



IQRA NATIONAL UNIVERSITY

Name: Sifatullah
ID: #14678
Subject: Organizational Behavior
Semester: 4th
Submitted to: Dr. Zia-ud-din
Exam: Final Term

Question 1st

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

Answer:

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 behaviour. Everyone likes to work in a place where they are trained and learn something new. Training helps you to do the job in the right way.

The Impact of Satisfied and Dissatisfied Employees on the Workplace.

1. There are consequences both when employees like their jobs and when they dislike them.
2. 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.

Employees Responses to Dissatisfaction

Exit. This response involves directing behaviour 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.

This model includes both typical performance variables and constructive behaviours that allow individuals to tolerate unpleasant situations.

Job Satisfaction and Job Performance.

Satisfaction and productivity research data for the organization as a whole, shows that more satisfied employees tend to be more effective than organizations with fewer.

Job Satisfaction and Organizational Citizenship Behaviours (OCB).

It seems logical to assume job satisfaction should be a major determinant of an employee's organizational citizenship behaviour (OCB).

- ✚ Satisfied employees would seem more likely to talk positively about the organization, help others, and go beyond the normal expectations in their job.
- ✚ They might go beyond the call of duty because they want to reciprocate their positive experiences.

Job Satisfaction and Customer Satisfaction.

Satisfied employees increase customer retention and loyalty because satisfied employees tend to be upbeat and helpful.

Job Satisfaction and Absenteeism.

There is a weak-to-moderate negative relationship between job satisfaction and absenteeism, meaning that as employees increase in job satisfaction they are marginally less likely to skip work

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 behaviours, 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 behaviour. 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 co-workers 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.

Question 2nd “A”

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

Answer:

Emotion work is the starting point for the understanding of emotional labour.

Emotional labour is a type of labour 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 and Emotional labour worker's express certain emotions in the workplace, regardless of actual emotional experiences, in order to successfully follow the job demands. Jobs that require emotional labour include call centre representatives, department store sales, flight crew, nurses, etc.

Emotional labour is the process of managing feelings and expressions to fulfil the emotional requirements of a job. More specifically, workers are expected to regulate their emotions during interactions with customers, co-workers and superiors.

Emotional labour when the individual performs emotion work as a required part of her/his actual job performance it is called emotional labour.

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.

The Impact of Emotional labour on Employees:

Although early research suggested that the performance of emotional labour had deleterious effects on workers, recent empirical investigations have been equivocal. The performance of emotional labour appears to have diverse consequences for workers both negative and positive. Variation in the consequences of emotional labour may be due to the different forms of emotion management involved. There is also evidence that the effects of emotional labour are specified by other work conditions. The effects of two forms of emotional labour on work stress, job satisfaction, and psychological distress self-focused and other-focused emotion management are explored using data from a survey of workers in a large organization. Results indicate that both forms of emotional labour have uniformly negative effects on workers, net of work complexity, control, and demands. Emotional labour 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 labour.

- ✚ Employees' positive emotion display negatively influences their work-life balance.
- ✚ Employees' emotional dissonance negatively influences their work-life balance.
- ✚ Emotional dissonance negatively impacts on employees' job satisfaction.
- ✚ Both work-life balance and job satisfaction positively influence employees' commitment.

Positive Affect: a mood dimension that consists of specific positive emotions such as excitement, self-assurance, and cheerfulness at the high end and boredom, sluggishness, and tiredness at the low.

Negative Affect: a mood dimension that consists of emotions such as nervousness, stress and anxiety at the high end and relaxation, tranquillity, and poise at the low end

Positivity offset- the tendency of most individuals to experience a mildly positive mood at zero input (when nothing in particular is going on).

Question 2nd “B”

What is emotional intelligence and what are arguments in favour and against emotional intelligence?

Answer:

Emotional intelligence refers to the ability to identify and manage one's own emotions as well as the emotions of others.

Emotional intelligence is generally said to include at least three skills: emotional awareness or the ability to identify and name one's own emotions; the ability to harness those emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions which includes both regulating one's own emotions when necessary and helping others to do the same.

Emotional intelligence 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 behaviours, 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 behaviour. 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.

1. It doesn't matter what you call it. It's real:

Some claim that emotional intelligence doesn't really exist, that it's a myth. The study of EI as a science is relatively new, and many psychologists disagree on its application.

But the general idea of EI has been around as long as we have. To boil it down to basics, ask yourself:

- ✚ Do emotions influence your thinking and decision making?
- ✚ Can awareness and deliberate efforts to control emotional reactions make a difference in behaviour and outcomes?

The resounding answer to both these questions is yes.

Refusing to acknowledge this can lead to your emotions controlling you (instead of the other way around) and leaves you open to be unwittingly manipulated by others.

2. There's no quick way to develop it:

When it comes to emotional intelligence, there's no microwave way to success. Like any skill or ability, developing EI takes time and dedicated effort.

3. It's easy to regress:

Since myriad factors influence your (and others') emotions, it's easy to fall back into bad habits or have a bout of bad decision-making.

Further, when it comes to understanding others' feelings and emotions, time works against us. Research proves that even if we've experienced the same situation as another, we don't remember it as well as we think we do.

4. It's more about actions than feelings:

✚ Are you the type who cries whenever you watch a sad movie?

✚ Do you get easily excited or angry?

Humans vary greatly in the way they experience emotions. Even after practice and effort, you can't really control how you feel.

But you can control your reactions to those feelings. For example, you'll still get angry. But by developing a method to deal with that anger, you work to avoid hurting yourself (and others).

5. It affects every. Single. Decision:

Does the question "What could go wrong?" lead to impulsive decisions you later regret? Or, in contrast, are you often paralyzed by an inability to move forward?

From helping you avoid major debt to helping you manage fear of the unknown, emotional intelligence touches practically every avenue of life.

6. It has a direct effect on your physical health:

Doctors and scientists have proved that stress can cause a variety of health problems, including headaches, muscle pain, stomach problems, and fatigue. It can even increase the risk of heart attack and other serious diseases.

This is all the more reason you should learn how to manage stress properly.

7. It can save your relationship:

Think about the last argument you had with your significant other. Where did things go wrong?

Emotional intelligence can help you:

see the big picture;

approach sensitive issues in a calm or rational manner;

respond in a way that diffuses volatile situations.

Using EI to deal with disagreements turns potentially destructive conversations into opportunities to learn-- and will help you and your partner discover new ways of working together.

8. Thoughts matter:

Emotional intelligence manifests itself in our actions, but it begins in the mind. Why?

Because every action begins with a thought.

So remember: If you dwell on something long enough, your behaviour will eventually reflect those thoughts for better or for worse.

9. It can be used for evil.

It's important to know that, like any ability, emotional intelligence can be used both ethically and unethically. Every day, certain politicians, colleagues, and even supposed friends use emotionally intelligent skills to manipulate others.

Of course, this is just one more reason why you should work at raising your own EI, to protect yourself.

Because in the end, that's what emotional intelligence is all about: making emotions work for you, instead of against you.

Question 3rd

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

Answer:

The word personality itself stems from the Latin word *persona*, which referred to a theatrical mask worn by performers in order to either project different roles or disguise their identities.

personality is made up of the characteristic patterns of thoughts, feelings, and behaviours that make a person unique. In addition to this, personality arises from within the individual and remains fairly consistent throughout life.

Consistency: There is generally a recognizable order and regularity to behaviours. Essentially, people act in the same ways or similar ways in a variety of situations.

Psychological and physiological: Personality is a psychological construct, but research suggests that it is also influenced by biological processes and needs.

It impacts behaviours and actions: Personality does not just influence how we move and respond in our environment; it also causes us to act in certain ways.

Multiple expressions: Personality is displayed in more than just behaviour. It can also be seen in our thoughts, feelings, close relationships, and other social interactions.

- ✚ That which permits a prediction of what a person will do in a given situation.
- ✚ The dynamic organization within the individual of those psychophysical systems that determine his characteristic behaviour and thought.
- ✚ The distinctive patterns of behaviour (including thoughts and well as affects that is feelings, and emotions and actions) that characterize each individual enduringly.
- ✚ Personality refers to individuals' characteristic patterns of thought, emotion, and behaviour, together with the psychological mechanisms (hidden or not) behind those patterns.
- ✚ Although no single definition is acceptable to all personality theorists, we can say that personality is a pattern of relatively permanent traits and unique characteristics that give both consistency and individuality to a person's behaviour.

Personality refers to the combination of a person's characteristics that make them unique and of a distinctive character and it forms the basis for individual differences among organizational members.

Personalities and individual differences also have an effect on the conduct of an entire organization by dictating the behaviour as commonly adopted by members with regards to cultural tolerance

1) 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:

✚ 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.

✚ **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.

✚ **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.

✚ **Intuition Thinking Style:**

These people are very creative, energetic, 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.

2) **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 behaviour. 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.

3) **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 behaviour.

- ✚ 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.
- ✚ 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.
- ✚ People with low self-esteem are more susceptible to external influence than are those with high self-esteem. Low esteems are 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 behaviours of those they respect than are the high esteem

4) **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.

- ✚ The high self-monitors tend to pay closer attention to the behaviour of others and are more capable of conforming than are low self-monitors.
- ✚ 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.

Question 4th

What are values and what is the importance of values?

Answer:

Definition:

- ✚ Values defined in Organizational Behaviour as the collective conceptions of what is considered good, desirable, and proper or bad, undesirable, and improper in a culture.
- ✚ A value is a belief that something is good and desirable.
- ✚ Values are socially approved desires and goals that are internalized through the process of conditioning, learning or socialization and that become subjective preferences, standards, and aspirations.

Values are different for each person. While one person might value honesty, another might value wealth. You see, values have been defined as ideals or beliefs that a person holds desirable or undesirable. The variability in that statement is, first, what a person could value, and second, the degree to which they value it. A person can value honesty and wealth but not to the same degree. For example, a person might have to let their values towards honesty slip a little when it involves increasing their wealth.

Basic convictions that a specific mood 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.

Importance of Values:

Provide understanding of the attitudes, motivation, and behaviours of individuals and cultures

Values are part of the makeup of a person. They remind us as to what is important in our lives, such as success or family, but also, by the virtue of their presence, they provide contrast to what is not important. For example, if family is important, then potentially, achievement in a high-powered job is not important. Since you value family, it would be hard to value a high-powered job that might take you away from your family. Thus, all values exist in a balance within us.

That is not to say that, over time, values cannot change. As we grow and change as individuals, we will begin to value different aspects of life. If we value family when we are younger, as our children get older, we might start to value success in business more than family so we can pay for things like college, cars, etc.

Regardless of what we value or why, the importance of values cannot be ignored. They are the guideposts of our lives, and they direct us to who we want to be. By doing that, they help us become who we are and are a huge part of our makeup, ethical compass, and, ultimately, personality.

- Influence our perception of the world around us
- Represent interpretations of “right” and “wrong”
- Imply that some behaviours or outcomes are preferred over others

Types of Values

- ✚ Terminal values: desirable end states of existence; the goals a person would like to achieve during his or her lifetime
- ✚ Instrumental values: Preferable modes of behaviour or means towards achieving one’s terminal values

The characteristics of values are:

- ✚ These are extremely practical, and valuation requires not just techniques but also an understanding of the strategic context.
- ✚ These can provide standards of competence and morality.
- ✚ These can go beyond specific situations or persons.
- ✚ Personal values can be influenced by culture, tradition, and a combination of internal and external factors.
- ✚ These are relatively permanent.
- ✚ These are more central to the core of a person.
- ✚ Most of our core values are learned early in life from family, friends, neighbourhood school, the mass print, visual media and other sources within the society.
- ✚ Values are loaded with effective thoughts about ideas, objects, behaviour, etc.
- ✚ They contain a judgmental element in that they carry an individual's ideas as to what is right, good, or desirable.
- ✚ Values can differ from culture to culture and even person to person.
- ✚ Values play a significant role in the integration and fulfilment of man's basic impulses and desire stably and consistently appropriate for his living.
- ✚ They are generic experiences in social action made up of both individual and social responses and attitudes.
- ✚ They build up societies, integrate social relations.
- ✚ They mould the ideal dimensions of personality and depth of culture.
- ✚ They influence people's behaviour and serve as criteria for evaluating the actions of others.
- ✚ They have a great role to play in the conduct of social life. They help in creating norms to guide day-to-day behaviour.

Sources of Values

- ✚ sources of value are a comprehensive guide to financial decision-making suitable for beginners as well as experienced practitioners.
- ✚ It treats financial decision-making as both an art and a science and proposes a comprehensive approach through which companies can maximize their value.
- ✚ Generally, no values tend to be relatively stable and enduring.
- ✚ A significant portion of the values we hold is established in our early years from parents, teachers, friends, and others. There are so many sources from which we can acquire different values.
- ✚ Sources of values are;
 - ✚ Family: Family is a great source of values. A child learns his first value from his family.
 - ✚ Friends & peers: Friends and peers play a vital role in achieving values.
 - ✚ Community or society: As a part of society, a person learn values from society or different groups of society.
 - ✚ School: As a learner, school and teachers also play a very important role in introducing values.
 - ✚ Media: Media such as – Print media, Electronic media also play the role of increasing values in the mind of people.
 - ✚ Relatives: Relative also helps to create values in the minds of people.
 - ✚ Organization: Different organizations and institutions also play a vital role in creating value.
 - ✚ Religion.
 - ✚ History.
 - ✚ Books.