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## **Question 1:**

Employees are the primary part of any organization. They play an important role in the success of the business. If they are happy with their job, it is a good sign and the first move towards the success of the business.

### **What If Employee Like Their Jobs:**

When employee like their jobs, it has positive several impacts on an organization. We will discuss some of them briefly.

#### **1) Taking Responsibilities:**

When they feel satisfied and happy, they will not hesitate taking responsibilities. Employees will take job responsibilities willingly and will perform their duties efficiently and efficiently.

#### **2) Convey Good Message:**

When employee see their workplace a safe place for them, then they admire their workplace in front of outside people. It develop company's image and improve its goodwill. People will trust the company and hence increase its chances to flourish.

#### **3) Motivated:**

Employees feel motivated when they like their job. They work with enthusiasm. They work for the best interest of the company. In addition, they will not feel bore while performing work for the company.

#### **4) Higher Productivity.**

Results from a series of experiments carried out by economists at the University of Warwick show that happiness made employees around 12% more productive, while unhappy workers showed to be 10% less productive. Therefore, happiness proves to have large and positive effects on productivity. For example, companies like Google invest in employee support and satisfaction to succeed in generating happier workers, which in turn, make for highly productive employees.

### **More Creativity and Collaboration:**

The author of The Happiness Advantage, Shawn Achor, found that when positive emotions are present in a person, it makes the brain work much better, therefore making the individual inclined to be more creative and better at problem-solving. Other research has shown that workers who are happy tend to be more collaborative in working toward common goals.

### **If employees do not like their Jobs:**

#### **1) Misalignment with Culture:**

Paying attention to company culture is often the secret weapon employers need to create a happy work environment. In a very general sense, company culture describes the way a company's employees and employers think, feel and act. Employees want to work for companies that they believe in and feel confident about; therefore, at a minimum, it's crucial for employers to clearly communicate the company's mission statement, values and goals. That way, employees will feel well-informed and confident when making their employment decisions. Conversely, if that communication is vague or absent, it will likely cause confusion, misunderstanding, feeling out of place and can even lead to disagreements with management or coworkers

## **2) Strained relationship with management:**

Engaged leaders help to create engaged employees. Therefore, it's extremely important that leaders be visible and accessible and also model an engaged attitude and workplace demeanor. Highly engaged employees offer more discretionary effort to their employers and are more motivated to actively contribute to their jobs. A strong manager/employee relationship is the foundation of a happy workplace, so in environments where these relationships are lacking or do not exist, employees begin to distrust leadership and feel less confident in the company, which negatively impacts attitude, motivation and performance levels.

## **3) Consistently high stress levels:**

In the Randstad study, 24 percent of employees say stress is a major contributor to unhappiness and heavily influences their decision to remain at a job. Although many Americans have come to expect and accept high stress levels as the norm, the effects of a stressful work life greatly impact employees' desire and ability to perform at peak levels. For example, Randstad's engagement research reveals almost half (42%) of employees feel obligated to check in with work while on vacation and more than a quarter (26%) feel guilty using all of their allotted vacation time. Moreover, 45 percent of workers feel obligated to respond to email after hours, and 47 percent feel guilty if they don't work (either on site or from home) when sick. Employees who are unable to disengage when given the opportunity will begin to exhibit signs of exhaustion and diminished interest, will be more likely to show up late or call out sick and are ultimately more susceptible to burnout.

## **Decrease in Productivity:**

Your employees must be productive. If they are not, it may lead you to bankruptcy.

Your employees may be unproductive if they are not satisfied with their job. If they find their job nothing but a stressful activity, they will not be able to contribute in the value of an organization.

### **5) Participation:**

They will not participate in meetings and other company's important events. It will show the bad picture of an organization and the organization will lose its goodwill in the market. People will hesitate to work for the company and the company will not be able to find experienced workers.

### **6) Losing Workers:**

If your employees are not happy, they will try to find job somewhere else. In this way, you will lose your workers. Losing workers means losing trust. People will start spreading negative news about your organization and will damage your brand name.

### **Question 2 PART (A):**

#### **Answer:**

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. This includes analysis and decision making in terms of the expression of emotion, whether actually felt or not, as well as its opposite: the suppression of emotions that are felt but not expressed. This is done so as to produce a certain feeling in the customer or client that will allow the company or organization to succeed.

Roles that have been identified as requiring emotional labor include those involved in public administration, espionage, law, caring for children, medical care, social work; most roles in a hospitality and food service; and jobs in the media.

Emotional labor is the process of regulating both feeling and expression for organizational goals (Grandey, 2000). Grove and Fisk (1989) suggest that emotional labor is a type of impression management by which an individual attempts to direct his/her behavior to enhance social perception or foster a certain interpersonal desired climate (Johnson, 2004). Emotional labor has three features. First, it is generated from face-to-face contact and voice interaction with customers. Second, emotional expression affects the emotion, attitude and behaviors of others. Third, emotions should be expressed in emotional-display rules (Hochschild, 1983). As the number of salespeople increases and competition intensifies, they sometimes have to fake emotions that are different from their actual feelings; recently, the distress of emotional labor has become a social. Even when they are faced with derogatory and inhumane treatment, they still have to show customer-oriented kind responses and behaviors that comply with strict corporate and organizational rules; as such, emotional labor workers suffer from severe stress and psychological anxiety, which leads to an increasing rate of defection, with growing dissatisfaction and declining productivity. Moreover, most

emotional laborers workers are temporary workers, and some work in indirect employment schemes, such as dispatching or subcontracting. Currently, under the pressure of cost reduction and streamlining resource management, companies are beginning to turn to and expand through outsourcing. With organizational changes from continuous nu by restructuring and concerns over the nature and existence of their jobs, emotional labor workers are suffering from job insecurity.

The performance of emotional labor appears to have diverse consequences for workers—both negative and positive. ... Emotional labor increases perceptions of job stress, decreases satisfaction, and increases distress. Self-focused emotion management has the most pervasive and detrimental impacts.

**Question 2 part (b):**

**Answer:**

When it comes to happiness and success in life, emotional intelligence matters just as much as intellectual ability. Learn how you can boost your EQ.

Emotional intelligence (otherwise known as emotional quotient or EQ) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. Emotional intelligence helps you build stronger relationships, succeed at school and work, and achieve your career and personal goals. It can also help you to connect with your feelings, turn intention into action, and make informed decisions about what matters most to you.

Emotional intelligence is commonly defined by four attributes:

**Self-management:**

You're able to control impulsive feelings and behaviors, manage your emotions in healthy ways, take initiative, follow through on commitments, and adapt to changing circumstances.

Self-awareness – You recognize your own emotions and how they affect your thoughts and behavior. You know your strengths and weaknesses, and have self-confidence.

**Social awareness:**

You have empathy. You can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognize the power dynamics in a group or organization.

Relationship management – You know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

**Better Team-Work:**

It's undeniable that employees are able to work better on a team when they have higher emotional intelligence. People with higher EQ communicate better with team members than those who are not in tune with their emotional intelligence.

They share ideas and are open to others' ideas. They are less likely to completely take control of a situation and "run the show" on their own without thinking of others first.

These employees are more likely to trust their coworkers and value their ideas and input. They are respectful and thoughtful as the group works together. This is an ideal situation for an employer.

### **Adjustments Can Be Made Easier:**

Although employees likely know that changes within their company are happening based off of what is needed or what is best for the business, however, they might not always welcome it with open arms. We, as humans, have always struggled with change.

However, employees with high emotional intelligence adjust easily and often times, embrace the change and grow alongside the company. This is a valuable personality trait that can be contagious among the team.

### **More Self-Awareness:**

One of the benefits of emotional intelligence in employees is that it helps them understand their own strengths and weaknesses. These employees are able to take feedback and use it in a positive way to improve and grow as an individual.

Employees with a high emotional intelligence can learn from constructive criticism as well as be aware of what they are able to do. These are incredibly valuable tools.

### **More Self-Control:**

People with high emotional intelligence know how to handle tough situations. In business, there are bound to be situations that don't always feel comfortable, particularly for a person that is acting in a position of leadership.

A tough situation could be involving a client that is unhappy. Dealing with unhappy clients means staying calm and positive, even if you don't necessarily feel that way on the inside.

### **Compassion:**

One of the greatest benefits of emotional intelligence, both within the workplace and in one's personal life, is the ability to maintain and display compassion for fellow humans. Compassion allows a person to connect with others on an emotional level.

### **Time's Managed Better:**

One of the greatest benefits of emotional intelligence in the workplace is that a leader doesn't feel the need to micromanage his or her employees. By hiring people displaying a high emotional intelligence, he or she can be sure projects will be completed and deadlines will be met.

Lower levels of creativity and innovation potential: There is a negative correlation between EQ and many of the traits that predispose individuals toward creativity and innovation. Creativity has long been associated with attributes that are characteristic of low EQ: artistic moodiness, nonconformist, hostile impulsivity, and an excitable ("up-and-down") personality. While it is of course possible for creative people to be emotionally intelligent, the more common pattern for people like Gemma is to be great at following processes, building relations, and working with others but to lack the necessary levels of nonconformity and unconventionality that can drive them to challenge the status quo and replace it with something new.

### **Difficulty giving and receiving negative feedback:**

At first glance, high EQ scorers like Gemma may seem to do well when it comes to giving and receiving feedback, for both involve social interaction. Scratch under the surface, however, and you will see that one's high interpersonal sensitivity and empathic concern may make it hard for him or her to deliver critical or negative feedback to others. In addition, high EQ scorers can be so highly adjusted and cool-headed that they may be indifferent to any negative feedback they receive. Indeed, high EQ scores can be hard to shake up, since they are generally so calm, adjusted, and positive.

### **Reluctance to ruffle people's feathers:**

One of the main reasons for the appeal of personality is that it epitomizes many of the qualities we look for in followers. Although people are psychologically well-endowed for entry-level or midlevel management jobs, senior leadership roles will require the ability to make unpopular choices often, bring about change, and focus on driving results, even at the expense of sacrificing employee relations. Furthermore, senior leaders and executives will only have a substantial impact on their organizations if they can act entrepreneurially to pursue innovation and growth. This requires unpopular decisions, and people like Gemma, who are more focused on getting along than getting ahead, are less likely to make them.

A well-developed ability to manipulate others: one's high EQ may help him or her empathize and deliver a message that feels right to the audience — this is often a good thing. Taken too far, however, it can slide from influencing others to engaging in tactics of manipulation. The risk of overusing one's social skills is in focusing heavily on the emotional aspects of communication while neglecting logical arguments and the more transactional aspects of communication. In that sense, the darker side of EQ is helping

people with bad intentions to be overly persuasive and get their way. As with charisma, we tend to regard EQ as a positive trait, but it can be used to achieve unethical goals as well as ethical ones.

An aversion to risk. Most innovative ventures require a balance between risk taking and risk avoidance. People are much more likely to play it safe and avoid bold choices. This is because high EQ is associated with higher levels of conscientiousness. In other words, the higher you're EQ, the more likely it is that you resist your impulses and make measured decisions. EQ equates with more self-control, yet extreme levels of self-control will translate into counterproductive perfectionism and risk avoidance

### **Question 3:**

#### **Answer:**

#### **Personality:**

Personality is defined as the characteristic sets of behaviors, cognitions, and emotional patterns that evolve from biological and environmental factors. While there is no generally agreed upon definition of personality, most theories focus on motivation and psychological interactions with one's environment.

#### **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 organizations." 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.

Further, they believe obedience and respect for authority and blind acceptance of authority. These people are generally conservatives concerned with toughness and power, are close minded and generally less educated. But because of their belief in



acceptance of authority they make good followers, work better under directive supervision and are more productive within authoritarian organizational structure.

## **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.

## **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

### **The characteristics of high MACH employers are as follows:**

(I) A Mach man is pragmatic, maintains emotional distance and believes that ends can justify means.

(ii) A high Mach man manipulates more, wins more, are persuaded less and persuade others more than the low machs.

(iii) High Mach people flourish when they interact face to face with others rather than indirectly.

(iv) These people are successful when the situation has a minimum number of rules and regulations.

(v) High Mach man has high self-confidence and high self-esteem. They are cool and calculating and have no hesitation using others or taking advantage of others in order to serve their own goals.

(vi) They are not easily swayed by a sense of friendship, trust or loyalty. They are especially successful in exploiting structured situations and vulnerable people.

We cannot conclude that whether high machs make good employees or not. The answer will depend upon the type of the job and whether moral and ethical values are considered in evaluating the performance of a person.

#### **4. Introversion and Extroversion:**

These two terms are generally associated with the interpersonal behavior 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 organizational 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.

Thus, we can say that to be an extrovert is a managerial trait to be a successful manager. On the other hand, introvert people are more inclined to excel at tasks that require thought and analytical skill. An extreme introvert works best alone in a quiet office without external interruption or influence.

#### **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 behavior”.

**These styles are:**

**I) Sensation Feeling Style:**

The people who have the sensation feeling style are dependable, friendly, and social and they approach facts with human concerns. These people are pragmatic, methodical and like jobs which involve human contact 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 organizations. 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.

**(iv) Intuition thinking Style:**

These people are very creative, energetic, and ingenious and like jobs which are challenging in terms of design and analysis such as system design, law, research and development, top management and so on.

**6. 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 behavior. 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.

These people like to do the acts with moderate difficulties, so that they can have a sense of achievement also and on the other hand the failure rate is also not very high. Or in other words, achievers will like to do the jobs where the outcome is directly attributed to their efforts and chances of success are so-so. The high achievers will do better in sports, management and sales where there is moderate difficulty, rapid performance feedback and direct relationship between effort and reward.

### **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. A PERSON'S PERCEPTION OF THE SOURCE OF HIS OR HER FATE IS TERMED LOCUS OF CONTROL.

A large amount of research has consistently shown the following characteristics of the internals and externals.

#### **Internal Locus of Control:**

1) a person with a strong internal locus of control has more control over his own behavior. He believes that he controls events concerning his own life and his internal

traits determine what happens in a given situation. He believes that he is the master of his own destiny.

(ii) These people are more active in seeking more information to make decisions. They are better at retaining the information and are less satisfied with the amount of information they possess.

### **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 behavior.

#### **A few of the research findings about self-esteem are:**

(i) Self-esteem is directly related to the expectations for success. High self-esteem people believe that they possess the ability they need to succeed at work.

(ii) Individuals with high self-esteem will take more risks in job selection. They are more likely to choose unconventional jobs than people with low self-esteem.

(iii) People with low self-esteem are more susceptible to external influence than are those with high self-esteem. Low self-esteem is dependent on the receipt of positive evaluations from others. As a result they are more likely to seek approval from others and more prone to conform to the beliefs and behaviors of those they respect than are the high self-esteem.

(iv) In managerial positions, the low self-esteem tend to be concerned with pleasing others and, therefore, less likely to take unpopular stands than are high self-esteem.

(v) High esteems are more satisfied with their job than the low esteems.

(vi) High self-esteem people are very friendly, affectionate, find it easy to form interpersonal attachments and find good in other people. Low self-esteem people are usually critical of others, are generally depressed and blame others for their own failures.

(vii) High esteem people are high performers while low esteem people contribute to poor performance which in turn reinforces low self-esteem.

### **9. Self-Monitoring:**

“Self-monitoring 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.

#### **However, prime evidence suggests the following points:**

i) As self-monitoring refers to the individual’s ability to adjust his or her behavior to external factors, individuals with high self-monitoring can show considerable adaptability in adjusting their behavior to external, situational factors.

(ii) High self-monitors can behave differently in different situations. They are capable of presenting striking contradictions between their public, personal and private selves. Low self-monitors cannot deviate their behavior. They tend to display their true dispositions and attitudes in every situation; hence, there is high behavioral consistency between who they are and what they do.

(iii) The high self-monitors tend to pay closer attention to the behavior of others and are more capable of conforming than are low self-monitors.

(iv) We can also hypothesize that high self-monitors will be more successful in managerial positions where individuals are required to play multiple and even contradictory roles. The high self-monitor is capable of putting different faces for different audiences.

### **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 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.

Research has concluded that managers in organizations are risk averse, but still there are individual differences on this point. Some jobs specifically demand high risk taking persons e.g. the job of a broker in a brokerage firm. Because in this job for effective performance rapid decisions are required. On the other hand, some jobs are such where risk taking may prove a major obstacle e.g. the job of an accountant who performs auditing activities. This job should be filled by, someone, with low risk taking trait.

### **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.

Despite Type 'A's hard work, the Type 'B' people are the ones who appear to make it to the top. Great sales persons are usually Type A's while senior executives are generally Type B's. The reason is that promotions in corporate and professional organizations usually go to those "who are wise rather than to those who are merely hasty, to those who are tactful, rather than to those who are hostile and to those who are creative rather than to those who are merely agile in competitive stride."

#### **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 organizations to select people for a particular position.

#### **Question 4:**

#### **Answer:**

#### **Values:**

Values are individual beliefs that motivate people to act one way or another. They serve as a guide for human behavior.



Generally, people are predisposed to adopt the values that they are raised with. People also tend to believe that those values are “right” because they are the values of their particular culture.

Ethical decision-making often involves weighing values against each other and choosing which values to elevate. Conflicts can result when people have different values, leading to a clash of preferences and priorities.

Some values have intrinsic worth, such as love, truth, and freedom. Other values, such as ambition, responsibility, and courage, describe traits or behaviors that are instrumental as means to an end.

Still other values are considered sacred and are moral imperatives for those who believe in them. Sacred values will seldom be compromised because they are perceived as duties rather than as factors to be weighed in decision-making. For example, for some people, their nation’s flag may represent a sacred value. But for others, the flag may just be a piece of cloth.

So, whether values are sacred, have intrinsic worth, or are a means to an end, values vary among individuals and across cultures and time. However values are universally recognized as a driving force in ethical decision-making.

**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. 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 (organizational) needs.

Organizational values describe the core ethics or principles which the company will abide by, no matter what. They inspire employees' best efforts and also constrain their actions. Strong, clearly-articulated values should be a true reflection of your organization's aspirations for appropriate workplace behavior, and play an important role in building a positive culture at your organization.

Well-drafted and current organizational values:

Guide staff behavior, as well as strategic and operational decisions.

Provide a solid foundation for your employment policies, and "fill the gaps" where policies are silent

Over time, improve the organization's ethical character as expressed in its operations and culture

Demonstrate integrity and accountability to external stakeholders

Set the organization apart from its competitors.

Reduce risk of inappropriate behavior.

**Strengthen the employment value proposition:**

Every organization preferences some values over others. A university might value intellectual rigor, independence and the pursuit of knowledge. By comparison, a listed telecommunications company would prefer customer service, network reliability, and profit. For this reason, there is no such thing as a one-size-fits-all Code of Ethics.

Having clear company values helps you ensure that all your employees are working towards the same goals. Your core values support the company's vision and shape its culture. That's why every single business decision should be aligned with these values.

Your core company values shape your company culture and impact your business strategy. They help you create a purpose, improve team cohesion, and create a sense of commitment in the workplace.

Your company values are your company's DNA and they help you differentiate your business from the competition. That's why you can't make any important business decisions without having them in mind

However, having company values doesn't mean having a polished communication plan around nice values and principles.

You have to truly honor your company values in everything you do and set the right example for your employees. It's the only way you can build trust in the workplace. Don't ask your employees to follow the company values you've set for your business if you don't follow and integrate them into your daily work in the first place.

Because your company values reflect what you and your employees stand for, they give them a sense of responsibility. Indeed, every decision your employees make should be aligned with the company values you've communicated with them

But most importantly, your core company values drive your business and help everyone in the organization reach the goals you've set for the company. As mentioned earlier, your company values are your company's DNA and they help you differentiate your business from the competition.