

**Name : Obaid Ullah**

**Id : 14714**

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**Instructor: Sir Zia-ud-din**

**Note: Attempt all questions:**

***Q1:What happens when employees like their job and dislike their job?.***

***Ans:-***

ANSWER. 1

# Reasons Employees like their jobs

* Exciting work and challenge.
* Career growth, learning and development.
* Working with great people.
* Fair pay.
* Supportive management/good boss.
* Being recognized, valued and respected.
* Benefits.
* Meaningful work and making a difference
* Motivation
* Healthy workplace
* Healthy Environment

Happy employees are also satisfied and feel a sense of accomplishment in their work. They like themselves and what they do, and they find satisfaction from their work – a sense that what they do is important and meaningful. Such feelings reduce stress, which is a major factor of productivity.

Respect is essential in any relationship and is a requirement when dealing with management and staff. Ask anyone in your workplace what treatment they most want at work and they likely will say it is the desire to be treated with dignity and respect. You can demonstrate respect with simple, yet powerful actions.

An example of demonstrating respect is trusting employees to do the jobs they were hired to do without micromanaging. If something isn't being done correctly, address it in a straightforward and professional manner that details what needs to be corrected.

Reasons employees disliked their Jobs

In terms of what they don’t like, the common themes were the workload, management and compensation. There are substantial differences between the two groups though. Managers are much more inclined to dislike the workload than employees do. Employees and much more .

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 there 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.

1. They feel ‘stuck’

Many employees feel frustrated and unfulfilled because they have reached the limit of their advancement or development within the organisation. Everyone wants to feel challenged and to take their skills to the next level. Unfortunately, many organisations fail to recognise this.

2. They are poorly paid

Although remuneration is not always the reason many employees feel unhappy, it can be a big factor. We all want better pay, but it is a different story when you feel you are being underpaid as this can lead to resentment, anger and bitterness.

3. They suffer job insecurity

Feeling insecure is a big reason many people are unhappy at work. Today’s ‘economic squeeze’, and the struggle for a better ‘bottom line’ using less resources, can lead to many employees losing their loyalty. Therefore, it is important that organisations reassure their staff their jobs are safe.

4. The grass is always ‘greener’

We have all heard the expression: ‘The grass is always greener on the other side’. Well, this is often the case for employees. Some are never totally happy as they are always looking ‘across the fence’ at what other organisations can offer them. To help offset this, try offering your employees more incentives to encourage them to stay.

5. They don’t value their organisation

Many employees’ values fail to align with the organisation they are with. And by not seeing ‘eye to eye’ with how their organisation operates, some employees become disillusioned. One good way to address this is to keep your employees abreast of your company’s mission statement, and to hold regular meetings to align them with this.

6. They can't stand their boss

One sure-fire way to make your employees’ hate their jobs is to employ a difficult or domineering boss. Poor bosses lead to disharmony and poor engagement in the workplace. Thus, a good leadership selection process is crucial for happier and more satisfied employees.

7. Poor work/life balance

Flexible working hours and remote working (working from home) are both excellent antidotes to an unhappy workforce. If you ban your staff from attending their kids’ events - or ban them from working from home occasionally - they will soon become unhappy and unproductive. Being flexible and encouraging your staff to be the same is also a great boost for morale.

8. They are unappreciated

Many staff work long and hard for little or no recognition. As a leader, try to acknowledge those people who helped you succeed, whether it is the researcher who spent many hours on a project you led, or the co-collaborator on a paper you published.

9. They are over-managed

Many managers constantly look over their employees’ shoulders. Remember, it is usually not necessary to constantly monitor what your staff are doing because as adults, they are usually quite capable.

10. They lack passion

If an employee is unhappy, try moving them across to another department, or offering them a different role in the organisation. Very often, this can work wonders.

***Things employees like – Motivators***

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.

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 behaves them to attempt to make the workplace more flexible to increase employee satisfaction with work.

***Things employees dislike – demotivators***

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.

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.

***Conclusions***

These results, while not extensive go a small way to proving what Herzberg, Mausner, & Snyderman stated based on research in 1959. They claim that to the degree that motivators are present in a job, motivation will occur. The absence of motivators does not lead to dissatisfaction. Further, they stated that to the degree that hygienes are absent from a job, dissatisfaction would occur. When present, hygienes prevent dissatisfaction, but do not lead to satisfaction.

***Motivators, the existence of which lead to satisfaction***

* Achievements
* Recognition
* Work itself
* Responsibility
* Advancement
* Growth

***Hygienes, the lack of which lead to dissatisfaction***

* Company policy
* Supervision
* Relationship with boss
* Work conditions
* Salary
* Relationship with peers
* Security

***Q2:What is emotional labour and what is the impact of emotional labour on employees?***

***Ans:Part A***

***Emotional Labour:***

Emotional labour is generally defined as the act of expressing organizationally desired emotion during the service transactions, and is caused by the difference between the actual emotional state experienced by the employee and the emotional expression required by the organization’s emotional expression norms for effective job performance (Hochschild, 1983). Emotional labour is similar and consistently presented regardless of the differences of various cultures (Grandey et al., 2010).

Emotional labour is a type of labor in which emotional management activities for producing and maintaining a specific emotional state required by the job account for more than **40%** of the jobs (Hochschild, 1979), and Emotional labour workers express certain emotions in the workplace, regardless of actual emotional experiences, in order to successfully follow the job demands (Hochschild, 1983). Jobs that require emotional labour include call center representatives, department store sales, flight crew, nurses, etc.(Hochschild,1983; Brotherridge and Grandey, 2002; Williams, 2003).

Morris and Feldman (1996) defined emotional labour as effort, planning and control needed to express emotions demanded by firms while emotional workers are serving customers, and Grandey (2000) defined emotional labour as an effort to comply with organizational or vocational expression rules. Emotional labour is generated by controlling emotional expression during work (Lam and Chen, 2012), and it has been shown to affect counterproductive work behaviour(Raman et al., 2016), service quality and customer satisfaction. Emotional labour workers conduct their duties through face-to-face conversations, voices, and actively expressed emotions in order to influence other people’s emotions, attitudes, and behaviours.

The effects of emotional labour within the organization are largely negative. These adverse effects directly affect the employees in the service encounters and spread to customers and organizations. Employees experience stress, depression, panic disorder, psychological distress, and job dissatisfaction. For the organizations, negative effects are exacerbated by employee dissatisfaction, performance reduction, and turnover. Further, emotional labor causes service quality deterioration, which leads to negative consequences such as decreased satisfaction with service and increased complaints by customers. Therefore, the emotions of the employees who represent the company in the closest position to the customers should be managed as an important variable in order to ensure the effectiveness of the organization.

Therefore, better understanding of emotional labour would provide meaningful insights to maintain customer’s favourable attitude, improve the service quality of employees, and lower the turnover intention by managing appropriate emotional expressions at the service contact points.

***Employees’ Emotional Expressions***

Surface Acting and Deep Acting

Hochschild (1979, 1983) stemmed her dimensions of the emotional labor based on the approach of performing, and depicted two kinds of emotional labour. The first is Surface Acting. It refers to worker’s recreating of feelings, that are not really felt, by changing their outward appearance such as facial gesture, motions, or voice tone, when displaying required feelings. The second is Deep Acting. It happens when representative’s sentiments don’t fit the circumstance; then they utilize their preparation or past experience to express fitted feelings. Although Ashforth and Mael (1989) added another dimension, Genuine Emotion, to Hochschild’s work and suggested three main dimensions, Emotional labour has been mainly studied in two ways: Surface Acting and Deep Acting (Hochschild, 1983; Grandey, 2000; Brotherridge and Lee, 2003; Monaghan, 2006; Johnson and Spector, 2007).

***Part B:***

Emotional intelligence Emotional intelligence is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behaviour, and manage and/or adjust emotions to adapt to environments or achieve one's goals. Studies have shown that people with high EI have greater mental health, job performance, and leadership skills although no causal relationships have been shown and such findings are likely to be attributable to general intelligence and specific personality traits rather than emotional intelligence as a construct. For example, Goleman indicated that EI accounted for **67%** of the abilities deemed necessary for superior performance in leaders, and mattered twice as much as technical expertise or IQ.[13] Other research finds that the effect of EI markers on leadership and managerial performance is non-significant when ability and personality are controlled for,[14] and that general intelligence correlates very closely with leadership.[15] Markers of EI and methods of developing it have become more widely coveted in the past decade by individuals seeking to become more effective leaders. In addition, studies have begun to provide evidence to help characterize the neural mechanisms of emotional intelligence. The arguments that is in favour of emotional behaviour **1).** It allows for better team work Teams with emotionally intelligent members are great at working together. They have good communication, trust each other, and value each other’s input. When someone makes a suggestion, they’re able to respond in a positive and productive way. **2).** You can deal with change Not many people like change, but Emotional intelligence gives you the tools you need to deal with any change that comes your way. In the workplace, many people often face change with a negative attitude and crossed arms; but an emotionally intelligent person will be much more positive and can inspire other team members to feel the same way. **3).** You can handle those tough conversations Whether it’s an angry customer or an upset employee, difficult conversations can stir up all sorts of emotions. If you have the right skills, you can handle those conversations by emotionally connecting with the other person before finding a resolution. **4).** It’s an essential people skill Emotional intelligence allows you to quickly build trust with people, as well as a rapport. You’ll be able to understand their feelings and empathise with them – fantastic for any role that involves working in teams! **5).** It’s a key feature of a strong leader Great leaders understand people; they know how they work, how to influence them, and how to inspire them. Emotional intelligence will help you to achieve this understanding in order to be a brilliant leader and guide your team in the right direction. The disadvantages of emotional behaviour Time It takes time to develop the skills necessary to fully harness emotional intelligence. Unfortunately, this cannot be learned overnight. Our own personal history, habits, fears, self-esteem and beliefs all influence our ability to learn and harness this skill. Learning how to manage your emotions, motivate yourself, recognize the emotions of others, handle your personal relationships and apply your knowledge of emotional intelligence all take time and dedication to be successful. Testing It's difficult to test for emotional intelligence. One of the main concerns with testing methods is the debate on whether emotional intelligence is based on a person’s temperament and personality, or whether it is a learned response developed through interpersonal skills and experiences. In other words, it falls into the nature versus nurture debate and how to handle it. Testing based on the nature aspect will look at personality, emotional stability and conscientiousness of the person to determine emotional intelligence. The nurture advocates will look at socially accepted aspects in the immediate area, leadership skills, teamwork and learned interpersonal skills.

***Q3:What is personality and which personality traits are relevant to organizational behaviour?***

***Ans:Personality definition:-***

Personality is defined as the characteristic sets of behaviours, cognitions, and emotional patterns that evolve from biological and environmental factors. ... The study of the psychology of personality, called personality psychology, attempts to explain the tendencies that underlie differences in behaviour.

***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 organisational 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.

***3. 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.

***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 Hellriegll, John W. Slocum and Richard W. Woodman “organisational behaviour”. These styles are: ADVERTISEMENTS:  **(i)** Sensation Feeling Style: The people who have the sensation feeling style are dependable, friendly, social and they approach facts with human concerns. These people are pragmatic, methodical and like jobs which involve human contract and public relations. Some suitable areas of jobs for these people are teaching, customer relations, social workers and marketing. **(ii)** Sensation Thinking Style: People with sensation thinking style are practical, logical, decisive and sensitive to details. These people prefer bureaucratic type organisations. They are not highly suitable for jobs requiring interpersonal relations. But these people are more skilled in technical jobs e.g. production, accounting, engineering and computers. **(iii)** Intuition Feeling style: The persons with intuition feeling style are enthusiastic, people oriented, charismatic and helpful. The professions which are suited to this style are public relations, advertising, politics and personnel.

***Q4:what are values and what is the importance of values?***

***Ans:Values:***

A value may be defined as “an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.” In other words, a value represents a judgment by an individual that certain things are “good” or “bad,” “important” or “unimportant,” and so forth. As such, values serve a useful function in providing guidelines or standards for choosing one’s own behaviour and for evaluating the behaviour of others. The values people have tend to be relatively stable over time. The reason for this lies in the manner in which values are acquired in the first place. That is, when we first learn a value (usually at a young age), we are taught that such-and-such behaviour is always good or always bad. For instance, we may be taught that lying or stealing is always unacceptable. Personal values represent an important force in organizational behaviour for several reasons. In fact, at least three purposes are served by the existence of personal values in organizations: **(1)** values serve as standards of behaviour for determining a correct course of action; **(2)** values serve as guidelines for decision-making and conflict resolution; and **(3)** values serve as an influence on employee motivation. Let us consider each of these functions. types of Values : Instrumental values Represent those values concerning the way we approach end-states and whether individuals believe in ambition, cleanliness, honesty, or obedience. Personal values Represent an important force in organizational behaviour for several reasons. Terminal values End-state goals that we prize. Important 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 organisation is involved in making hundreds of decisions every day. The decisions we make are a reflection of our values and beliefs, and they are always directed towards a specific purpose. That purpose is the satisfaction of our individual or collective (organisational) needs. INDIVIDUAL VALUES Individual values reflect how you show up in your life and your specific needs-the principles you live by and what you consider important for your self-interest. Individual values include: enthusiasm, creativity, humility and personal fulfilment. RELATIONSHIP VALUES Relationship values reflect how you relate to other people in your life, be they friends, family or colleagues in your organisation. Relationship values include: openness, trust, generosity and caring. ORGANISATIONAL VALUES Organisational values reflect how your organisation shows up and operates in the world. Organisational values include: financial growth, teamwork, productivity and strategic alliances. SOCIETAL VALUES Societal values reflect how you or your organisation relates to society. Societal values include: future generations, environmental awareness, ecology and sustainability.