

organizational behavior

Final term

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**Question 1:**

What happens when employees like their job and when they dislike their job?

Answer:

When the employees like their job they are satisfied by their job they have a positive core self-evaluations who belief in their inner worth and basic competence. They see their work not only fulfilling and challenging they are more likely to gravitate toward challenging jobs in a first place. Job satisfaction is not just about job condition but the personality also plays a role in it.

**Job satisfaction:**

When people speaks of employee’s attitude, they usually mean job satisfaction, which describe a positive feeling about the job, resulting from the evaluation of its characteristics. A person with the high level of satisfaction holds positive feeling about his or her job, while a person with the low level holds negative feeling.

**Causes of job satisfaction:**

**Monetary Benefits:** Monetary benefits is where you receive benefits as money, so special

Allowances or commissions.

**Low Stress Environment:** Employees who feel continuous stress and pressure to perform at work may develop apathy, fatigue, muscle tension, headaches, substance abuse problems and high blood pressure. Job satisfaction increases when employees can enjoy a stress-free environment in which they know they're appreciated and they're not in fear of losing their jobs if they make a mistake.

**Promotion:** The act or fact of being raised in position or rank or the act of furthering the growth or development of something and everyone wants to get promotion. No one wants to work on the same position so they want promotion.

**Training**: The action of teaching a person or animal a particular skill or type of behavior. Everyone likes to work in a place where they are trained and learn something new. Training helps you to do the job in a right way.

**The impact of satisfied and dissatisfied employees:**

There are consequences both when employees like their jobs and when they dislike them. The Exit-Voice-Loyalty-Neglect Framework. This model is helpful in understanding the consequences of dissatisfaction. The framework as four responses which differ from one another along two dimensions: constructive/destructive and active/passive.

**Exit.** This response involves directing behavior toward leaving the organization. It includes both looking for a new job, as well as resigning.

**Voice.** This response involves actively and constructively attempting to improve conditions. Includes making suggestions and union activities.

**Loyalty.** This response involves passively, but optimistically, waiting for conditions to improve. It involves trusting the organization and its management to “do the right thing.”

Neglect. This response involves passively allowing conditions to worsen. Includes chronic absenteeism, reduced effort, and increased error rate.

**Neglect:** The neglect response passively allows conditions to worsen and include chronic absenteeism or lateness, reduced efforts, and increased error rate.

**Question 2**

**a)** What is emotional labor and what is the impact of emotional labor on employees?

Answer:

**Emotional labor:**

Emotional labor or emotion work is a requirement of a job that employees displays the required emotion towards the customers or others according to the requirements of the job. Professions that requires emotional labor are:

1. Nurses
2. Flight attendants
3. Television actors

**Impacts:**

Although emotional labor may be helpful to the organizational bottom line, but the recent works says that managing emotions for pay may be detrimental to the employee.

The emotional labor has the following impact on the employees:

1. Increase perception of job stress.
2. Decrease satisfaction.
3. Increase distress.
4. Self-focus emotion management has the most pervasive and detrimental impacts.

**b)** What is emotional intelligence and what are arguments in favor and against emotional intelligence?

Answer:

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. In practical terms emotional intelligence means being aware that emotions can drive our behavior and impact people positively and negatively and[learning how to manage those emotions](http://ihhp.wpengine.com/developing-emotional-intelligence) both our own and others especially when we are under pressure.

**In favor:**

Emotional intelligence is important in the work place because by emotional intelligence we have capacity to understand and manage emotions. Some points are:

1. Helps us to maintain control.
2. Motivation.
3. Facilitates good communication.
4. It lover stress level.
5. Improves relationship with others.

**Against:**

The problem is that EQ is morally neutral. It can be used to help, protect, and promote oneself and others.

1. Emotional intelligence dependent on situational factors.
2. Certain jobs not depended on level of emotional intelligence.
3. It cannot be learned but it can be developed.
4. Congruency between self-evaluation and recruiter evaluation.
5. It is ridiculed by people with low level of emotional intelligence.

**Question 3**

What is personality and which personality traits are relevant to organizational behavior?

Answer:

**Personality:**

When we talk about personality we don’t mean a person’s charm, a positive attitude toward life, or a constantly smiling face. Allport said personality is a dynamic organization within the individual of those psychophysical system that determine his unique adjustments. We can think of personality the sum of total ways in which the person reacts and interacts with one and another.

**Personality traits relevant to OB:**

1. Core self-evaluation:

Core self-evaluations (CSE) represent a stable personality trait which encompasses an individual's subconscious, fundamental evaluations about themselves, their own abilities and their own control. People who have high core self-evaluations will think positively of themselves and be confident in their own abilities and those with the negative core self-evaluation will tend to dislike them themselves and will question their own capabilities.

1. Narcissism:

One of several types of personality disorders it is a mental condition in which people have an inflated sense of their own importance, a deep need for excessive attention and admiration, troubled relationships, and lack of empathy for others a narcissistic personality disorder causes problems in many areas of life such as relationships, work, school or financial affairs. The one with narcissistic personality disorder may generally be unhappy and disappointed when they are not given the special favors, admiration or attention that they believe they deserve.

1. Proactive:

Proactive personality is defined as a disposition relating to individual differences in people's proclivity to take personal initiative in acting to influence their environments in a broad range of activities and situations. Proactive behavior can achieve important outcomes including improved job performance and satisfaction, organizational prosperity and career success.

1. Machiavellianism:

Machiavellianism is a personality trait involving a cold calculating view toward others and the use of manipulative and deceit to achieve one's goals machiavellians have limited empathy for others both on a cognitive and emotional level. The degree to which an individual is pragmatic, maintains emotional distance and believes that ends can justify means. A high Mach man manipulates more, wins more, are persuaded less and persuade others more than the low mach. High Mach people flourish when they interact face to face with others rather than indirectly. These people are successful when the situation has a minimum number of rules and regulations.

1. Self-Esteem:

Self Esteem refers to the feeling of like or dislike for oneself. Self Esteem is the degree of respect a person has for himself. This trait varies from person to person as people differ in the degree to which they like or dislike each other the research on self-esteem offers some interesting insights into organization behavior.

1. Self-monitoring:

Self-monitoring is an ability to base ones behavior on other people’s cues and actions. It is a personality trait that measures an individual’s ability to adjust his or her behavior to external situational factors”. Self-monitoring is a personality trait which has recently received attention. The research on self-monitoring is in infancy, so predictions must be guarded.

1. Risk taking:

Risk taking is an act of doing something that involves risk and danger. The propensity of people to assume risks or avoid risks varies from person to person depending upon the willingness of the people to take chances. This human trait will affect the decision making capability of a manager. This individual personality trait will determine how long will it take a person to take a decision or how much information will be needed before he takes a decision. Some people are very conscious in nature, while the others are impulsive. An impulsive person is a high risk taking manager; he will make rapid decisions and use less information in making their choices than a very conscious and low risk taking manager. But the research shows that the decision accuracy is generally the same in both the groups.

**Question 4:**

What are values and what is the importance of values?

Answer:

**Values:**

Values defined in Organizational Behavior as the collective conceptions of what is considered good, desirable, and proper or what is consider bad, undesirable, and improper in a culture. Values represent basic convictions that specific mode of conduct as end state of existence is personally and socially preferable to an opposite or converse mode. Values contains a judgments in that they carry ones ideas to what is right and desirable. When we rank a person’s values in terms of their intensity, we obtain the persons value system all of us have a hierarchy which forms the value systems.

**Importance of Value:**

Values lay the foundation or the organization for our understanding of people’s attitudes and motivation and influence our perception. We enter the organization with notions of what is wrong and right with which they interprets behaviors or outcomes. Values generally influence attitudes and behaviors. It Provide understanding of the attitudes, motivation, and behaviors of individuals and cultures

Influenceour perception of the world around us

Represent interpretations of right and wrong

Implythat some behaviors or outcomes are preferred over others

There are two types of values:

**Terminal Value:**

Terminal values are those things that we can work towards or we think are most important and we feel are desirable. It is a desirable end state of existence the goals person tries to achieve during his o he points. Terminal values include things like:

1. A comfortable life
2. A sense of accomplishment
3. An exciting life
4. A world at peace
5. Equality
6. Freedom
7. Happiness
8. Wisdom
9. True friendship
10. Family security

**Instrumental value:**

Instrumental values are core values compromise personal characteristics and character traits. It is a preferable modes of behavior and means of achieving ones terminal values. Instrumental values things like:

1. Ambitious
2. Intellectual
3. Capable
4. Responsible
5. Loving
6. Logical
7. Honest
8. Helpful
9. Forgiving
10. Polite