

The Role of Leadership and Positive-Oriented Organizational Behavior in the Optimal Performance of Employees

Mostafa Kaykha^{1*} and Ali Sirati²

- 1- MA in Educational Administration Department, School Educational Assistant (Secondary 2) Government School District 1, Zahedan, Iran
- 2- Department of Arabic literature ,Secretary of education and higher education area, a Zahedan

Corresponding author: Mostafa Kaykha

ABSTRACT: Human being has long been considered by management experts in the organization and management world. This attention increased to the point that today, the first customers of organizations have called human resources. In other words, in the new age need to meet the basic needs of employees is the first priority. Because achieve goals, mission and organizational missions depends on provide goals and legitimate aspirations and demands of human resources and their particular needs. Also, if managers asked to express the problems constantly faced that we are achieve similar and most managers point out to "human" issues. Today after the human and social capital, psychological capital can be understood as the basis for competitive advantage in the organization. In this paper, we first review the paradigms and prevailing perspectives in manager's education, organizational behavior and diversity of human resources, motivation and behavior, improved ethical behavior, work and motivation environment, which we will review them. The following components of positive-oriented organizational behavior, including resiliency, empowerment and self-efficacy, happiness, love and friendship, kindness and forgiveness, encouragement, future events, good and optimism, hardiness, thanks and gratitude, offered a happy environment, which the authors believe this study and keyword phrases "cooperation and friendship" known and examines the major approaches in this area; the outcome of investigations have been concluded that in the 21st century is expected to meet leaders and managers can afford to keep pace with the rapidly changing world of work and outcomes. The change is fast, complex and unpredictable and is a significant impact on organizations and their leadership style. Managers should be competent leaders to transform his people and organizations to obtain the necessary returns. A leader because of the wide variety of workplaces have different roles to play in order to enable them to cope with the changes to abilities such as group-oriented, strong communication, solving problems, creating changes need to leader.

Keywords: management, leadership, organizational behavior, positivism.

INTRODUCTION

No doubt the foundation of any organization is its human resources, a critical look at the history of the formation of psychology as well as organizational behavior contain two positive and negative attitudes. A positive attitude its goal is to find ways to enrich life among people and to discover and nurture their innate abilities and negative attitudes, they spend their efforts on sorrow and treat diseases and pathological human behavior and the elimination of shortcomings and dysfunction. In the past, economic capital and tangible and financial assets have drawn manager's attention to this but if you look at the schools of management, change of approach towards human well see and approaching new management era the topics such as stress and stress, alienation of people in the organization, always for the people, organizations and technologies that capture depression, anxiety, anger and job dissatisfaction, psychology and organizational behavior management's column is dedicated.

Most of the articles published in this period, had a negative look at people and its aims is to treat people unhappy, depressed, disobedient, rebellious, psychosis, nervous and distracted. The negative view weeping, defining man with positive features is virtues of unrealistic, naïve and optimism of deception to human issues. Positive psychology and organizational behavior is a new movement with revival of positive attitudes to behavior of people is emerging and developing (Luthans, 2002). The purpose of this movement is in response to negative attitude and emphasizing the positive features of human behavior rather than its negative features. All management authorities have concluded that although social capital has an impact on organizational success and competitive advantage, but for optimum use of its human capital and human capital should be noted organization and they well understand the link between them and their networks in order to lead people and to achieve competitive advantages (Luthanz, 2004).

As the art director is able to do the organization's work with (managers, peers, subordinates), so having the relevant knowledge and skills in organizational behavior is very important. Organizational behavior is systematic study of operations, measures, actions and attitude of the people who make up the organization. Each of us tries to examine any phenomenon based on its intuitive. For example, a friend is suffering from a cold. He immediately recalls that you've not wearing appropriate clothing, good food you have eaten or similar cases, but this does not prevent us from commenting and intuitive judgment.

In organizational behavior, try to study or systematic review replace with intuitive judgment; that is, the use of scientific evidence collected under controlled conditions and calculated and weighed in a reasonably manner and placed in relation to any effect. It is clear that this goal will help to achieve good results, so the organizational behavior based on theories and the results of various researches has been systematically planning (Robbins, 1999).

Aspects of organizational behavior

What is systematically study and research in organizational behavior? The answer: Actions, behaviors and attitudes of managers and employees. Generally, in terms of individual's performance, three factors play a major role: production (productivity), absenteeism and worker replacement. About the production, efficiency or productivity issue is very clear there is no doubt that managers are always pay attention to the quantity and quality of personnel. However, the absence and movement of staff has inverse effects on efficiency or production. Organizational behavior pay a lot of attention to the job satisfaction issue and it is from the attitude of managers to the issue. Managers always pay the issue of job satisfaction due to three causes. First, it can be a positive relationship between job satisfaction and individual production or productivity observed.

Second, it seems that job satisfaction has an inverse relationship to the amount of absenteeism and turnover of staff; and third, it can be argued that managers are human sense of responsibility to its employees and must be emotionally satisfying them. In organizational behavior, behavior in relation to the individual or group work is important. This makes the issue of an official structure to coordinate work and it is planned that requires two or more people will be asked to provide a common goal (same);

But one of the issues that organizations face, is issue of compromise and deal with many different people and employees who together many different and to say this variety of labor term used. Diverse workforce has a strong impact on the performance of managers. (Abbasi, 2005) former managers need to change their philosophy, because of this, management philosophy was on the basis of equal treatment with all employees, but we have attend to the type of individual characteristics such as gender, race and ethnicity and their employees. In addition to the different groups, people with disabilities and the elderly can also be named as diverse workforce.

Now organizations are trying to pay more attention to kind of needs, way of life and the demands of the people and become noticed the value differences. If managers are considering the individual characteristics of the employees so that they can deal positively with various phenomena they reduce turnover and absenteeism and increase their productivity and at the same time will not be accused of discrimination; therefore, the correct approach to the issue of diversity can enhance creativity and innovation in the organization and improve decision-making. But if they can overcome it is possible to increase the amount of movement of workers, poor communications and increased conflicts between them (Robbins, 1999, p. 5).

Now, executives presented with titles such as consultant, administrator and supervisor. Management for current activities should be empowered to employees and decisions referred to lower levels of the organization (operational level) and employees have more freedom to solve their business issues and take decisions in their area of work. Currently, organizations are in a position to be empowered employees and managers must learn how to delegate control to others, because it alone cannot monitor all of the other way believe how responsibility should adopt the necessary decisions. Another problem and challenge is the facing us today is the retention of managers is that employees must be forced creative and spend more tolerance.

Given the success of organizations are constantly seeking to innovate and accept the change phenomenon and have shown high flexibility, as well as improved product and service quality to persevere against rivals in organizational behavior includes a set full of ideas and technical ways that managers can understand the same goals. Managers have always dealt with change but now the problem is the time of change. At present time change in activity has been continuous. In the past, managers were observed relatively long stability, the organization rarely observed rapid changes, in a world where managers transient changes are implemented in a way becomes the main work that employees should always have everyday innovations; therefore, employees should continually learn new things, learn new skills and have continuous retraining. All managers must be familiar with transient phenomena and have better compromise with them and learn how to respond effectively to the unexpected. Another important problem is organizational behavior; provide managers learn how to promote employee motivation so they have a sense of loyalty and commitment to the organization. The staff has always believed that loyalty to their organizations is good rewards and job security enjoy more benefits and increased pay and reward, but should be considered important according to the organizations dealing with global competition and unfair treatment and observation, when swallowed by small organizations, large and powerful organizations, managers should be removed from its last policy and increase staff motivation and increase loyalty paved, such as by increasing the loyalty staff responsible for the organization of work and increased productivity and the possibility of allowing global competition for organizations (Khorshidi, 2003).

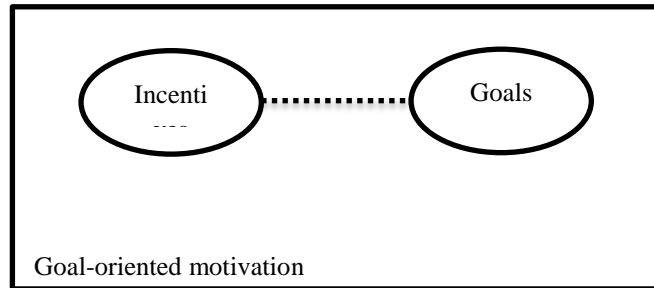
Today, it is difficult to distinguish between good and evil so they do not set the boundary between these two closely set. The staff is always around unethical operations, employees who do not see the merit promotion, upgrading to become appointed officials. Sometimes we are receiving bribes; sometimes see the powerful lawyers and also the right to unjustly portray successful managers of information within the organization and their personal interests. Managers act against such problem in different ways. They are issue a directive, instructions (for ethics) are exported workers are discouraged from committing acts, organize seminars, workshops and training programs are implemented to learn fair treatment to employees.

People committed to guides and advise employees on moral and ethical principle. In many cases, seek solutions that are too small and insignificant to some people overlook violations, thereby providing guidance and advice to better them. Managers should provide morally healthy environment for employees so that they can bring on production, efficiency and productivity and add to the problem is not in having good and bad behavior (Robbins, 2008).

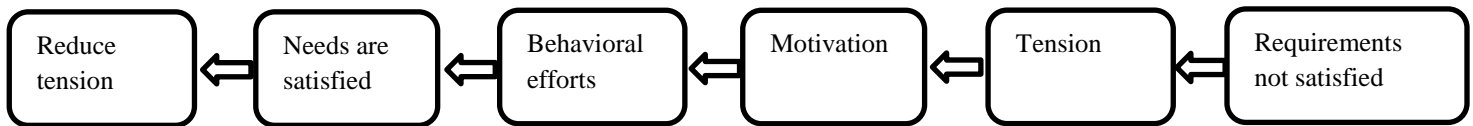
The management of organizational behavior, human is factors determine the organization. Staff is always things that do not understand. Hence a lot of behavior is unconsciously influenced by the needs or aspirations. The basic unit of behavior, in fact, any behavioral activity consists of a series of activities. Walking, talking, eating, sleeping, working and each consist of a set of activities. At the same time we do more than one activity, such as talking to someone while walking or driving, sometimes doing a task or activity to prefer other work or activities. The reason is that the incentive to do work or activities we have more power. So managers need to know what the motives or the needs of employees, causes certain action particularly (Heresy and Blanchard, 1988).

Sometimes incentives defined as the needs, desires or internal stimuli person to achieve an objective. Incentives that are directed towards the goals may be consciously or unconsciously. They will start and continue an activity and the general direction of individual behavior are given. Impulse or need is fundamental reason of the basic behavior. Staff needs are abound and compete together in shaping behavior. What makes a person choose between their needs? The answer: the need have the most power. It reduce the power of requirements are satisfied, in fact the incentive is satisfied other behavior is not considered; The need is satisfied enough and other needs now is strong, will be replaced it. For example, if thirst is a strong need, reduces drinking water, then, instead of other needs like eating or sleeping or ... rather it is; that's more important. Satisfy a need, therefore, is sometimes hampered the individual to the needs of his adaptive behavior and adaptive behavior by trying to overcome the obstacles and try to solve the problem with the error (Robbins, 1999).

Goals are in outside. Sometimes they as expected rewards drew up incentive towards themselves. In fact, the goals are the driving behavior. Managers succeed in motivating employees. Often create an environment in which goals (incentives) to be provided to satisfy their needs (Heresy and Blanchard, 1988).



Motivation tends to require a person's ability to work and thereby a need to secure. The main process of motivation:



Needs means lack of psychological and physiological needs, meaning a deficit that can attract specific achievement (Robbins, 1999). In this context, the theories of motivation by Abraham Maslow (theory of hierarchy of human needs in five categories classified) Theory X and Theory Y Douglas McGregor also (both positive and negative views of different people) offered and health- motivation theory by the psychologist named Frederick Herzberg (Photo satisfactory is not dissatisfied) exists; But modern theories of motivation are also noteworthy. For example, the theory of equality, staff and members of the organization to constantly compare themselves with others he declares for comparison, has three sources of others, self and system when people from oppression and inequality and outputs than others see a kind of tension is developed; this tension creates the motivation and individual thing is that justice is ever to achieve their real rights; and goal setting approach difficult to accept the goals of employees with easy goals that will have higher performance focused staff in fact, challenging goals and challenging quest to create the incentives and the intent or will of an individual or organization as the main source of motivation take into account; or the theory of triple needs was proposed first by McClelland David and three factors motivating the human need to be successful, the second requirement, people need to gain power and exercise it, and third, the need to establish a friendship. Today, employees for agents or intrinsic rewards such as success, personal success, justice, satisfaction and quality of their work, respect value far beyond the physical factors such as money and promotion. To use this effective, managers need to take concrete steps and inner values emerging in efforts to motivate action is taken. Here are 10 basic strategies that we'll have shown their effectiveness in the field:

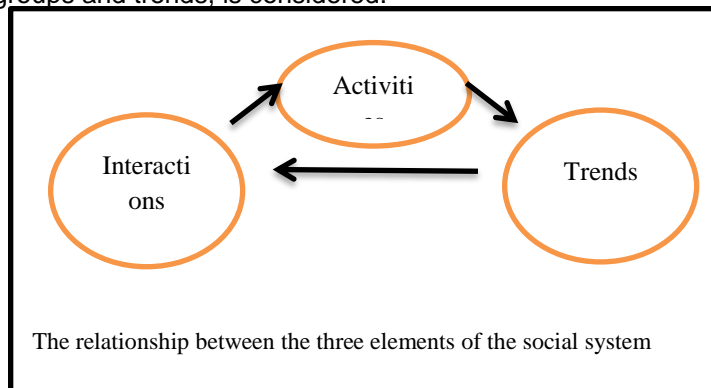
1. The deposit of the coach, less experienced employees can be combined with an experienced and professional staff, which has the mandate to appoint guidance; it can have an encouraging effect.
2. cross-training: teach employees in such a way as to be able to do their professional duties during the absence or leave so to enhance their skills.
- 3-work impressment visit: Temporary duty officer can be assigned to a job or other management areas to develop their skills.
4. Wide power projects: the activity or task can be assigned to the employee who aims to estimate their part and be able to increase their abilities.
5. Special employment, the employee may be allowed to be appointed a working group or special projects and so, your experience is enhanced.
6. Opportunities to appearance creation: give the opportunity to the employees be innovative and by creative approach to the task that has been entrusted to them.
7. A team approach: staff can be used as part of a group linked to the power of its ability to work with others to grow.
8. Responsibility assignment: responsibility can be delegated to staff the opportunity to show off his or her appeal or not.
9. The opportunity to learn: from training or learning opportunities can be used as a strategy to enhance the abilities of the person. Then learn skills that will precisely define him and asked him to find a suitable method and experience.

10. lunch strategies: while lunch can be provided some information about the current performance of the staff and asked him his opinion about the situation in the organization. Or tell him what kind of tasks or responsibilities interesting and attractive.

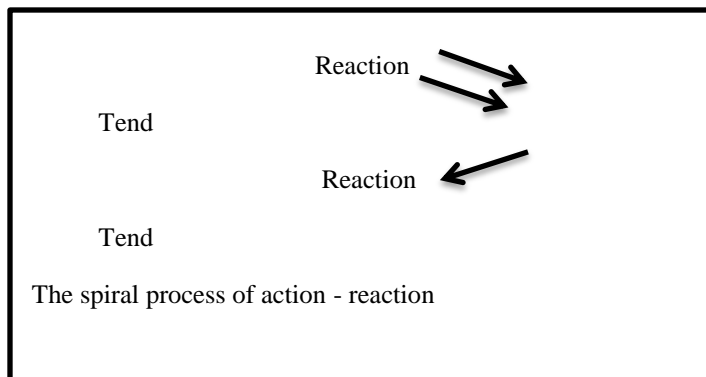
None of the strategies listed should be considered as a magic or miracle formula (ibid). But demands manager's ambition and prudence with positive-oriented organizational behavior design and predicted a great future opportunities for fulfillment in their work environment, in the past motivation leads to career development but now the idea is to work or work to be rich (boost jobs), the deliberate raising of the level of responsibility, about the controversial efforts of jobs, even low levels of an organization (workers and servants).

Hawthorne Nathaniel study (among Western Electronics Company Hawthorne factory employees) its aim which is determined based on increasing factors of production (production efficiency) in the organization shown that management should be of particular importance in human relations. Studies show that, to improve organizational productivity, not just considered the individual and working conditions. But also mutual relations is very important, and if informal groups to adapt their management system, increases organizational productivity. Managers learned that staff in planning, organizing and controlling the work involved. Previously only directors knew employee as non-critical machines are purely economic self-interest. As a result employee is merely thought as the non-human cash exchange. In such circumstances, doing tasks was a humiliation and insult and boring, simple and trivial tasks in the environment that the person had no control was carried out. In such an environment to satisfy the respect and self-discovery needs would not have occurred and purely physiological and safety needs were satisfied. Some managers believe that society is composed of a multitude of chaotic self-care and maintenance of personal interest only. Thought that people only pay attention to physiological and safety needs (work in exchange for a little money). In fact, this group of managers, thought workers deserves a mass humiliation. Suppose it is known as a popular theory and task management considers these assumptions were born imperative circuit (ibid.).

George Hvmanz, inventor social system model stated in any social system there are three elements that are apparently separate from each other, but there is an organic and very close relationship between them, the first activities are tasks that people do. The second element of the interaction of individuals refers behaviors that occur during the work and duties of individuals; and the third element is aware that attitudes and beliefs among individuals and within groups and trends, is considered.



According to above content and diagram, work (activity) that must be done requires people to work together (interactions), these should be enough to satisfy those (tendencies) to them to continue their work. Because people they are interacting with each other in their work, so both have tendencies and their interactions increased and have a more positive emotions and attitudes to each other. If people's positive trend increased, they will have more willing to interact with each other (the spiral process of action - reaction) will go so far as to reach a balance.



Spiral process progresses gradually and members tend to their activities and trends (labor and perceptions of work) to be more like each other. When the group reached this situation, expectations or norms creates which reveals that the subjects under certain circumstances, how to behave. For example, normal (no one should talk with the boss in non-essential cases) people who deviates from the norms of their group, punished by the group. The punishment from simple note and mild punishment, severe deprivation and finally lead to expelled from the group. Sometimes a person may leave the group itself. These disparate groups have synergy and coordination of perception and behavior and they are known as informal groups and organizations. Strong informal groups sometimes are useful and sometimes harmful to the organization and management. Positive organizational behavior and management decisions by selecting the appropriate authority, as well as create favorable conditions for their employees can be optimized and all the groups in order to guide the organization's goals adapt their views on creating an environment free of conflict. For survival and life of an organization, activities, interactions and specific trends is necessary or expected from members (Hersey and Blanchard, 1988).

Staff indifference and lack of effort on their behalf, is not the result of laziness. It may be caused by the management. In many cases, when people join the labor force, due to organizational management, they are still back maturing. Let not the least control over their work environment and to be the passive, the minister is encouraged. As a result, they will have immature behavior. When the organization achieve its goals, when goes toward as collective work. The formal organization is the design concept and the means of achieving its goals. So they become appropriate with organizational jobs (Alvani, 1995). Management trying to changes staff as interchangeable components and thereby increases administrative efficiency and organizational productivity. In fact, power is only the few at the top of the organization. Those are at the end of chain of command or seriously are control by systems or them (Khorshidi, 2003).

Among all the factors of production, the human resources make the difference in an organization. This is the human's commitment tend ability that distinguishes successful organizations from other organizations; therefore, human resources is worthy of attention and spend more time for it (Storey, 1993). Organizations should as for financial resources and physical capital (plant, equipment, etc.) have development projects, have to employ plans to leadership development of human resources.

Negative-oriented organizational behavior

If we examine the roots of the emergence of attitudes of negative-oriented organizational behavior its main cause is self-interest approach to the management activities of the organization. As far as employees were concerned mainly to managers to achieve the objectives of the organization are helpful. According to self-interests school, justify goals of the means, and the results are important things with focus on organization's goals and employees to the extent that can help achieve this goal important and valued. Negative attitude to the man and his negative characteristics because of aversion, sloth and lethargy, and lack of shirk responsibility and reluctance to work, is manager's concern and their efforts to overcome these negative characteristics in this space develops negatively oriented organizational behavior and because the characteristics of the good nature of man in conflict with the high costs of containment and surveillance strives to realize organizational goals. Organizational behavior has to show ways to deal with the failure of staff to help managers to make the most of human resources (Alvani, 1995).

If you look at the attitude and approach to the management of schools to see people well. Classical and neoclassical school of man as one of the factors of production (labor) and it is considered one of the elements, such as land and capital. Systematic school, contingency management and participatory management, looking more balanced, known the man as the most important factor of production and have seen him as a source. With

the advent of knowledge-based economy and knowledge management school, human premier of production and as organizational capital (assets), has a pivotal role (Ghadami, 2006). Positive psychology and organizational behavior create a new revolution that with the revival of positive attitudes and behaviors of people in emerging and developing (Luthanz, 2002).

The new approach of positive organizational behavior that can be seen as the missing link in organizational behavior, due to the positive points and happiness of human behavior can be a source of positive effects on productivity and employee's well-being. Human power in the face of failure, hope and happiness, self-esteem and self-reliance, optimism, tolerance, peace of mind and happiness, friendship and affection, sympathy and support among the positive characteristics god in everyone has to deposit our Weber that the blessings of God lies in the psyche of the people go to them with anger, and malevolent hatred, hostility, anxiety, depression and sadness, intimidation, fear, humiliation, and small and surrender, cruelty and hypocrisy that is contrary to the spirit of human and beautiful human nature, is not loss. Positive-oriented organizational behavior or missing link of favorite organizational behavior, is an attempt to revive the positive capabilities and potential of human existence has been established to deposit and honoring divine success the life of today's business man has deprived them (Alvani, 2010).

The terms "cooperation and friendship" According to the authors of this study is a reminder of properties lost ring that in organizational behavior should be considered by managers in order to guarantee the life of your organization with success. "T" symbol of resilience and tolerance and robustness in the face of adversity, "A" a sign of empowerment and self-efficacy, self-esteem and self-reliance, "a" sign of hope, self-determination and the passage to reach the goals, "M" love and friendship to her. "L" is sign of grace and forgiveness. "D" is the encouraging signs to increase the confidence and talent of people can be named. "V" is good future events and shows optimism. "S" is a sign of hardiness and people with determination. "T" represents the thanks and gratitude and thanks to wonderful memories is created. "Y" sign of a happy environment, with joy, peace and satisfaction. The following sections briefly some of the capabilities and features of the word "cooperation and friendship" will review.

Resilience

Successful coping with stress and the difficult situations is called resilience (McCubbin, M.A, & McCbbin, 1996). Resilience as a popular area in recent years, and study and explore the capabilities of the individual and between individual and cause the development and resistance against difficult condition (Richardson, 2002). Abiding individuals have the ability to accept reality and believe that life is more meaningful to the problems that they surrender (Cotto, 2002). Resilience in the organizational is structure dynamics and procedure that makes organization have the capacity to face with difficulties and hardships. Abiding organizations with the dimensions of power structures, social relationships, acceptance of reality, and positive attitude to change, differentiation and communication are known (Luthans and Youssef and Avolio, 2007).

Functionality and self-efficacy

The origin of the emergence of study self-efficiency is Bandura Social Cognitive Theory (1977). According to social cognitive view, human beings are capable of self-regulation are considered active and adjust their own behavior, not passive creatures controlled by forces unknown environmental or internal shocks. They actively participate in the development of self-control, and can control the behavior of their events. According to Bandura who is pioneers in the field of self-efficacy research, encourages self-motivation and cognitive resources is a factor to exert control over a certain event (Bandura quoted Hamyl 1999, 1983, 1981, 2003). Self-efficacy beliefs have a wide effect on motivational processes. These effects can be expressed as follows, Parvin and John (2001), translated by Mohammad Jafar Javadi and Parvin Kadivar (2002):

Select: self-efficacy beliefs associated with selects targets (people with high self-efficacy beliefs, choose more complex goals that involve more effort).

Effort, perseverance and performance: people with high self-efficacy, have more effort and persistence in their jobs than people with low self-efficacy, and show better performance.

Excitement: People with high self-efficacy compared to those with low self-efficacy have a better mood in homework (anxiety and less depression experience).

Coping with stressful situations: people with high self-efficacy were compared those with low self-efficacy beliefs, more can cope with stressful and disappointing situations.

Hope

Hope is one of the components of purpose and meaning. When a person feels achieved the goals that are set and accessories are also available for the achievement of that goal and, sense hope to future. The only hope for the future and well-defined purpose and a desire to end it but also strong determination and power in the way of achieving it is to come into being. We simply cannot as a manager with higher goals and achieve their noble and to create hope in people. But also motivation and enthusiasm and determination to achieve the goals established and route them to the staff and equipment to fulfill our specific way (Snyder, 2002).

Hope is formed of three components: functionality, planned to achieve the objective and purpose. The purpose of the functionality is to have the will to achieve the desired result or arbitrary; so, hopefully, requires, functionality or some sort of energy to the pursuit of goals. In addition, the other constituent element of hope, planning to achieve the goal that not only involves identifying goals, but different ways of achieving the objectives extends. In other words, hope requires a will to succeed, as well as to identify, clarify and pursue ways to achieve success.

Amity, love and friendship

The theory of human relations one of the human's major requirements needs to belong, love and intimacy is mentioned. In the warm and friendly relations with the staff try to create an atmosphere of love and friendship, is one of the ways to improve morale, personal satisfaction and commitment, loyalty and acceptance of sustainable organizational goals with individual goals. Managed by creating a friendly atmosphere in the mental capital organization that makes a subtle and effective practice than physical capital and is facilitator of institutional relationships and reducing the cost of control. The capital is a competitive advantage that cannot be imitated by other organizations distinguishing organizations. To love and be loved is innate human need, and to meet these requirements to the organization will be escorting. They should not be afraid that we may take advantage of a group of love and intimacy. To think they may join us later to parliament.

Grace and forgiveness

With the forgiveness of all divine religions has been stressed, but in the context of organization lesser known and it is not good value (Cameron, 2007). Forgiveness is a personal - social move is clear and wrongdoers responsible for the error. The act of forgiveness saying to wrongdoers: "I knowing that you're wrong about me and rape me, are not following the judgment you, as forgive you." by donating wrongdoers is passed and the issue is resolved. Forgiveness is associated with better physical and mental health, job satisfaction and better compatibility (Dinkameyer and Eckstein, 2006). Forgiveness occurs when in the organization person after unpleasant experiences, experience emotional, attitudinal, cognitive and behavioral changes (Cameron, 2007). According to some people, forgiveness, is something personal (emotional and psychological), not social; some believe that forgiveness has social aspects because leads to change relations (Cameron, 2007).

Encouragement

Encouraging is process which pay attention to resources and talented people to enhance their self-esteem and self-acceptance and on each resource or capability that could be converted into wealth and power are concentrated (Dinkameyer and Eckstein, 1996). Encouraging is a kind of emotional experience that is transferred to the individual's cognitive decisions. Encouraging of the fact that although in our world, there are a lot of positive and negative emotions, but this perception is one of the emotions show vision and his approach to life. That is a personal perception of the glass half full than the glass half empty; this represents a major difference in the lifestyle of people. Because of this, the courage of effort paid attention to positive emotions. Encouraging include such messages, I believe you, I respect you, I appreciated the effort and, I am with you and beside you.

Good future events or optimism

A general expectation is that good things than bad things happening in the future (Kar, 2006). Public optimism considers the actual forms. Angle positive thinking, positive thinking and optimism, suggests that optimism require repeated booster terms with it, as if I progress and I am every day in different ways or visualization that everything is done successfully. The researchers sought to explore twenty years, based on optimism attained. The optimism and positive thinking in terms of promising or not the embodiment of success, but also in how people think about the root causes. In other words, the style of which is explained people sets optimism and pessimism (Seligman, 2002).

Various definitions of optimism that we can summarize them in this definition, optimism is a mood or attitude they expected future events is positive. In other words, optimism, positive attitude towards future events and the expectation that what is really good and it would be desirable. However, these favorable results are partly

dependent on the individual assessment of compliance and it is an issue that should be considered (Tiger, 1979). In general, research shows that optimists are very happy, resistant to problems, success in work and life are healthy. It should be noted here that the excesses of optimism should not take away from the realities of life. In this case, resulting in frustration and despair and defeats will be repeated. Religious teachings and provide clear and beautiful images of the human future and waiting on clear and well-being can be a source of optimism people and their current life makes more rich and fruitful.

Hardiness

Maddi and Khoshaba, hardiness to describe people who have tried to stress that despite violent incidents, leaving behind life, the negative effects of the disease and do not give up. Hardiness to help people deal with stressful changes, turn challenges into profitable opportunities. The attitudes at hardiness are: commitment, control and challenging. The commitment is the person in dealing with difficult situations, rather than leaves the scene, preferring to maintain its presence on the scene and the people involved in the situation at hand, help to remove the difficulty. It is intended to control one's own ability to influence the outcome of events that have the purpose of challenging it that the person in the face of challenges rather than blame fate, seeks to create opportunities for their growth and others. It is also hard on the formation and hardiness behavior; person must have problem-solving skills and interact with others in your community to deepen support (Maddi and Khoshaba, 2005).

Thanks and appreciation

Appreciation is achieved when we acknowledge that we have received a positive relationship between social behaviors. Appreciation for three reasons, a moral emotion is positive. First, it allows us to know that there has been other positive emotional behavior. Second, we have to express positive social behavior and avoid antisocial behavior raises. Third, the personal ethical behavior and good work we have been recognized strengthened. Studies have shown that people who have written memoirs, thanks to its amazing compared to those who write memories of stress and other unpleasant events of their day. The physical health and mental health are more (Kar, 2006).

A happy environment

The ancient philosophers considered happiness a virtue and not considered unhappy human as healthy human. Today, happiness positive-oriented organizational behavior as a central issue has been addressed and emotional state as well as the energy sector and satisfaction has been done. The researchers have pointed out two kinds of happiness, a happiness based on hedonism human nature is transient and temporary and the ultimate celebration that includes human happiness and flourishing of the human spirit. Hedonistic joy under the influence of living conditions and the satisfaction of the positions that the person in them. Physical health, emotional balance, recreation and mental relaxation, which are the kind of happiness; but the ultimate joy, the emotions that stay just hunky-dory and perceptions of the environment, but also of friendship and true human action, seeking excellence and perfection of the person who is seeking her flourishing and thriving, happy and lasting happiness bestowed picks. This joy is spiritual and away from material aspects (Seligman, 2002).

To create a happy environment in the workplace and happy people in the organization have measures in designing management jobs and jobs for the employees to take the consequences. Job satisfaction is one of the most important factors for person cheerful. Create a sense of accomplishment is other fascinates mechanisms. When we evaluated the individual in competition certainly we have few happy winners and many unhappy losers, however, if we compare with their own people and develop them to recognize their past, each person is given the efforts and progress that will be happy. Fine atmosphere of fun and joy of work play role in peoples and management must try to provide an attractive environment for staff. Although work space affects are temporary but often useful, since employees spend their lives at work and are constantly in touch with the environment, the effect is temporary does not joyful. Happiness in the workplace as a positive experience emotional, physical sense of power, energy, emotional, cognitive vitality that finds and a feeling of lightness and agility in work, a sense of warmth and intimacy that can work with others and in terms of mental and emotional tranquility is pleasant and the job and the organization is satisfied.

Advantaged and disadvantages positive-oriented organizational behavior

Positive-oriented organizational behavior new approach, while picking up good results may also bring undesirable consequences and results; so you have to see to consider realistic and possible weaknesses identified. Based on the results of the Lopes has done a lot of cases in positive-oriented organizational behavior mentioned may be also have unpleasant results (Lopes, 2004). For example, while optimism positive results for the

people and organizations involved, but may lead to risky and unrealistic behaviors and by failing to provide him a cause of despair. Or extreme self-confidence can be inaccurate estimation of time and can lead to job and organizational and personal stress and tension is followed. Or might be optimistic and hope the steps necessary to neglect their health, such as exercise and diet and physical damage is caused. Therefore, instead of using the word Luthanz optimistic, realistic optimism term used (Luthanz, 2002).

Confidence as well as one of the components of positive-oriented organizational behavior may lead to a reduction in the necessary controls and created problems for the organization. Hope may also fail to encourage people to continue activities and instead of adopting the ways to reform and redirect the error to follow. As such, it is to prevent undesirable outcomes positive-oriented organizational behavior should be a concerted study of all the consequences that may arise from this approach in the organization, instead of trying to be seen fully accepted and optimistic, critical and realistic look at the results of this new thinking to address the negative effects and will be avoided as possible.

Conclusion

In this article two parts management and organizational behavior and positivism at the individual and organizational level is considered. The first explanation of organizational behavior and organizational behavior definitions, a variety of human resources, authority, innovation and change, adapt to the phenomenon of enormous changes, reduced employee loyalty, improve moral behavior in terms of organization, motivation, power motivation, basic strategies motivate staff, adaptive behavior, theory about motivation, overview of theories and modern theories of motivation, study the results of the research were studied Hawthorne and George Hvmanz. Finally, a new approach to organizational behavior that is called the missing link in organizational behavior and positive-oriented organizational behavior has been introduced. Resiliency, functionality and lay, hope, love, grace and forgiveness, encouragement, good future events or optimism, hardiness, thanks and gratitude and a happy environment "interaction and friendship" of the main components of this approach is that some of them are briefly discussed. Positive-oriented organizational behavior message is that, in the 21st century are expected to cope with the rapidly changing world leaders and managers can afford. The fast, complex and unpredictable changing is a significant impact on organizations and leadership style. Managers should be competent leaders to transform his people and organizations to obtain the necessary returns. A leader because of the wide variety of workplaces have different roles to play in order to enable them to cope with the changes to abilities such as being centered, strong relationships, solve problems, make the changes and the leader of need. The director asked, before the defects and shortcomings of staff shortages and focuses on the strengths, capabilities, and good and underscores their innate capabilities and benefits and strengthens them. Unfavorable view of the positive attitude and people looking to replace and they emphasize their strengths , filth and perversity, and shortcomings in the areas of organization and people mature, capable, happy and joyful, self-esteem, optimism is growing that will certainly play a key role in enhancing organizational productivity.

References

References within the text:

References Article	Persian	English
Author	(Alvani, 2010)	Cameron, 2007) (
Author	(Alvani, 1995)	Coutu, 2002)(
Author	(Abbasi, 2005)	Hamill, 2003)
Author	(Ghadami, 2006)	Lopes, 2004)
Authors	(Parvin and John, 2002)	Luthans, 2002)
Author	---	Luthans, 2004)
Author	---	Luthans, 2007)
Authors	---	Maddi and Khoshaba, 2005)
Authors	---	McCubbin and McCbbin, 1996)
Author	---	Richardson, 2002)(
Author	---	Seligman, 2002)(
Author	---	Snyder, 2002)(
Author	---	Storey, 1993)(
Author	---	(Tiger, 1979)

REFERENCES

1. Alvani, Seyed Mehdi, 2010, General Manager, Tehran, Nei Nashr
 2. Alvani, Seyed Mehdi, 1995, organizational behavior, Tehran, Morvarid publishing
 3. Parvin, Lawrence and John, Oliver, B, 2002, character, theory and research, translation Mohammad Jafar Javadi and Parvin Kadivar, Tehran, Ayyezh, (Published in original language, 2001)
 4. Khorshidi, A., 2003, management and leadership training, Tehran, Yastron
 5. Robbins, Stephen P., 1999, Principles of Organizational Behavior, Ali Parsian and Seyed Mohammad Arabi, the Cultural Research Bureau in Tehran.
 6. Abbasi, M., 2005, management of organizational behavior, Tehran, Business Education Center
 7. Ghadami, M., 2006, the strategic management of human capital, human capital strategic management conference
 8. Kar, Alan, 2006, positive psychology, the science of human happiness and strength, translated by Hassan Pasha Sharifi and Ja'far Najafi Zand, Tehran, Sokhan publication
 9. Hersey, Paul and Blanchard, Kenneth, 1988, the management of organizational behavior, human resources applications, Translator: Ali Alaghemand in Tehran, Amir Kabir Publications
-
- 1- Cameron, K.S. (2007), Forgiveness in organizations in D.L. Nelson and C.L. Cooper. (Eds) Positive organizational Behavior. (pp.129-142), California: SAGE Publications
 - 2- Coutu, D.I. (2002), How Resilience works, Harvard Business Review, 80, (may), NO.10. (pp.46-55).
 - 3- Dinkameyer, D., Eckstein, D. (1996). Leadership by encouragement. Boca Raton, FL: CR press
 - 4- Hamill, S.K. (2003). Resilience and self-efficacy: the importance of efficacy beliefs and coping mechanisms in resilience adolescents. Colgate University Journal of the Sciences, NO.35, (pp.115-146).
 - 5- Lopes, M. (2004) All that is glitters is not gold
 - 6- Luthans, Fred (2002), The need for and meaning of positive organizational Behavior, Journal of organizational Behavior
 - 7- Luthans, Fred. (2004), positive Psychological capital: beyond human and social capital, Journal of Business Horizons, vol.47, NO.1, (pp. 45-50)
 - 8- Luthans, F., Youssef, C., Avolio, B.J. (2007). Psychological Capital: investment and developing Positive organizational Behavior in D.L. Nelson and C.L. Cooper. (Eds.) Positive organizational Behavior. (pp.9-24). California: SAGE Publications
 - 9- Maddi, S.R., Khoshaba, D. (2005). Resilience at work: How to succeed no matter what life throws at you. U.S.A: AMACOM
 - 10- McCubbin, M.A., McCubbin, H.I. (1996). Resiliency in families: A conceptual model of family adjustment and adaptation in response to stress and crisis. In H. McCubbin, A. Thomson, & M. McCubbin (Eds), family assessment: Resiliency, coping, and adaptation: Inventories for research and practice (pp.1-64). M Addison: University of Wisconsin
 - 11- Richardson, G.E. (2002). The Met theory of Resilience and Resiliency. Journal of clinical Psychology, (pp.307-321)
 - 12- Seligman, M.E.P. (2002). Authentic Happiness, N.Y: Free press Taylor, S.E. (1989). Positive Illusion. N.Y: Basic Books
 - 13- Snyder, C.R. (2002), hope theory: Rainbows in the Mind, Psychology Inquiry.
 - 14- Storey, J. (1993). The take-up of human resource management by mainstream companies: Key lessons from research, The international journal of human management, vol.4, NO.3, (PP.529-557)
 - 15- Tiger, L. (1979). Optimism: The Biologie of hope, N.Y: Simon and Schuster