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Papers: organization Behavior

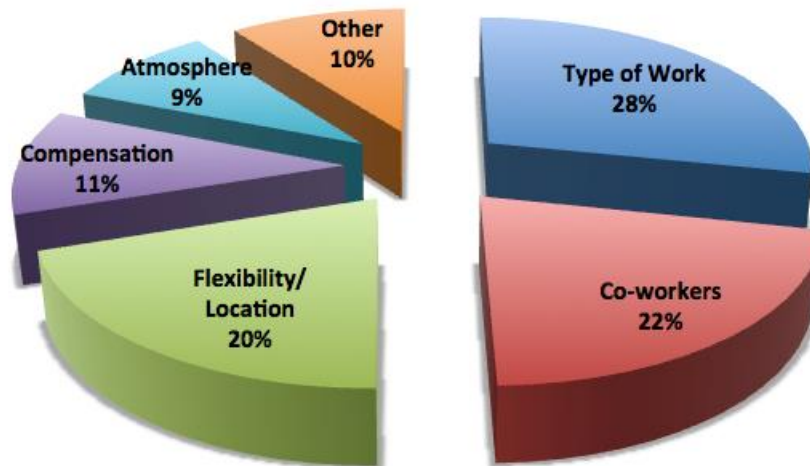
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Q1) What happens when employees like their job and when they dislike their job?

Ans)

Like there job: When asked what things employees like most about work, they bring up the type of work they do, their co-workers, and the degree of flexibility at work. There is not much difference between people who are managers versus those who are employees. The greatest difference is managers are more likely to like the type of work they do than employees.

What do you like most about where you work?



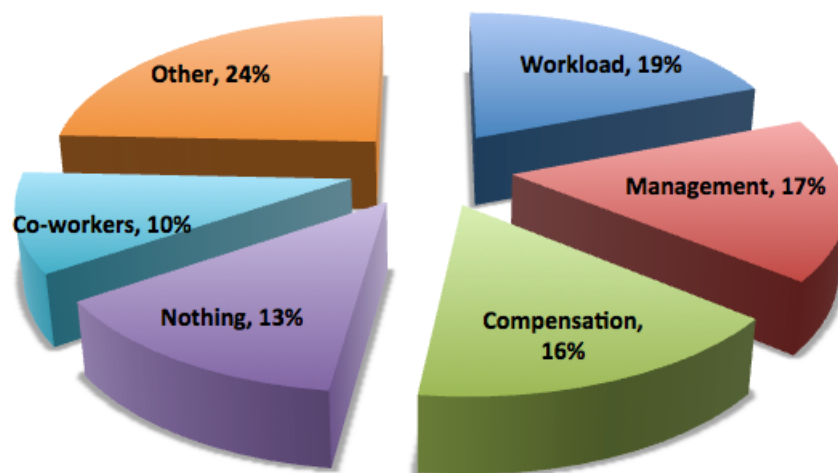
Given the lack of difference between the two groups, there is little that needs to be done differently in motivating them. The one surprising finding was that of flexibility. The number of people who felt that the thing they liked most was flexibility was greater than expected. Since this is something over which managers have total control, it behooves them to attempt to make the workplace more flexible to increase employee satisfaction with work.

1. *Achievement
2. *Recognition
3. *Work itself
4. *Responsibility
5. *Advancement
6. *Growth

Dislike there job:

When asked what things employees like least about work, they bring up the workload, management and compensation. It was pleasing to see that 13% of people could find nothing unlikeable about work.

What do you like least about where you work?



There is however a lot of difference between people who are managers versus those who are employees in terms of what they dislike.

25% of managers dislike their workload compared to 15% of non-managers showing that the burden of over-work is placed more often than not on managers.

Non-managers on the other hand, disliked management more than any other thing at 21% whereas their own managers only disliked it 11% of the time

Finally, managers at 19% were much more likely to find nothing to like about their jobs whereas non-managers stated this only 10% of the time.

Company policy

Supervision

Relationship with boss

Work conditions

Salary

Relationship with peers

Security

Q2)) What is emotional labor and what is the impact of emotional labor on employees?

Ans) Emotional labor: Emotional labor is the process of managing feelings and expressions to fulfill the **emotional** requirements of a job. More specifically, workers are expected to regulate their **emotions** during interactions with customers, co-workers and superiors.

Impact of emotional labor: Emotional labor increases perceptions of job stress, decreases satisfaction, and increases distress. Self-focused **emotion** management has the most pervasive and detrimental **impacts**. There is little evidence of interaction **effects** of work conditions and **emotional labor**.

Q2b) What is emotional intelligence and what are arguments in favor and against emotional intelligence?

Emotional intelligence: 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.

Emotionally Intelligent Arguing. Arguments, disagreements, and differences of opinion in their various forms are unavoidable facts of life. Our inability to see eye-to-eye is so central to the human condition that some clashes stem from our physiology more than our free will.

Q3) What is personality and which personality traits are relevant to organizational behavior?

Ans) personality: Personality refers to individual differences in characteristic patterns of thinking, feeling and behaving. The study of **personality** focuses on two broad areas: One is understanding individual differences in particular **personality** characteristics, such as sociability or irritability.

1. Authoritarianism:

Authoritarianism as a concept was developed by the psychologist Adorno during World War II to measure susceptibility to autocratic, fascistic or antidemocratic appeals. After that the concept was extended to the human personality. According to Adorno, "This concept refers to a belief that there should be status and power differences among people in organisations."

Authoritarians tend to place high moral value on their beliefs and are strongly oriented towards conformity of rules and regulations. They naturally prefer stable and structured work environments which are governed by clean rules and procedures.

2. Bureaucratic Personality:

The personality of a bureaucratic person is based upon respect for organizational rules and regulations. He is different from an authoritarian person in respect that his acceptance of authority is not total and blind. A person who is bureaucratic in nature values subordination, conformity to rules, impersonal and formal relationships. These people become better supervisors when the type of work is routine, repetitive and proceduralised because these people are not innovative, they do not like taking risks and feel more at ease in following established directions.

Machiavellianism:

This personality trait of Machiavellianism also known as Mach is named after Niccolo Machiavelli, who wrote in the 16th century on how to gain and use power.

4. Introversion and Extroversion:

These two terms are generally associated with the interpersonal behaviour of an individual and his sociability. Extroverts are gregarious and sociable individuals while introverts are shy, quiet and retiring. It has been observed that introverts and extroverts people have different career orientations and require different organisational environment to maximize performance. Extroverts are more suitable for positions that require considerable interaction with others that is why managerial positions are dominated by extroverts.

5. Problem Solving Style:

Individuals have their own style of solving their problems and making their decisions and this style of their affects their personality in certain ways. There are four problem solving styles based upon Don Hellriegel, John W. Slocum and Richard W. Woodman “organizational behaviour”.

Achievement Orientation:

Achievement orientation or a high need to achieve is a personality trait which varies among different types of people and can be used to predict certain behaviors. The people with very high achievement orientation strive to do things in a better way. They want to feel that their success or failure is due to their own actions. These people do not like to perform easy tasks where there is no challenge or tasks with very high amount of risk as the failure rate is more.

7. Locus of Control:

Locus of control refers to an individual’s belief that events are either within one’s control (Internal Locus of Control) or are determined by forces beyond one’s control. Some people believe that they are the masters of their own fate. Other people see themselves as pawns of fate, believing that whatever happens to them in their lives is due to their luck or fate. The first type is labeled as internals and the latter has been called externals

8. 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 behaviors.

9. Self Monitoring:

“Self monitoring is a personality trait that measures an individual’s ability to adjust his or her behaviour 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.

10. Risk Taking:

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

11. ‘Type A’ and ‘Type B’ Personality:

People who are impatient, aggressive and highly competitive are termed as ‘Type A’ personality. But those who are easy going, laid back and non-competitive are termed as ‘Type B’ personality. Type ‘A’ people tend to be very productive as they work very hard. Their negative side is that they are very impatient, good team players, more irritable and have poor judgment. Type ‘B’ people do better on complex tasks involving judgment and accuracy rather than speed and hard work.

12. Myers-Briggs Type Indicator (MBTI):

The personality theory proposed by Carl Jung identified the way people preferred to perceive their environment. Almost Twenty years later, Briggs and Myers developed the Myers – Briggs type indicator (MBTI) a personality test that measured each of the traits in Carl Jung’s model. MBTI is in-fact, one of the most widely used personality tests. It is used by many organisations to select people for a particular position.

Q4) What are values and what is the importance of values?

Ans)values: Values are a person's or society's beliefs about good behavior and what things are important.

Three types of values:

- 1) Character Values. Character values are the universal values that you need to exist as a good human being.

2) Work Values. Work values are values that help you find what you want in a job and give you job satisfaction

3) Personal Values.

Importance of values:

Our **values** are **important** because they help us to grow and develop. They help us to create the future we want to experience. Every individual and every organization is involved in making hundreds of decisions every day.