Investigating the status of positive organizational behavior in governmental organizations with emphasis on Iranian Islamic values

Saeeid Kazemi[1], Mohammad Ataei[1*], Abdolmohammad Mahdavi[2], Kourosh Sayehmiri[3]

1. Department of Public Administration, Qazvin Branch, Islamic Azad University, Qazvin, Iran
2. Department of Management, Al-Zahra University, Tehran, Iran
3. Department of Epidemiology, Faculty of Health, Ilam University of Medical Sciences, Ilam, Iran

***Corresponding author:**Tel: +98 9123847827 Fax: +98 -
Address: Department of Public Administration, Qazvin Branch, Islamic Azad University, Qazvin, Iran
E-mail: mohmatai@gmail.com
Received; 5/08/2019 revised; 28/09/2019 accepted; 9/12/2019

Abstract

Introduction: In the third millennium, we need employees and organizations that can adapt quickly to change and use challenges as an opportunity for growth and prosperity. The purpose of this study was to investigate the current status of positive organizational behavior in government organizations with emphasis on Iranian Islamic values.
Materials and methods: The statistical population of the research consisted of all government agencies, which were selected from the sample of 384 according to the Morgan Table. For this purpose, more accurate results were obtained and the data required for the research were collected. Data analysis was performed using SPSS software. T-test and analysis of variance were used to confirm or reject the relevant questions. Also, Cronbach's alpha test was used to determine the reliability of the research questionnaire.
Results: Correlation of the positive organizational behavior with Islamic positive organizational behavior, performance, culture, structure and technology was 0.69, 0.56, 0.34, 055, 0.19 and 0.35 respectively. According to the analysis on research variables, two important variables, positive organizational behavior and positive Islamic organizational behavior were identified
Conclusion: The findings of this study show that positive organizational behavior (flexibility) has a significant relationship with organizational performance.

Keywords: Positive organizational behavior, Organizational performance, Government organizations, Islamic values

Introduction

The third millennium has dealt with important issues such as increasing democracy, population growth, globalization, expanding communications and information, ethical issues and social responsibility, increasing customer expectations, increasing competitiveness of organizations, speed of growth of knowledge and technology, and *etc*. In the light of such human issues, there are many social, emotional, personality and behavioral problems including, stress, depression, conflict, aggression, betrayal, alienation, emotional exhaustion which, in turn, can lead organizations to problems such as reduction. Productivity and performance, increased staff turnover, increased occupational accidents and *etc*. The most important issue of the present century, therefore, seems to be the need for a comprehensive and applicable theory that can accommodate such complex issues and provide a perspective beyond problem-solving and pathology because in maintaining a minimum standard will no longer meet the challenges of executives

Copyright © 2019 Journal of Basic Research in Medical Science. This is an open access article distributed under the terms of the Creative Commons Attribution 4.0International License(https://creativecommons.org/licenses/by-nc/4.0/)which permits copy and redistribute the material, in any medium or format, provided the original work is properly cited.

[Downloaded from demo.medilam.ac.ir on 2026-11-15]

and organizations. On the one hand, theories of management and organizational behavior will have an increasing role in shaping the attitude of managers and leaders and their management style. Management also focused on the weaknesses and disadvantages of the organization and its employees (1). Positive psychology theory has had a great deal of influence over the last decade in the field of management in both the applied and academic fields. From an applied perspective, Positive Psychology has expanded into organizational development, human resources, talent management, leadership development, team development and coaching programs, practices and interventions that have the principles of Positive Psychology at their core. Therefore, positive organizational theory should be considered a useful stream of thought for creating amazing results.

Although no clear definition of positive organizational psychology has been provided so far, the term has been widely used in the subject literature and under various headings such as positive work psychology, positive work environment, positive organization, positive organizational behavior, and positive organizational research (2). The United States may, instead of relying heavily on financial institutions, or other major financial institutions. Those who are the most resourceful, instead of the agents who respond to what they have done. The importance of efficient use of resources more than ever as a competitive tool to the attention of the organization, that is, instead of seeking to create new sources are thought to use tools, methods and knowledge of proper use of resources available in this regard, Nowadays, it is more important to pay attention to the immediate benefits of the company. It should be noted that the use of technology in the organization must be accompanied by a number of scientific studies and coherent, because only the establishment and deployment of technologies that are nothing to do and adapt to the type of structure and organizational performance did not meet the needs of the environment and the organization. The overall purpose of this study was to investigate the existing positive organizational behavior in government organizations with emphasis on Iranian Islamic values using a field study questionnaire. Based on our results, the research questions are answered. In formulating the research questions, the Islamic school with the approach of document 1404, the Sixth Development Plan and the general policies of the system has been used (3).

Materials and methods

The statistical population of the research consisted of all government agencies, which were selected from the sample of 384 according to Morgan table (4). For this purpose, more accurate results were obtained and the data required for the research were collected.

The following standard questionnaires as well as the components of Islamic organizational behavior and Islamic organizational culture were used to develop the expert questionnaire based on the available sources. The standard positive organizational behavior questionnaire was designed by Lutz *et al.* (2007) and consists of 20 questions in Likert scale. In addition, Islamic Positive Organizational Behavior Indicators were used in this section of the questionnaire, which ultimately led to 33 questions. The standard questionnaire of organizational performance (9 questions) contained the components: Growth and learning, clients, internal and financial processes, which has been approved by the mentors, consultants and a number of experts in terms of content validity and reliability and validity. The standard corporate culture questionnaire was designed by Robbins (5) and has 56 questions in Likert format. The components of this questionnaire are:

Creativity and innovation, risk taking, attention to detail, attention to approach,

[Downloaded from demo.medilam.ac.ir on 2026-11-15]

attention to organization members, impact of decisions on staff, attention to team, ambition and sustainability. In addition, Islamic organizational culture indicators were used in the following section, which finally resulted in 66 questions. The standard organizational structure questionnaire was designed by Robbins and consists of 24 questions in Likert format. The components of this questionnaire are:
Given the complexity of organization structure, formalization of organization structure and centralization of organization structure (6), the standard questionnaire of organizational technology was used and had 4 questions in Likert format. The components of this questionnaire are: technology, information software, human software and enterprise software.
In the present study, content validity or validity was used to measure validity. The validity of this research has been investigated by obtaining the opinions of supervisor and management professors and its experimental implementation for a group of statistical community and obtaining the opinions of experts. To assess the reliability of the questionnaire, a Cronbach's alpha value 0.979 was used.

Statistical analysis

General and expert information the opinions obtained through field surveys of government agencies were analyzed using descriptive statistics including relative frequency distribution, absolute frequency distribution, and arithmetic mean. In addition, inferential statistics and SPSS software were used to analyze the data. T-test and analysis of variance were used to confirm or reject the relevant questions. Also, Cronbach's alpha test was used to determine the reliability of the research questionnaire. The statistical methods were used to test the data at the 97% confidence level and were analyzed using quantitative and qualitative analysis techniques and statistical tests such as T-test, correlation and alpha Cronbach.

Results

At first, some demographic characteristics such as (age, sex, education) were reported in abundance and percentage for general survey (Tables 1 and 2).

Table 1. Demographic characteristics of the subjects in the study.

Variable		Frequency	Percent
Gender			
	Male	411	56.5
	Female	316	43.5
Age (year)			
	22-32	150	20.7
	33-43	335	46.1
	44-54	219	30.1
	55-65	21	2.9
	66-76	2	0.2

The correlation coefficient indicated that the degree of linear correlation between two variables and that the correlation of each variable with itself and with any other variable was between -1 and 1. Correlation of positive organizational behavior variable with Islamic positive organizational behavior variables, organizational performance, organizational culture, Islamic organizational culture, organizational structure and technology was 0.69, 0.56, 0.34, 055, 0.19 and 0.35, respectively. The degree of correlation of Islamic positive organizational behavior variable with organizational performance, organizational culture, Islamic organizational culture, organizational structure and technology was 0.46, 0.18, 0.56, 0.17 and 0.27, respectively. The correlation coefficients of organizational performance variable with variables of organizational culture, Islamic organizational culture, organizational structure and technology are 0.56, 0.54, 0.41 and 0.44, respectively. The correlation coefficients of organizational culture variable with the variables of Islamic organizational culture, organizational structure and technology are 0.38, 0.42 and 0.32, respectively. The correlation coefficients of Islamic organizational culture with organizational structure and technology variables are 0.31 and 0.37,

[Downloaded from demo.medilam.ac.ir on 2026-11-15]

respectively. The correlation coefficient of organizational structure variable with technology variable is 0.44. T-test was used to examine the individual variables and how the status of the indices studied in the model was and should be included in the model. At the confidence level of 0.95, since the significance level of the test for each of the components examined included (positive organizational behavior, Islamic positive organizational behavior, organizational performance, organizational culture, positive organizational culture, organizational structure and organizational technology) has a significant level of P = 0.0001. And also the upper and lower bound of the components are positive, so with admission of 0.05 error it can be said that the status of these components is acceptable in Iranian organizations.

Table 2. Frequency of subjects evaluated in the study by education.

Education	Diploma	Associate's degree	Bachelor's degree	Master's Degree	Doctorate and higher	Summation
Number	16	45	328	285	53	727
Percent	2.2	6.2	45.2	39.1	7.3	100

Since the value of the KMO index is 0.812 (approximately 1), the sample number is sufficient for factor analysis to indicate the adequacy of the sample. Also, the significant value of Bartlett's test, less than 5%, indicates that factor analysis is suitable for identifying the structure. The primary and extractive shares are were also evaluated. The subscription of an index equals the multiple correlation squared for the indices associated with the agents. Because the primary subscription states the subscriptions before the claimant is extracted, all initial subscriptions are equal to one. The larger the extraction value, the better the extracted factors of the indices. In this study, no indices were removed for high extraction share values (greater than 0.05). Since the eigenvalues of positive organizational behavior factor and Islamic positive organizational behavior have eigenvalues greater than one, they remain in the analysis. Since the specific value of positive organizational behavior factor and Islamic positive organizational behavior having values greater than one will remain in the analysis. These factors can explain 67% of the variance. Also, in the rotation of the remaining factors, a proportion of the total variation explained by these two factors is constant (approximately 67%) but in the non-rotating method the first factor explains a greater percentage of the changes (approximately 50%). In the method of rotating agents, each of them explains an almost identical proportion of variations. It is the VARIMAX rotation feature that distributes the changes uniformly among agents. Component Matrix showed that it contains the factor loadings (factor scores) of each of the variables in the remaining factors. That it is not easy to interpret factor loads without rotation. So we rotate agents to increase their interpretability. According to the rotated matrices of the components, which included the factor loadings of each of the variables on the residual factors after rotation, the greater the absolute value of these coefficients, the more relevant the factor plays in the total variance of the desired variable. In the rotated matrix, the subset indices for each factor are also specified. According to the factor analysis on seven research variables, two variables were identified that are named as follows:

At the confidence level of 0.95, since the significance level of the test for each of the components examined included (positive organizational behavior, Islamic positive organizational behavior, performance, culture, positive culture, organizational structure and technology) has a significant level of P = 0.0001. Also, the upper and lower limit of the components under study are positive, so accepting 0.05 error can indicate that the status of these components is acceptable in Iranian organizations.

[Downloaded from demo.medilam.ac.ir on 2026-11-15]

Based on the results of the total variances, since the Eigenvalues of positive organizational behavior factor and Islamic positive organizational behavior have eigenvalues greater than one, remain in the analysis. These factors can explain 67% of the variance. Meanwhile, in the rotation of the remaining factors, a proportion of the total variation explained by these two factors is constant (approximately 67%), but in the non-rotating method the first factor explains a greater percentage of the changes (approximately 50%). In the method of rotating agents, each of them explains an almost identical proportion of variations. It is the VARIMAX rotation feature that distributes the changes uniformly among agents. In the rotated matrix, the subset indices for each factor are also specified. According to the factor analysis on seven research variables, two variables were identified namely, the Positive organizational behavior and Positive Islamic organizational behavior.

Discussion

According to experts, the proposed model of the research entitled "positive organizational behavior model in government organizations with emphasis on Islamic values" with positive organizational behavior components, Islamic positive organizational behavior, organizational performance, organizational culture, positive organizational culture, structure organizational and organizational technology approved. Also, the results of field studies to identify the current status of positive organizational behavior in government organizations with emphasis on Iranian Islamic values indicate acceptable levels of these components in Iranian organizations, including the components of positive organizational behavior and Islamic positive organizational behavior. They have the largest share in explaining the model.

Comparison of the results of the present study with similar research is as follows:

Reza Fathollahzadeh *et al.* in a study investigating the relationship between positive organizational behavior and motivation of high school teachers examined the relationship between positive organizational behavior and motivation of high school teachers using descriptive correlational research method. About positive organizational behavior showed that the status of positive organizational behavior and its components is above average and significant, which is in line with the results of the present study (7). In another study, Alwani *et al.,* (8) examined the relationship between organizational behavior and organizational strength. Tests of hires rather than organizational behavior are related to organizational strength and importance. In studying positive organizational behavior in Pakistan's service sector the role of organizational self-esteem and global self-esteem, the study attempts to examine the positive organizational behavior in Pakistani service organizations. We examined the effects of organizational self-esteem, the role of stressors (role of conflict, anxiety and ambiguity), member leadership exchange, and perceived support on positive organizational behavior as well as organization-based self-esteem mediation. In addition, global self-esteem has also been calculated on the relationship between organizational-based self-esteem and positive organizational behavior. Significant direct and indirect results were found through mediation of organizational self-confidence based on leadership-member exchange, administrative support and ambiguity and its role. However, global self-esteem was not found to moderate the relationship between basic organizational self-esteem and positive organizational behavior, which confirmed the positive organizational behavior of government agencies with all components of organizational behavior and their impact on performance improvement. This is contrary to the results of this study.

[Downloaded from demo.medilam.ac.ir on 2026-11-15]

In this study, the effect of employees' positive organizational behavior on organizational performance based on Lutz model, public organizations was investigated to evaluate the relationship between positive organizational behavior and organizational performance in Behbahan city organizations. Data were analyzed at two levels of descriptive and perceptual. The results show that the findings related to the first hypothesis show that positive organizational behavior (self-confidence) has a significant positive relationship with organizational performance. Cooperative research shows that positive organizational behavior is greater than confidence, but organizational performance will be greater. Findings related to the second hypothesis of the study show that positive organizational behavior (hope) has no significant relationship with positive organizational performance. Collaboration considerations show that positive organizational behavior is independent of hope of the type of organizational performance. Findings related to the third hypothesis of the study showed that positive organizational behavior (optimism) is not positively related to organizational behavior. Cooperative research shows that positive organizational behavior is a type of optimism that is independent of organizational performance.

Conclusion

The findings of this study show that positive organizational behavior has a significant relationship with organizational performance and that the effect of positive organizational behavior and performance is greater than flexibility. The goals of positive organizational behavior are self-confident in workers at first, optimism at second, hope at third, and flexibility at last.

References

1. Goel SL. Modern management techniques: 3rd edition. Deep and Deep Publications; 2002.
2. Luthans F, Youssef CM, Avolio BJ. Psychological capital: Investing and developing positive organizational behavior. In: Positive Organizational Behavior. 2007. PP. 9-24. doi: 10.4135/9781446212752.n2.
3. The 20-Year National Vision of the Islamic Republic of Iran for the dawn of the Solar Calendar Year 1404 [2025 C.E.]. At: https://irandataportal.syr.edu/20-year-national-vision.
4. Krejcie RV, Morgan DW. Determining Sample Size for Research Activities. Educat Psychol Measur. 1970; 30 (3):607-10.
5. Zamani Jaghargh F, Ghorbanpanah H, Nabavi SE, Saboordavoodian A, Farvardin Z. [A survey on organizational culture based on stephan Robbins's Theory]. 2nd Int Conference Manag Artific Intellig. 2012; 30-34. (Article in Persian)
6. Taleghani M, Mahdi Zadeh M. [Investigate the effect of moderating role of E-marketing on relationship between marketing capabilities and performance of companies]. J Business Manag. 2016; 8(2):355-74. (Article in Persian)
7. Fatholahzadeh R, Amirinasab A, Arbabikalaei A. [Evaluating the relation of positive organizational behavior with incentive in the middle school teachers of Chabahr, Iran]. Educate Psychol. 2018; 4(1): 36-45. (Article in Persian)
8. Alvani S, Vaezi R, Honarmand R. [A study on the role of positive organizational behavior in reducing of Organizational silence]. Mang Stud Develop Evolu. 2016; 24(79): 1-26. (Article in Persian)

[Downloaded from demo.medilam.ac.ir on 2026-11-15]