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Impact of Positive and Negative Work Behaviors on Organizational Performance Using COPRAS Method

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Abstract: *Introduction: Workplace behaviors affect the motivation of managers and employees, affecting their involvement in various organizational activities. Understanding the dynamics of these behaviors is essential. This analysis includes strategies for solving problems created by negative workplace behaviors while promoting positive behavioral diversity, ultimately helping organizations achieve their goals. Workplace behaviors are fundamental in motivating managers and employees to participate in specific activities. This includes examining the factors that make organizations tolerate negative deviant behavior or encourage positive deviance. Furthermore, research will examine strategies to overcome challenges related to negative workplace diversity and approaches to foster positive behavioral diversity, ultimately helping organizations meet their objectives. Having a high-functioning positive mindset is critical to fostering innovation and influencing workplace behavior. This mindset serves as a key catalyst for innovative work behavior and is strongly associated with a positive mindset, thereby facilitating and enhancing innovative efforts within the organization. Positive Reinforcement, Open Communication, Micromanagement, Punitive Measures, Flexible Work Hours. Evaluation Parameters: Increased Productivity, Enhanced Team Collaboration, Workplace Conflicts, and Decreased Job Satisfaction. The results indicate that Punitive Measures achieved the highest rank, while Open Communication achieved the lowest rank being attained. "The value of the dataset for the Positive and negative work behaviors, according to the COPRAS method, Punitive Measures achieves the highest ranking."*

Key words: *Positive Work Behaviors: Punctuality, Collaboration, Teamwork, Adaptability, Initiative. Negative Work Behaviors: Procrastination, Absenteeism, Tardiness, Disruptiveness, Dishonesty.*

1. INTRODUCTION

Workplace behavior is an important factor in motivating managers and employees to participate in specific activities. Part of this is to examine the factors that influence organizations to support positive deviance and tolerate negative deviant behavior. In order to help organizations achieve their goals, methods for solving problems caused by unfavorable workplace diversity and approaches to promoting positive diversity behavior will be explored. [1] Lack of confidence can be caused by constant high levels of stress. Negative behaviors in the workplace cause employee turnover, which also increases the risk of employee turnover. Assessing organizational support is important in predicting levels of stress and burnout among employees. [2] Lack of confidence can be caused by constant high levels of stress. Negative behaviors in the workplace cause employee turnover, which also increases the risk of employee turnover. Assessing organizational support is important in predicting levels of stress and burnout among employees. [3] Although it is impossible to completely prevent negative events, the tendency towards negative affect can play a significant role in the interactions managers have with their employees. Managers can anticipate how certain events will be perceived and strategically manage to maintain positive attitudes even during challenging times within their organizations. [4] Extrinsic goals are often linked to negative outcomes, and since work is the primary means of earning a living, employees generally pursue these goals. In many organizations, both the quality and quantity of work are directly linked to an individual's compensation, closely related to monetary aspects such as wages and salaries. Consequently, performance-based appraisals play a significant role in determining employee remuneration. Studies have shown that employees' orientations toward extrinsic, intrinsic, and work-related goals positively affect their role-based job performance. [5] Another model that explains the underlying mechanism of the relationship between job stress and emotional exhaustion is the stress-imbalance-compensation approach. According to this model, stress initially creates a state of imbalance within the human system, prompting individuals to seek a return to their previous equilibrium. When experiencing negative emotions, some individuals may adopt different behaviors to restore this balance. [6] Positive work behaviors include volunteering for extra work, showing respect, and being on time. Organizational citizenship behaviors (OCB) are a form of positive work behavior that involves activities that go beyond the employee's required duties. Based on previous observations, it was expected that individuals would contribute more to a system that met their needs rather than a threat. However, this expectation is often contradicted because patronage rather

than institutional politics tends to explain these behaviors. [7] Because people's emotional states and capacities vary, individual differences play a significant role in how mood control strategies work. Individuals may come up with unique patterns or approaches to controlling their moods, and these techniques may seem like innate preferences. Consequently, it is critical to examine how individual differences influence the relationship between organizational citizenship behaviors (OCB-Is) and negative affect. [8] An extended self-concept not only defines us, but also provides a platform to communicate our qualities to others if we accept responsibility for our work. In other words, our work takes on symbolic meaning because it expresses aspects of our identities through relationships with others, our skills and qualities as workers. For employees, job performance is vital because it shows their work ability and personal growth, which helps them develop a positive self-image and gain social recognition in the workplace. [9] Although the participants' case descriptions included examples clearly linked to distributive, procedural and reciprocal justice, many also referred to instances of poor personal treatment, such as careless, uncivil or aggressive behavior, which violates a person's dignity and suggests disloyalty from others. When these behaviors occur during organizational processes. This observation indicates that the quality of personal treatment at work is significant. Therefore, a broader understanding of individual therapy is essential. [10] Negative emotions are associated with increased incidence of counterproductive work behavior (CWB). This means that individuals who report more negative emotions tend to score higher on CWB. Also, those who experience high negativity are more likely to admit their excessive involvement in CWB. [11] Moral disengagement (MD) inhibits moral functioning by disabling internal controls, standards of conduct, and self-esteem that enable individuals to avoid emotional responses associated with specific moral dilemmas. Additionally, MD's eight social-cognitive mechanisms may prevent individuals from giving permission to engage in deviant behavior. [12] A detailed analysis of the research on the two types of behavior reveals striking similarities. Although these areas may seem disparate at first, they require integration. Our goal is to present a model that integrates both behaviors and emphasizes the commonalities in their underlying processes. Emotional reactions are important in both types of behavior and make a synergistic contribution within our model. [13] We suggest that a high-functioning positive mindset is an important factor in understanding how innovation is fostered. This mindset affects innovative actions in the workplace. Specifically, support for innovation is considered an early driver of innovative work behavior, which is closely linked to high-functioning positive moods that promote innovative endeavors. [14] Relying on historical examples rather than philosophical principles, even a morally upright person may have to use deliberately ruthless, unethical, and deceitful tactics when dealing with unscrupulous individuals. This concept has attracted the interest of researchers in both psychology and management, particularly in relation to personality traits derived from Machiavelli's principles. [15] An extended self-concept not only defines us, but also provides a platform to communicate our qualities to others if we accept responsibility for our work. In other words, our work takes on symbolic meaning because it expresses aspects of our identities through relationships with others, our skills and qualities as workers. For employees, job performance is vital because it shows their work ability and personal growth, which helps them develop a positive self-image and gain social recognition in the workplace. [16] There have been limited attempts to demonstrate the divergent or convergent validity of counterproductive work behavior (CWB) in relation to other aspects. While developing and refining more detailed scales is beneficial, a concerning issue is that many researchers do not properly contextualize their scales within a larger nomological framework and provide empirical support for their construct validity. [17] The moderating role of supervisor social support as a coping strategy in the association between employee negative emotions and two work outcomes was examined. Although supervisor social support has been studied, it has not been done so in the context of occupational health or related fields within an ethical framework. Deeper understanding of these relationships requires in-depth research on immorality and its consequences. [18] Instrumental theory posits a mediation model in which leader behavior influences subordinates' leader support, which ultimately influences creativity. This theory suggests that support from immediate supervisors positively contributes to subordinates' creativity by providing direct assistance in project development and increasing their intrinsic motivation. [19] We will elaborate on performance, adaptability and performance below. It is important to emphasize that we are not suggesting that these different types of behavior are mutually exclusive or that organizational environments are completely static or uncertain. In situations of high uncertainty, individuals must be more predictable with specific aspects of their roles. [20]

2. MATERIALS AND METHODS

A subfield of decision theory called multi-criteria decision making (MCTM) is widely used in various domains. Multiple criteria are used in this process, and techniques for ranking and contrasting options are used during the decision-making process. These requirements are often incompatible, and no single solution can satisfy them simultaneously. Multi-criteria decision problems are often complex due to the time required to evaluate the criteria and options involved. [21] Alternatives are organized in an $m \times n$ (times m) matrix format from left to right based on their significance, allowing for the assessment of qualitative performance levels or the conversion of quantitative performance levels into a proportional MACBETH scale. In this context, m denotes the number of alternatives chosen for that criterion. The same approach is applied to benchmarks as well. [22] Annually, a significant amount of energy is wasted during the building phase and ongoing building operations, in addition to non-financial sources. The main objective of this research is to accelerate the synthesis of Persian architecture by applying novel analytical techniques and appropriate conceptual tools. [23] Hami's purpose is to represent the averaging operator in interactions with multiple parameters. To increase its

functionality, LFSs should be used to extend the concept of Hami average operators. The COPRAS technique developed to determine which alternative is better than traditional methods should be extended to address MAGDM problems affecting language word sets. [24] Initially, homes were planned and built with availability and accessibility in mind, with families relying heavily on cars for their daily activities. The rise in personal mobility has been significant in all developed countries. In recent decades, residential areas have expanded significantly, and houses are now located in very large suburban areas. [25] These and neighboring areas have lost interest in new investments, and regeneration projects are often abandoned. The high cost of land and construction means development occurs only in rare circumstances. Central European countries face similar challenges when addressing neglected areas, learning from and adapting to past mistakes. Common issues include preservation of cultural heritage, investor reluctance to invest in derelict land, environmental concerns, pollution and identification of shared problems – all of which affect the urban environment and the quality of life of residents. [26] We also provide an example to illustrate how the proposed approach can be used to solve supplier selection problems. This method provides greater flexibility and a solid basis for developing supplier selection models and best practices, while also providing an efficient means of handling ambiguous multi-dimensional team decision-making. [27] The COPRAS approach can be used to obtain multi-criteria results by both maximizing and minimizing the value of the criterion. This method independently addresses several parameters such as costs or benefits. Because of this, alternative ranking results of the COBRAS method provide more accurate differences than those produced by other approaches, which improves prediction accuracy and calculation validation. [28] It helps describe the differences between each choice and the ideal or non-ideal alternative, which is particularly helpful in identifying gaps between patient severity levels. Fortunately, the gap between each option and the optimal option can be accurately determined using the COPRAS approach. [29] Choosing which financial institutions to work with is critical to management if it is to obtain funding. During this process many elements must be taken into account and their interactions must be evaluated. Since the decision-making process involves multiple aspects, the problem is considered a multi-criteria decision-making (MCDM) problem. Management's ability to continue operating depends on the stability of their financial circumstances. Therefore, it is necessary for the managements who undertake such activities to choose the right financial institutions. [30] By reviewing the literature, this study determines the difficulties in implementing Industry 4.0 for long-term, sustainable change. To deal with the uncertainty in decision making, it presents a new Critical-Cobras paradigm based on a fuzzy environment. The proposed methodology is used to assess how well Lithuanian fintech companies are performing in addressing identified long-term transformational issues. Comparative studies are carried out to assess the applicability and reliability of the proposed method in comparison with other existing methods. [31] Despite considerable efforts to make diesel engines safer, crankcase explosions are still a major source of fatalities in marine engine operations. Consequently, several preventive measures must be taken to reduce the likelihood of crankcase explosions. [32]

Positive Reinforcement: Positive reinforcement is a powerful behavioral concept rooted in operant conditioning principles that emphasizes the importance of rewards in shaping and motivating desirable behaviors. It involves introducing a positive stimulus or reward immediately following the desired behavior, thereby increasing the likelihood that the behavior will be repeated in the future. This approach is widely used in a variety of settings including education, parenting, animal training, and workplace management because it fosters a supportive environment that promotes motivation and growth. By recognizing and reinforcing positive behaviors, individuals can improve learning outcomes, improve performance, and foster a culture of motivation and achievement.

Open Communication: Open communication is essential to establishing effective relationships, fostering collaboration, and improving overall organizational success. It involves the free exchange of information, encouraging dialogue and fostering an environment where individuals can safely share their thoughts, ideas and concerns without fear of judgment or repercussions. This approach promotes openness and trust, while supporting problem-solving and innovation by leveraging diverse perspectives. In today's dynamic and interconnected landscape, the ability to communicate openly is increasingly recognized as a key skill for leaders, teams, and organizations.

Micromanagement: Micromanagement is a management approach characterized by excessive supervision and little control over the work of employees, which often reduces autonomy and trust among team members. While some argue that a hands-on style increases productivity and ensures compliance with standards, micromanagement typically produces the opposite effect, stifling creativity, reducing morale, and hindering professional growth. When managers over-monitor their employees' work, those employees often feel disempowered and devalued, which can lead to high stress and low job satisfaction. In a fast-paced business landscape where adaptability and innovation are essential, micromanagement can be particularly harmful because it limits employees' ability to take initiative and make decisions.

Punitive Measures: Punitive measures are actions implemented to impose penalties or consequences for undesirable behavior or misconduct, usually within institutional, legal or educational settings. These measures will deter individuals from engaging in behaviors deemed unacceptable by outlining clear consequences for rule or policy violations. While they are effective in maintaining order and accountability, punitive measures can also have complex effects on motivation,

morale, and the overall culture of an organization. An overreliance on punitive actions can create a negative climate marked by fear and resentment, ultimately undermining trust and inhibiting cooperation.

3. ANALYSIS AND DISSECTION

TABLE 1. Positive and negative work behaviors

| Alternatives | DATA SET | | | |
|------------------------|------------------------|-----------------------------|---------------------|----------------------------|
| | Increased Productivity | Enhanced Team Collaboration | Workplace Conflicts | Decreased Job Satisfaction |
| Positive Reinforcement | 8 | 9 | 2 | 3 |
| Open Communication | 9 | 8 | 1 | 2 |
| Micromanagement | 3 | 2 | 8 | 7 |
| Punitive Measures | 2 | 1 | 9 | 8 |
| Flexible Work Hours | 7 | 8 | 2 | 1 |

The dataset outlines five different work behavior approaches—positive reinforcement, open communication, micromanagement, punitive measures, and flexible working hours—that are analyzed based on four key parameters: increased productivity, improved team collaboration (both benefit-based), and reduction of workplace conflicts. Job satisfaction (both are ineffective). Positive reinforcement demonstrates strong results in productivity (8) and team cooperation (9), while conflict (2) and dissatisfaction (3) are low. This implies that it creates a supportive environment that benefits both individuals and teams. Similarly, open communication achieves higher productivity (9) and collaboration (8), lower conflict (1) and dissatisfaction (2), demonstrating its effectiveness in promoting transparency and trust. On the other hand, micromanagement performs poorly on productivity (3) and cooperation (2), while showing high levels of conflict (8) and dissatisfaction (7). This suggests that excessive control stifles creativity and teamwork, contributing to negative workplace interactions. Punitive measures are even worse with less productivity (2) and cooperation (1), more conflict (9) and dissatisfaction (8), revealing that harsh management techniques create an adverse environment. Flexible working hours offer a balanced approach, with higher productivity (7) and collaboration (8), less conflict (2) and dissatisfaction (1). This suggests that allowing flexibility in scheduling fosters a more positive and efficient workplace.

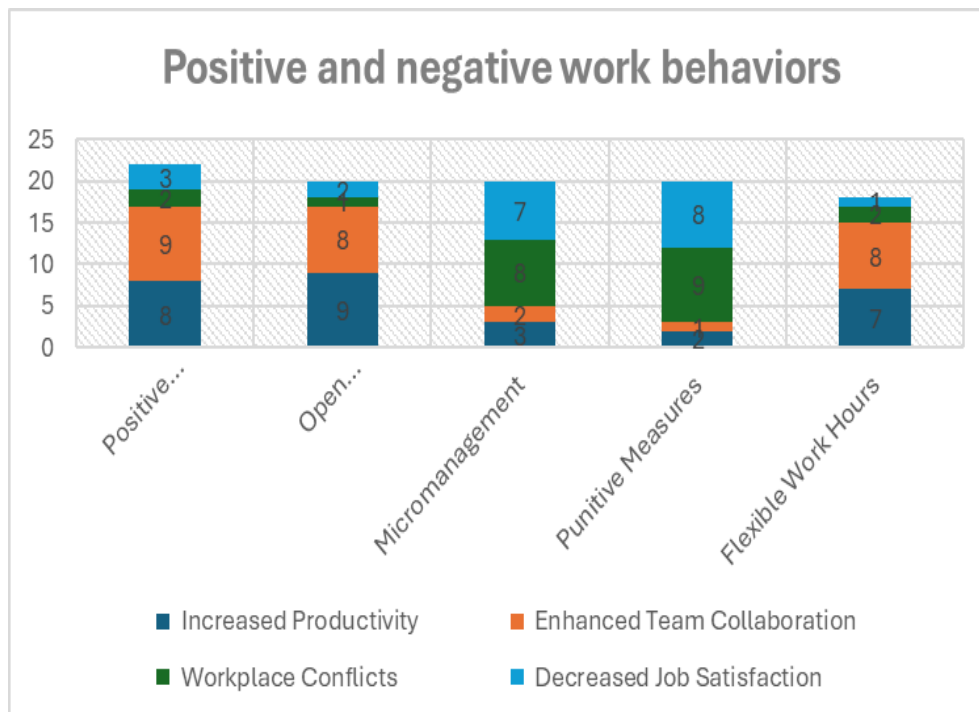


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TABLE 2. Normalized Data

| Increased Productivity | Enhanced Team Collaboration | Workplace Conflicts | Decreased Job Satisfaction |
|------------------------|-----------------------------|---------------------|----------------------------|
| 0.2759 | 0.321 | 0.09091 | 0.1429 |
| 0.3103 | 0.286 | 0.04545 | 0.0952 |
| 0.1034 | 0.071 | 0.36364 | 0.3333 |
| 0.069 | 0.036 | 0.40909 | 0.381 |
| 0.2414 | 0.286 | 0.09091 | 0.0476 |

The normalized data provide different performance measures across four criteria: increased productivity, improved team collaboration, workplace conflicts, and decreased job satisfaction. Each entry reveals how alternatives perform in relation to these factors, providing a clear understanding of their strengths and weaknesses. The first entry places significant emphasis on increased productivity and improved team collaboration, indicating stronger team dynamics. However, it does show moderate levels of workplace conflict and decreased job satisfaction, highlighting areas that need attention. The second entry emphasizes increased productivity but registers low scores on collaboration and job satisfaction, pointing to potential challenges in team dynamics. In contrast, the third entry reveals significant workplace conflicts and decreased job satisfaction, indicating serious problems that can affect overall performance.

TABLE 3. Weight

| Weight | | | |
|--------|------|------|------|
| 0.25 | 0.25 | 0.25 | 0.25 |
| 0.25 | 0.25 | 0.25 | 0.25 |
| 0.25 | 0.25 | 0.25 | 0.25 |
| 0.25 | 0.25 | 0.25 | 0.25 |
| 0.25 | 0.25 | 0.25 | 0.25 |

The weights in the matrix are equally assigned to all four criteria, each receiving a value of 0.25. This represents a balanced evaluation strategy, ensuring that no one criterion is favored over the others. Such equal weighting implies that all performance aspects are considered equally important in the decision-making process. As a result, each alternative is evaluated based on its strength in all four criteria, enabling a comprehensive analysis. By using uniform weights, the evaluation minimizes bias toward any factor, facilitating fair comparisons between alternatives. This approach is particularly advantageous for decision makers who prefer a holistic view rather than a limited perspective. Ultimately, this method promotes a comprehensive and equitable evaluation, leading to well-informed decisions that fully understand the effectiveness of each alternative.

TABLE 4. Weighted normalized decision matrix

| Weighted normalized decision matrix | | | |
|-------------------------------------|-------|---------|--------|
| 0.069 | 0.08 | 0.02273 | 0.0357 |
| 0.0776 | 0.071 | 0.01136 | 0.0238 |
| 0.0259 | 0.018 | 0.09091 | 0.0833 |
| 0.0172 | 0.009 | 0.10227 | 0.0952 |
| 0.0603 | 0.071 | 0.02273 | 0.0119 |

The weighted normalized result matrix provides a comparative overview of the four inputs evaluated against the four criteria. Each value represents the performance of the alternative according to a specific criterion, adjusted for ease of comparison. The first entry exhibits well-rounded performance across the criteria, particularly excelling in the second and fourth dimensions, indicating strong potential. The second entry, despite its low overall values, stands out in the first criterion, showing a certain efficiency. Conversely, the third entry shows significant strength in the third criterion, suggesting a strong fit with that parameter. The fourth entry focuses on the fourth criterion, showing a centralized strategy, while the fifth entry gives more consistent performance across all criteria, albeit at lower levels.

TABLE 5. Bi & Ci & Min (Ci)/Ci

| Bi | Ci | Min (Ci)/Ci |
|-------------|-------------|-------------|
| 0.14932266 | 0.058441558 | 0.593 |
| 0.149014778 | 0.03517316 | 0.985 |
| 0.043719212 | 0.174242424 | 0.199 |
| 0.026169951 | 0.197510823 | 0.175 |
| 0.131773399 | 0.034632035 | 1 |

The data for the variables Bi, Ci and Min (Ci)/Ci reflect a range of values and ratios. The fifth entry, Bi of 0.131773399, Ci of 0.034632035, and Min (Ci)/Ci ratio of 1, represents the maximum ratio, indicating the most optimal result. The second entry indicates maximum efficiency or effectiveness with a Bi of 0.149014778, a Ci of 0.03517316 and a ratio of 0.985. In contrast, the third and fourth entries, with two values of 0.043719212 and 0.026169951 and Ci values of 0.174242424 and 0.197510823, have lower efficiency ratios compared to 0.199 and 0.175. Meanwhile, the first entry, with a Bi of 0.14932266, a Ci of 0.058441558 and a ratio of 0.593, indicates a moderate level of performance, neither the best nor the worst of the group.

TABLE 6. Qi & Ui

| Qi | Ui |
|--------|----------|
| 0.2497 | 79.06839 |
| 0.3158 | 100 |
| 0.0774 | 24.50474 |
| 0.0559 | 17.69204 |
| 0.3012 | 95.36611 |

The data for the Qi and Ui variables reflect different performance or efficiency levels. The second entry is the highest with a Qi of 0.3158 and a Ui of 100, indicating the most optimal performance or best effect. Similarly, the fifth entry, with a Qi of 0.3012 and a Ui of 95.36611, indicates a strong performance, close behind the best result. In contrast, the third and fourth inputs have Qi values of 0.0774 and 0.0559 and Ui scores of 24.50474 and 17.69204, respectively, indicating lower performance compared to other inputs. The first entry, 0.2497 Qi and 79.06839 Ui, falls in the medium range, reflecting moderate success or performance, not achieving great performance or showing low results.

TABLE 7. Rank

| | Rank |
|------------------------|------|
| Positive Reinforcement | 3 |
| Open Communication | 1 |
| Micromanagement | 4 |
| Punitive Measures | 5 |
| Flexible Work Hours | 2 |

The ranking of work behavior preferences reflects their different levels of effectiveness in the workplace. Open communication highlights its key role in building transparency, trust and collaboration within teams. Its high ranking emphasizes the importance of clear and honest communication to achieve positive workplace outcomes. Flexible work hours Second, giving employees more flexibility in their schedules improves productivity, job satisfaction, and team collaboration. Positive reinforcement in third place demonstrates its effectiveness in promoting individual and group success through motivation and positive feedback. While useful, it has slightly less impact compared to the first two approaches. Conversely, micromanagement, which ranks fourth, has its detrimental effect on creativity, teamwork, and overall employee morale. Finally, punitive measures are in last place and show their least effectiveness because they foster a negative work environment and fail to produce productive results.

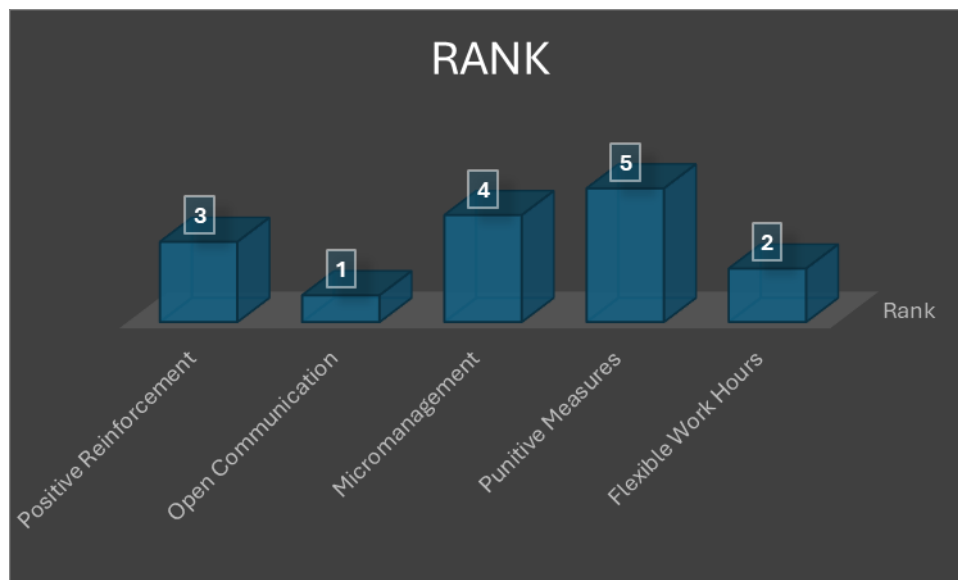


FIGURE 2. Rank

The chart ranks five work behavior options—positive reinforcement, open communication, micromanagement, punitive measures, and flexible work hours—according to their effectiveness. Open communication ranks highly, showing its strong influence on workplace dynamics. Flexible working hours ranked second, reflecting its positive impact on productivity and team collaboration. Positive reinforcement, in the third place, demonstrates its importance in creating a supportive environment. Punitive measures, ranked fourth, and micromanagement, ranked fifth, show the lowest effectiveness, with micromanagement being the least effective, highlighting its negative impact on workplace behavior and outcomes.

4. CONCLUSION

Both positive and negative workplace behaviors are essential to fostering a productive and healthy organizational culture. Positive behaviors such as organizational citizenship and intrinsic motivation play an important role in increasing individual and team performance, resulting in higher job satisfaction and employee retention. Conversely, negative behaviors, exacerbated by high stress levels and inefficient management, can damage morale, erode trust, and reduce overall organizational performance. To effectively manage this dynamic, organizations must implement strategies that address the underlying causes of negative behaviors, such as stress and inadequate support, while encouraging positive behaviors through methods such as positive reinforcement, open communication, and flexible work options. By fostering a supportive and inclusive environment that recognizes and rewards positive actions, organizations can reduce the effects of negative behaviors and create a more engaged and motivated workforce. Ultimately, achieving a balance between these behaviors is critical to accomplishing organizational goals and ensuring sustained success

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