is important for managers to understand the importance of organizational commitment and sustain it within their teams, so in turn to achieve POB. Its been observed that now fortune companies look after these issues on prior basis to accomplish overall organizational goals, targets and productivity. Managers try to enhance their relations with employees to build more trust and commitment. Also, now managers gets certified trainings to learn new ways, so to develop job commitments among their team members. Organizations can improve the commitment level among people by providing the working environment, job security, organizational justice, and job satisfaction. Therefore, it describes a commitment by employees who are willing to retain or shows association and interest with organization's values and goals. Resultant, it is believed that organizational commitment is directly related to performance behavior and POB.

Another factor of Positive behavior is communication, organizational communications plays an very important role, without which no organization can exist or we can say

miscommunication leads to permanent closure of organizations.In Weick's terms, communication is the core process of organizing (Weick, 1979). Organizational communication as an academic discipline embraces the study of symbols, messages,media, interactions, relaionships, networks, persuasive campaigns, and broader discourses within an organization – be it a corporation,governmental agency, relegious institution, social movement, or the like (Cheney, G., Christensen, L.T., Zorn T.E. & Ganesh, S. (eds.) , 2004). Organizations and societies are contionously forming by their own team members through communication process. Here I emphasize study of communication as a factor for positive behavior. In the study of Johanson, it is been observed that managers showed their lackings in communication. Now, in context of creating POB within organizations managers take steps of organizing workshops in small groups,where discussion and change of thought process appreciated. The accomplishment of an objective requires collective effort, men set up an organization designed to coordinate the activities of many persons and to furnish incentives for others to join them for thi purpose (Blau, P. M., & Scott, W. R, 1962). An organized collection of individuals working interdependently within a relatively structured,organized, open system to achieve common goals (Richmond, V.P., & McCroskey,J.C, 2009).

The last factor which we discuss here for maintaining positive behavior in orgnization is integrity. As the key of any successful company, there are prescribed well defined beliefs and values that guide the meaning of systems, practices and behaviors which are very much required to attain business goals. A strong POB can be achieved when corporate environment assists in retaining and attracting talented people and in addition to that they able to perform with full potential. By sustaining ethically sound organizational behavior, team managers able to build the reputations and relationships on which their organizations depend on. To create an postive environment within companies, there must be a base of ethics, values and responsibilities which focus on organizational integrity. Positive behavior consists of trust,commitment, two way communication and intregrity , only by dealing with these companies able to attain a position of positive behavior within the organization

Model of Study and Overview

As studied above, now organization's need to focus more on development of environment within organisation to achieve targets or even to compete with others. This is not just explained by authors (Luthans, F., & Youssef, C. M., 2007;R.Barner, 1996), but seen as the fact that keyword " Positive Organizational Behavior" is much in discussion now a days. Moreover, online training programs and consultancy firms provide a platforms for managers to learn how to train their co-workers, so to retain talented force and make them grow in the organization itself, its more like learning self interest of organization with combination of satisfied employees. But theories developed for POB by researchers yields not full results there are yet many discrepancies . It clearly shows that there is large difference between organization interest in POB and academic writing and research. This is another reason that why this specific issue is raised for review of literature. Researchers in field of oraganizational studies have scope to contribute to reasoning how positive organizational contexts sustain and develop these types of positive strengths, also how they use these strenghths for the developing new

theories at organizational level. Here argument is in relation between employer and employees behavior impacting organizational behavior as whole. We believe that best practices should be followed to have a succesfull business, but rather in practical approach there are lackings or gaps in adapting management practices.Theoreticaly speaking, both team work as well as positive behavior can be merged in a comprehensive framework. Conceptually, figure stated the outcome of the study.

Figure 1
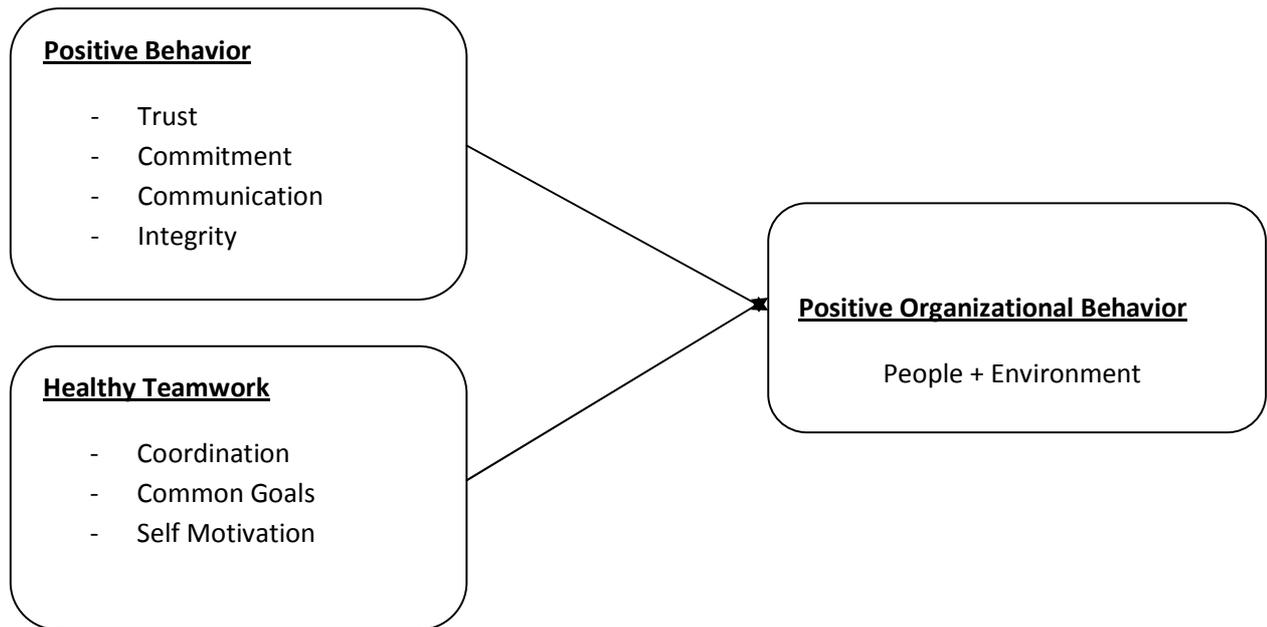
Conclusion

The concept of study describes two major elements that are people and environment, organization consist of employees without positive environment within a company can lead to failure or in other words, consisting of environment but not correct people within also leads to failure. It describes the importance of both in developing the theories which can be practically applied to companies for business success. For example, it makes an obvious statement that all previous success able to build confidence of organization, however it cannot be equated that it guarantees with all future success without making extra efforts. Instead, it's up to organization how they respond to all previous success and learn to adapt changes and challenges according to the new generation employees and as per their level of expectation from their employers. For example, I simply believe that motivate employees where they are doing something correct instead of punishing when they are wrong, it will automatically build the interpersonal relationship; in turn resultant would be improvement in productivity, efficiency and effectiveness. In conclusion, research studies on teamwork and positive behavior add to our knowledge in process of positive organizational behavior in companies. As such positive behavior is now becoming an important factor to study and to take it further for research studies.

This issue is a part of POB studies which might take an interesting direction towards

further research. This study indicates that the healthy teamwork and positive behavior influences the POB, which means there is a positive relation between the factors discussed in this paper. As per (Luthans F. , 2002b) importance is given to the organizational environment for development and business success. It is been observed by various studies that positive relation within the organisation improves the efficiency and productivity of both employer and employees, resultant provide stability, retention,growth and succes of organization as also discussed by (Lämsä, A. M., & Pucetaite, R, 2006). Yet, there are many other factors to be included in POB from theories to practicality with conceptual and empirical research. These concepts are positively oriented and need to adapt some more new approaches and concepts. Now researchers andscholars are much more into developing interest of people surrounded in the organization, so concepts can easily be applied into the workplace. This theory is useful for strengthing the interpersonal relation in the field of OB. Also, this can be applied to all levels of organizations as this is a base for creating or developing understanding the behvior of people. There is lot more to study and which involve not only study but proper appliaction of these theories in a proper way. This will encourage and inspire researchers to develop their research in the field of OB.

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