it. Whereas, Behavior is something which is diffused form of attitude, what we think (attitude) when perform in actions is considered to be the behavior of a stimuli. Behavior is a natural action and they are highly dependent upon others.

11.5 EMPLOYEE ATTITUDES AND PERFORMANCE IN WORKPLACE

Managers are not interested in every attitude an employee might hold. They are specifically interested in job-related attitudes because they are interested to *explain* why employees engage in some behaviour rather than others, *predict* how employees will respond to various actions and decisions, and *influence* how employees behave.

Researchers have identified six important employee behaviours which are of concern to management. These are: employee productivity, absenteeism, turnover, organizational citizenship behavior, job satisfaction, and workplace misbehavior.

Job satisfaction and workplace misbehaviour will be discussed in next subsection.

- **Employee Productivity** is a performance measure of both efficiency and effectiveness of employees. Managers want to know what factors will influence the efficiency and effectiveness of employees.
- **Absenteeism** is the failure to show up for work. It's difficult for work to get done if employees don't show up. Although absenteeism can't be totally eliminated, excessive levels have a direct and immediate impact on the organization's functioning.
- **Turnover** is the voluntary or involuntary permanent withdrawal from an organization. It can be a problem because it leads to increased recruiting, selection, and training costs as well as work disruptions. As with absenteeism, managers can never eliminate turnover, but it is something they want to minimize, especially high-performing employees.
- **Organizational Citizenship Behavior (OCB)** is discretionary behavior that is not a part of employee's formal job requirements but that

include helping others on one's work team, volunteering for extended job activities, avoiding unnecessary conflicts, and making constructive statements about one's work group and the organization. Organizations need individuals who will do more than their usual job duties, and evidence indicates that organizations that have such employees outperform than those don't.

11.5.1 Workplace Misbehaviour

Workplace Misbehaviour is any intentional employee behaviour that is potentially harmful to the organization or individuals within the organization. Workplace misbehavior shows up in organizations in four ways: deviance from established norms, aggression to others, antisocial behavior, and violence at work place– all of which can create havoc in any organization.



CHECK YOUR PROGRESS

Q.3 Researchers have identified six important employee behaviors which are of concern to management. State three of them.

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Q.4 What is Organizational Citizenship Behaviour?

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11.5.2 Work Attitudes and Job Satisfaction

Work attitudes such as organizational commitment, job involvement and job satisfaction have a dual interest to managers. On one hand, they represent important outcomes that managers may want to enhance. On the other hand, they are symptomatic of other potential problems such as low job satisfaction and employee's intention to quit. It is thus important for managers to understand the

causes and consequences of key work attitudes such as job satisfaction. Studies show that employees are more satisfied and are less likely to quit when their personal values are consistent with the organization's values, and when they have positive attitudes about work environment.

Job Satisfaction

Job satisfaction is one of the most important and much studied attitudes in organizational behavior. One reason for the interest in job satisfaction is that whether an employee is satisfied with his or her job has significant consequences not only for the employee, but also for co-employees, managers and the organization as a whole.

Formally defined, job satisfaction is an "affective or emotional response towards various facets of one's job." Job satisfaction essentially reflects the extent to which an individual likes his or her job. Job satisfaction is an affective or emotional response towards various facets of one's job, which means that a person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects. For example, an employee may be satisfied because of aspects like work, co-employee and supervisors but may be dissatisfied because of promotion and pay based on his or her values and attitudes. It is important to understand these causes in order to find a solution to stop the decline of job satisfaction.

Employee's level or degree of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. Extreme dissatisfaction might indicate to manager that the problems exist, say, with working conditions, the reward system or the employee's role in the organization. Since values and attitudes are directly related to job satisfaction, the knowledge about job satisfaction can also assist managers in using a multifaceted approach towards increasing work attitudes. Work values and attitudes capture the range of thoughts and feelings that make up the experience of work.

Because work values are more stable and long lasting, they can strongly affect work attitudes and hence employee's level of job satisfaction. In order for the employees to be satisfied with their job, their interpersonal, intra-personal, and individual organization values, all must be aligned to avoid many work related conflicts. Attitudes towards work are not as long lasting as values, and hence can be changed by increasing pay, promotion or moving to another position. By aligning employee's values with that of organizations and by addressing the attitude problems of employees, management can increase the job satisfaction level. Research shows that overall job attitudes were positively related to performance and negatively associated with indications of withdrawal, tardiness, absenteeism, and turnover. Satisfied employees are less likely to quit their job, or be absent from work, have less stress and will perform their job better.

11.6 EMOTION AND EMOTIONAL INTELLEGENCE

11.6.1 Concept of Emotion

Airhosts or airhostesses have to be courteous to anxious and stressed air travellers who can be sometimes rude and un-courteous. Similarly, a nurse has to continuously smile and sound positive even when facing the pessimistic patients and their families. How we respond emotionally and how we deal with our emotions is a function of our personality.

Emotions are intense feelings that are directed at someone or something. They are object specific; that is, emotions are reactions to an object. For instance, when a work colleague criticizes you for the way you spoke to a client, you might become angry at him. That is, you show emotion (anger) towards a specific object (your colleague). Because employees bring with them emotional components to work every day, managers need to understand the role that emotions play in employee behavior.

Researchers have identified six universal emotions. These are: *anger, fear, sadness, happiness, disgust, and surprise*. All these emotions surface in the workplace. People respond differently to identical emotion-provoking stimuli. There are people who almost never show their feelings. They rarely get angry or show rage. In contrast, we find others who seem to be an emotional roller coaster. When they are happy they are ecstatic; when sad, they are deeply depressed. Reason can be attributed to a person's personality because people vary in their ability to express emotions. Two people can be in exactly the same situation, but one shows excitement and joy, and the other remains calm.

11.6.2 Emotional Intelligences and its Characteristics

One area of emotions research with interesting insights into personality is Emotional Intelligence (EI) or Emotional Quotient (EQ). EI or EQ is described as a form of social intelligence that involves the ability to monitor one's own and other's feelings and emotions, to discriminate among them, and to use this information to guide one's thinking action.

In his book titled "Emotional Intelligence - Why It Can Matter More Than IQ" 1995, Daniel Goleman, an American psychologist, developed a framework of five elements that define emotional intelligence:

- **Self-Awareness** – People with high EI are usually very self-aware. They understand their emotions, and because of this, they don't let their feelings rule them. They're confident – because they trust their intuition and don't let their emotions get out of control. They're also willing to take an honest look at themselves. They know their strengths and weaknesses, and they work on these areas so they can perform better. Many people believe that this self-awareness is the most important part of EI.
- **Self-Regulation** – This is the ability to control emotions and impulses. People who self-regulate typically don't allow themselves

to become too angry or jealous, and they don't make impulsive, careless decisions. They think before they act. Characteristics of self-regulation are thoughtfulness, comfort with change, integrity, and the ability to say no.

- **Motivation** – People with a high degree of EI are usually motivated. They're willing to defer immediate results for long-term success. They're highly productive, love a challenge, and are very effective in whatever they do.
- **Empathy** – This is perhaps the second-most important element of EI. Empathy is the ability to identify with and understand the wants, needs, and viewpoints of those around you. People with empathy are good at recognizing the feelings of others, even when those feelings may not be obvious. As a result, empathetic people are usually excellent at managing relationships, listening and relating to others. They avoid stereotyping and judging too quickly, and they live their lives in a very open, honest way.
- **Social Skills** – It's usually easy to talk to and like people with good social skills, another sign of high EI. Those with strong social skills are typically team players. Rather than focus on their own success first, they help others develop and shine. They can manage disputes, are excellent communicators, and are masters at building and maintaining relationships.

It is evident from above; EI can be a key to success in one's life – especially in building career. The ability to manage people and relationships is very important in all leaders, so developing and using your EI can be a good way to show others the leader inside of you.

11.7 EMOTIONAL INTELLIGENCE IN WORKPLACE

Certain skills and characteristics of managers become factors that affect the satisfaction of employees. Managers who are empathetic towards the feelings of employees and who are able to intervene at the appropriate time stand to induce a feeling of trust and attachment among employees; they can be considered as individuals with high EI.

According to Goleman, some of the greatest challenges that organizations face today are as follows:

- Organizations need to cope with massive, rapid change.
- Employees need to be more creative in order to drive innovation.
- Organizations have to manage huge amount of information.
- Organizations have to enhance customer loyalty.
- Employees need to be more motivated and committed.
- There is need for collaborative effort.
- Organizations need to identify potential leaders in its rank and prepare them to move up.
- Organizations need to identify and recruit top talents.

These and many more concerns today confront work organizations, both public and private. Since majority of these concerns involve people in different roles, EI must become a determining factors in their effective management. And in virtually every case, EI must play an important role in addressing the concern. For instance, while dealing with the process of change in an organization, a lot of emotions get generated which may range from the very positive to the very negative. This requires ability on the part of both the employer and the employees to perceive and understand the emotional impact of change on self and others. To be effective in helping their organizations manage change, leaders should be aware of and manage the feelings of anxiety and uncertainty of their employees. Beside the leaders, the other members of the organization should also be able to monitor and manage their own emotional reactions as well as that of their colleagues. Similarly, for every case EI plays its role for effective are

Case Study: Mukul was a hard working policeman. He married a beautiful girl from his village. Both of them stayed in a house at police quarters. Mukul's boss Sub-Inspector Sandeep was an arrogant and flirtatious officer. He did not treat his subordinates well. He had an eye on Mukul's wife ever since he saw her on the day of Mukul's wedding. His house was in the neighborhood of Mukul's. Unlike other superior officers, Sandeep often invited Mukul to visit his home with his wife for dinner and to other get together parties. Mukul had noticed that Sandeep was trying to get closure to his wife by making jokes and giving unsolicited advices.

Sandeep denied Mukul any holidays. Mukul was tired of asking for leave so many times and had even mildly protested once. Sandeep wanted Mukul and his wife to stay at the quarter all the time.

Once Mukul wanted fifteen days of leave to arrange and look after his only sister's wedding. He had to go to his native with his family for fifteen days. Mukul officially kept asking for leave two months well before the wedding date itself. But as expected Sandeep kept refusing him any leave. Just before the schedule day Mukul had to leave for his native, he once again finally asked Sandeep to grant him leave. Sandeep said that he would grant him leave provided he went alone to the marriage leaving behind his wife in the quarters.

Mukul agitated, took his loaded rifle and shot the inspector dead. He then surrendered to the police.

Emotional Intelligence is must for police officers to work in a stressful and provocative environment. *Comment how would have been Mukul and Sandeep's behavior if they had possessed high emotional intelligence?*



11.8 LET US SUM UP

In this Unit we have discussed about values and attitudes. Values are moralistic in nature; they are central to a person and relatively permanent and resistant to change. The term value system implies a ranking of individual values (relating to obedience, freedom, pleasure, self-respect, equality etc.) according to their importance. An attitude is a relatively enduring organization of beliefs, feelings, and behavioral tendencies towards socially significant objects, groups, events or symbols. It is a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor. We have discussed that every attitude has three components that are represented in what is called the ABC model of attitudes: A for affective, B for behavioral, and C for cognitive. Managers are not interested in every attitude an employee might hold. They are specifically interested in job-related attitudes because they are interested to explain why employees engage in some