Organizational Behavior Questions

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Q1

The two commonly used methods of measuring job satisfaction are the single global rating method and a summation of job facets. Though the two approaches are valid and of equal importance, I prefer the summation of job facets. According to Judge and Robbins (2012), the method identifies the important elements in a job such as supervision, nature of the job, relationship with co-workers, promotion opportunities, and present pay. These elements are central to an employee’s job satisfaction. The elements are rated on a standard scale by respondents and researchers add the ratings to produce a general job fulfillment/satisfaction score. Summation of job facets is a more accurate method of evaluating job satisfaction than the former. Though it may leave out some crucial data, the method assists managers to deal with problems in a fast, and more accurate way. The use of the job description index treats job satisfaction as a multidimensional construct. It allows for several facets such as promotion, satisfaction with work, coworkers, and supervision to be measured independently.

In an organization, employee satisfaction is a key determinant of productivity. Therefore, a firm needs to identify ways of enhancing employee satisfaction and a tool to measure whether satisfaction has been attained. In this regard, organizations need to measure employee job satisfaction through the summation of the job facets method because employees’ jobs are a mixture of responsibilities, roles, rewards and tasks. These elements of job satisfaction are interconnected and will need a method that will analyze them as a whole. Through the use of summation of job facets, areas on which workers’ satisfaction can be recognized as needing improvement or acceptable are identified. Employees respond to typical facets of work situation, which leads to increased productivity. These facets include satisfaction with pay, satisfaction with work, satisfaction with supervision, satisfaction with promotional opportunities, and satisfaction with co-workers. These facets are separate elements of an employee’s job. Therefore, the facet scales can be used to determine the weaknesses and strengths of the organization.

Besides, I would prefer this method over the single global method because it overcomes the problem of indeterminacy in general satisfaction measures through measuring affective responses or feelings towards distinct job facets. Workers have different feelings towards different job aspects. Therefore, each job facet can present a result of different aspects of the job. For example, pay, which can have a distinctive relation to variables such as absenteeism or the intent to leave. Furthermore, when a change in a job facet occurs, it does not necessarily lead to change in an employee’s level of job satisfaction on other job facets. This is so when each job facet is relatively homogenous and discriminately different from others in order to address the important areas of the overall construct. Each facet is used as a tool to determine an employee’s level of satisfaction.

After measuring the employee’s job level of satisfaction, I might find that all my employees are dissatisfied with their jobs. It means that I should be careful with them because dissatisfied employees make many choices. The theoretical model, the exit-voice-loyalty-neglect framework, will assist me in understanding the effects of their dissatisfaction. The four responses differ in terms of active/passive and constructive/destructive. Employees may respond to dissatisfaction, though the exit response that is they may decide to leave the organization, look for a new position or resign. Employees may also deal with dissatisfaction through voice. Here, they constructively and actively attempt to improve their working conditions through discussing
the problems they face with their seniors, involving in union activity or making suggestions for improvement. Employees may react to dissatisfaction through loyalty. They may decide to passively continue being loyal, hoping that conditions would improve. It may include trusting the organization and its management to rightly act towards their dissatisfaction or else speaking up for the organization in times of external criticism. A neglect rejoinder is a bad response from dissatisfied employees and should be keenly observed. Employees passively allow the working conditions to get worse. Absenteeism and lateness increases, increased error rate, and reduced effort (Judges and Robbins, 2012).

When employees are dissatisfied, it results in low productivity due to passiveness and reduced effort. Employee motivation and turnover also decreases. After knowing that employees are dissatisfied, as a manager I would let them know that I have recognized that they are dissatisfied and then promise that the organization would improve their job satisfaction. I will make them understand the initiative that I will take to make sure that their issues are addressed. It will help to avoid dissatisfaction responses such as exit, neglect. Then I will engage in measures and find ways to increase job satisfaction so that employees can feel satisfied and for the organization to remain competitive and productive. Improving job satisfaction will help the organization to retain its highly trained and professional employees. I would maximize the employees’ potential and create talents and abilities. It will increase employee engagement in their work, and it will make them feel recognized by the organization. The net effect will be that the employees will realize job satisfaction. As a leader in the organization, I will improve the performance of the employees and machines respectively. I will ensure that employees are proud of their work through providing a positive working environment, rewards and recognition, involvement and increment of employee engagement, development of skills and potential of the workforce, and evaluating and measuring job satisfaction frequently.

A positive working environment makes employees to become enthusiastic and productive. Such an environment can only be attained if employees’ needs are given a priority. I will ensure this through providing employee assistance and discount programs. It would keep the employees motivated and, therefore, remain loyal to the organization. Rewards and recognition, increases employee motivation. As a manager, I would organize informal celebrations to complement and reward the employees to keep them motivated. Increasing pay does not necessarily improve job satisfaction compared to recognizing and rewarding the top performing employees. High gross revenue is not enough to improve job dissatisfaction. After increasing their income, I would ensure that they are engaged and productive by giving them the opportunity to contribute their suggestions and ideas. therefore they will be proud and have a sense of ownership of their work. It would be through, for example, organizing and sponsoring a yearly annual exposition. Training and educating employees grows their potential making them productive and motivated. Through training, employees would have high capability and willingness towards controlling their jobs. Trained employees will need less supervision, and this will liberate the supervisors for other roles. It will also improve their satisfaction and knowledge of the tasks they are assigned. Evaluating and measuring job satisfaction will not be done once in a year. In order to ensure that the employees are getting satisfied with jobs, I will evaluate and measure their satisfaction frequently (using the summation of job facets). Using this method, I will determine what has been improved and the necessary adjustments that will facilitate job satisfaction. Employee satisfaction is important to the success of the organization. Ensuring a high rate of employee satisfaction will lower employee turnover rate. As a manager, I will make
it my priority to ensure that employees are satisfied with their career. Through measuring employee satisfaction, employees would indicate reasons why they are dissatisfied with their jobs. It is through these reasons that I will determine what to improve and the necessary adjustments that are needed to make employees feel motivated. Most employees express dissatisfaction issues such as limited growth opportunity, lack of organizational communication, high stress, and lack of recognition. Therefore I would improve such factors to avoid employee dissatisfaction issues.

Q2

Biases and errors are common in decision making and judgment. People heavily depend on their experience, gut feelings, impulses, and convenient rules of thumb (Judges and Robbins, 2012). I must confess that among the biases and errors in decision making, I am susceptible to randomness error, hindsight bias, and confirmation bias. I usually believe that I have control of my destiny and world. I believe that I can predict the outcome of random events. Superstitions affect my decision making. My family owns a small shop in town, which is run by my parents. During holidays, I customarily take charge of the shop. I am usually affected by Monday superstitions. Even though I would like open the shop, I am restricted by the superstition that due to Monday blues/tiredness, people will not go shopping. It makes me conclude that even if I open the shop, I would get few or no customers on Monday. Randomness error also affects me in my social activities. There is a superstition that the number 13 is a wrong number/day and anything done on that day will not be successful. It has affected me not only in my revising but also in other activities. I usually think that when I study during the 13th day, the study will not be of help to me. It has interfered with my decision making in regard to learning and studying.

Randomness error is preventable. Since this error is predictable, I can avoid it through pursuing responsibility. For example, since it is my responsibility to study and learn any day. I would forgo such a superstition and do what I am required to do as a student. I will make use of all the days and disregard any misconception. It will enable me to make the right decisions towards my education and outside life. I can also avoid the randomness error in decision making by avoiding group opinions. Most of these superstitions are acquired from friends and colleagues. Staying clear of any group opinions will help me in my decisions. Furthermore, I will separate the facts from idle talk and arguments. It will be through believing what has been confirmed as a fact and not a belief.

I am also susceptible to confirmation bias. it is through selectively gathering information. I only seek information that supports what I hold and not what goes against it. I usually criticize other views, which do not match with my own views concerning a certain subject of discussion. I usually believe that what I know is what is right. For example, I am fond of visiting websites that express my political opinion and often, I hang around people who have similar tastes and views. I usually put off individuals, news sources, and groups that make me feel insecure or uncomfortable about my views (cognitive dissonance). It has affected me in such a way that sometimes, when the truth is finally confirmed, I find out that I was far from being right. It has also threatened my world view.

Confirmation bias has made me live in a world of fantasy. I will control this bias by always listening to others’ point of view and arguments towards a subject. I will also accommodate other opinions so that I can be broadly informed. The Internet has worsened this confirmation bias. This is because I usually follow what complements my views. Since Internet
use cannot be avoided, I will always read different opinions from different political analysts, 
explore the real political world, listen to my other political maniacs and then make a decision. 
Through this, I will not be constrained to my selfish thoughts.

Hindsight bias is common in my decision making. I have been an ‘I knew it all’ person. 
For example, during the 2012 polls in the United States, I had no position between Obama and 
Romney. I did not know that Obama would be the president of the United States. I started 
claiming that I knew that Obama would be reelected as the president. Also, as a student, when 
the exams are approaching, I am usually anxious, fretful and tensed about what and how I shall 
perform. I usually do not know my probability of passing or failing. However, when the results 
come, and I get an A, I usually say that I knew I would get it. It is not always true. I am familiar 
with saying words like, I told you so, I thought so, and I was thinking of such. I can avoid 
hindsight bias through ignoring availability heuristic. I will stop making assessments about 
things based on my own information. I will also stop turning vague statements into solid 
predictions. Also, I can reduce hindsight bias by stopping to carefully think about the causes of a 
surprise and also considering how other things might have happened.

In my social circle, overconfidence bias is very common among my friends. Their 
subjective confidence is usually greater than their objective accuracy. Some of my friends rate 
themselves 100% when they are even 40% wrong. Some of my classmates/friends here in school 
think that they are bright. In the last semester, some of them showed their overconfidence by not 
studying for the final exam. They ended up with a lower grade that they could not have received 
if they had studied. Also, outside, school, a friend thought that he was a professional in matters 
of information technology and that he was so valuable to his employer, and nobody else could do 
his job. He showed his overconfidence by coming to work late thinking that he was never going 
to be fired. He was suddenly fired. Most of my friends have experienced negative results due to 
overconfidence bias. I would advise them that they should do what is required of them and stop 
being driven by their ego. They should also confirm and ascertain their ‘too much’ confidence 
before making it efficient. They should also not be blind to their own weaknesses. 
Overconfidence will destroy their previous success if they do not avoid it (Judges and Robbins, 
2012).

Q3

In order to turn the sales organization around, I will take the following steps.

Identifying the situation. I will identify the important areas of concern that is, why the 
orGANIZATION has failed and is failing. Examples of such areas of concern will be poor money 
management, steady revenue stream and a drop in customers, unsound business practices, 
derunderperforming employees, too many over-head costs and many others. Such step will help in 
focusing on the effective and appropriate turn around techniques. Identifying the situation will 
also help in determining the cause of the failure; what needs to be done, how to do it, when to do 
it, and also who should do it.

Setting realistic expectations. While trying to turn around an organization, I will have 
realistic expectations. Turning around a project can take a period of 6 months to one year. 5years 
ago, the organization was not shaped overnight. Probably, it took some time for it to become 
successful. Likewise, the turning around will not be done overnight. Given the necessary tools 
and equipment, the organization would take less than six months to return to its former glory.
Setting realistic expectations would ensure that the turnaround staff is focused on an achievable goal. It will help to avoid goal deviations the turnaround process.

Hiring qualified staff; trained personnel are important in turning around a failed organization. I will hire qualified staff who would effectively implement the business plan. Also, the hired qualified staff cannot efficiently work in the presence of unqualified staff. This is because the unqualified work would keep on destroying the work done by the qualified staff. The destructive force of any of the qualified staff would be catastrophic to the turnaround project. I will thus get rid of any disruptive force which can cause damage to turn around projects. Getting the proper staff in place will be central in initiating the turnaround process. For the existing employees, I will conduct a staff performance review and eliminate positions and employees that are no longer productive for the company, for example, positions that are not important to the current business operations. I will also identify job positions that can be combined staff that can be moved to pat-time employees and the unproductive employees who need to be replaced.

Implementing a well-organized document repository; this is for tracking or the checked in and checked out documents. A well-organized repository will fight disorganization and also ensure transparency. Through this, all information held at ransom would be uploaded for the new team to make use of it. The well-organized repository will ensure that team members spend their time appropriately. The document repository will ensure that any available vital information is accessed improve the organization knowledge, productivity and intellectual capital. Also, information will be shared safely and efficiently among the organization staff. It will preserve the overall knowledge of the organization since the information flows fluidly and efficiently. It will also solve data uncertainty.

Staff education and breaking of the habits which created the problem; turning around a failing organization cannot be successful where there are bad habits. For the project to be successful, breaking bad habits is important. I will ensure that bad habits are eliminated through preventing the staff from progressing with the previous behaviors, which got them into failure. I will allow the present staff to repeat their former comfortable behaviors. I will prevent staff teams from doings things out of the realm of the turnaround project. It will give the turnaround project a better chance of success.

Project review that question prior forecasts and artifacts; I will review all budgets, project schedules and forecasts. I will go though each item in a budget and make cuts on all items that are not necessarily essential to the current business operations in the organization, for example, overhead expenses, magazine subscriptions, office parties, and coffee delivery service. I will also conduct further research on finding appropriate ways of reducing the cost of important items. For example, coffee supplies are needed, a less expensive vendor can provide it. All products and services that are no longer profitable to the organization would be eliminated or replaced.

Stereotypes are harmful as they can cause an individual to mistreat others based on an untrue notion. Many stereotypes in the workplace are based on race, gender, religion, age, and sexual orientation. Gender stereotyping, for example, is a harmful stereotype in the workplace. It has a negative effect on women in the workplace. Gender stereotyping causes discrimination, which, in turn, leads to severe results such as discrimination. For instance, women are denied equal pay for the same jobs done by their male counterparts. They lack promotions and are prone
to sexual harassment in various working environments. Despite many rules that have been put in place to prevent discrimination based on gender stereotyping, the negative effects of gender stereotyping are still experienced by women in the workplace environment. It calls for extra measures to rectify gender stereotyping and campaign programs to aimed at addressing gender disparities. On average, the wages earned by women are only 81% of those of men. This is despite the fact that men and women in discussion hold the same job positions and the same work responsibilities. Women are paid less than men because of gender stereotyping. A common gender stereotype in the workplace in that ‘women do not need equal pay as men because they are married.’ Here, the woman’s husband is regarded as the breadwinner, and the wife/woman’s salary is usually seen as a supplement to the husband’s earnings. It explains why the wages of women in the workplace are lower. Women are not fully recognized where their talents and professions are equal to those of men; for example, women and men have the same capabilities and the desire to be CEOs. However, only a large percentage of men realize this dream compared to women because of gender disparities.

As a result, women have experienced discrimination in hiring, promotion and firing practices due to gender stereotyping. Many CEOs are men. Most women only rise to the position of corporate officers. The reason why women are not promoted to higher positions is because of gender stereotyping. It has been a challenge to career advancement in women. Other gender stereotypes against women are ‘women are not aggressive enough,’ ‘women are not good at problem solving.’ Women are believed to take care while men take charge. This stereotype is behind many men being in powerful positions. What people do not usually know is that women and men have equal leadership capabilities. Gender stereotyping impedes women from rising to the careers they deserve and can succeed. Gender stereotyping against women leads to pregnancy discrimination and sexual harassment. Sexual harassment in the workplace leads to a hostile, offensive and intimidating work environment. Women are seen as sexual objects, and this may lead to rape, physical encounters, and misogynist humor. It makes women uncomfortable or end up in force resignation or loss of jobs. Gender stereotyping against pregnant mothers is harmful. It is believed that pregnant women do not desire long term jobs. It is also assumed that they do not have enough time to devote to work due to family responsibilities. It leads to women discrimination in the workplace environment. After taking a temporary leave, many women are given lower paying position. It is despite that she wanted to devote time in the work, but could not because of other responsibilities.

Gender stereotyping in the workplace can be avoided. As a manager, I will ensure that all organization personnel are trained about the importance of equality in the workplace. They will be educated about the consequences of gender stereotyping and also equipped with knowledge on how they can monitor such stereotypes in the workplace. Employees will also be taught about gender stereotyping. Also, I will place employees in gender diversified groups in an attempt to make them change their notions and therefore, eliminate stereotyping. Besides, I will implement a program in, which matters of promotion and hiring will not be recommended by one person but checked by others. I will also ensure that the organization portrays images that go against gender stereotyping. For example, to show that men and women have the same capabilities, my organization will recognize successful women by offering an annual achievement award. It will demonstrate women’s talents and skills. As a manager, I will also implement workplace policies that discourage gender stereotyping among employees. Staff training will also include diversity beyond religion, sex, race, and national origin. I will also establish workplace affinity groups. It
will improve networking among employees and therefore, the diverse workplace population. Finally, I will ensure that employees participate in social activities that encourage employee interaction.

Useful stereotypes are positive stereotypes. For example, an employer may regard a certain group of workers as hard working. For example, the Pacific Americans are considered ‘hardworking’ and good at science and math. The positive stereotype will make such people work hard at the workplace and succeed in everything they do. A manager can stereotype his organization as a place here hard work pays. Employees in that organization will work towards the stereotype and attain profitable results. ‘Hard work’ stereotype can be enhanced in the organization by recognizing and rewarding high performing employees and assisting the low performers to achieve their potential. It will create a ‘hard work’ culture.
References