

**Survey Report**  
on  
**Feelings about work: Job attitudes and emotions Productive and  
counterproductive work behavior**

**Subject:- HSS3: Industrial and organizational Psychology**

by

Manjiri Chavande - 2023301003

Manish Jadhav - 2023301005

Adwait Shesh - 2023301016

Abhishek Sharma - 2023301015

Samar Suryawanshi - 203



Bharatiya Vidya Bhavan's  
Sardar Patel Institute of Technology  
Munshi Nagar, Andheri(W), Mumbai-400058  
University of Mumbai  
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## 1. Introduction

Understanding employee attitudes and behaviors is crucial for organizations to foster a productive and positive work environment. This expanded report analyzes the results of a survey conducted to assess various aspects of employee job satisfaction, organizational commitment, emotional intelligence, and work behaviors. The findings are examined in the context of key concepts from industrial and organizational psychology to provide insights and recommendations for improving employee engagement and organizational outcomes.

The survey covered the following key areas:

- Job satisfaction
- Organizational commitment
- Emotional intelligence
- Productive work behaviors
- Counterproductive work behaviors

By exploring these interconnected factors, we aim to gain a holistic understanding of the employee experience and identify opportunities for enhancing workplace dynamics and performance.

This report is based on interviews conducted with six professionals from different industries, highlighting their experiences with productive and counterproductive behaviors in their respective workplaces. The purpose of the report is to analyze their perspectives on task performance, motivation, job satisfaction, and organizational citizenship behavior, as well as to identify any counterproductive work behaviors they have observed or experienced.

The participants included:

The participants were from different age groups and professional backgrounds:

1. **Prathmesh Nair** (31-40 years) – Associate Program Manager, Eclerx Services Private Limited (Technology, 3-5 years experience)
2. **Sanmitra Gaikwad** (31-40 years) – Senior Cloud Engineer, Nice Solutions (Technology, less than 1 year experience)
3. **Milind Chavande** (51-60 years) – Senior Associate, Air India (Aviation, 20 years experience)
4. **Pramit Sharma** (20-30 years) – Medical Representative, Zuentus Healthcare (Healthcare, 1-3 years experience)
5. **Shubham Laxman Lahane** (20-30 years) – SOC Analyst, Tech Mahindra (Technology, 1-3 years experience)
6. **Nilay Shesh** (31-40 years) – QA Manager, Enel X India Pvt Ltd (Energy, 3-5 years experience)

Each professional's work environment, job role, and experiences have been explored to understand how productive and counterproductive behaviors manifest in different industries and organizational settings.

## 2. Methodology

An online survey was conducted using Google Forms to collect data from employees across various organizations. The survey consisted of multiple-choice and Likert scale questions designed to measure different aspects of job attitudes and behaviors. A total of 35 respondents completed the survey.

The survey questions were developed based on established constructs in organizational psychology, including:

- Job Descriptive Index (JDI) for measuring job satisfaction
- Organizational Commitment Questionnaire (OCQ)
- Emotional Intelligence scales
- Organizational Citizenship Behavior (OCB) measures
- Counterproductive Work Behavior (CWB) checklists

The data was analyzed using descriptive statistics and cross-tabulations to identify patterns and relationships between variables. The findings were then interpreted in light of relevant psychological theories and research.

The methodology involved collecting qualitative and quantitative data through a survey that participants completed. The survey comprised questions related to:

- **Task Performance:** How well individuals perform their core job tasks.
- **Motivation:** Factors that drive their job performance.
- **Job Satisfaction:** Their satisfaction with various job elements, including feedback, career growth, and emotional connection to their organization.
- **Counterproductive Behavior:** Instances of counterproductive work behavior (e.g., absenteeism, misuse of resources).
- **Organizational Citizenship Behavior (OCB):** Positive contributions beyond their job description.

Participants rated their experiences using a Likert scale, with 1 being "Worst" and 5 being "Very Good." Their qualitative responses provided further insights into their work attitudes and behaviors.

### 3. Analysis of Survey Results

#### Task Performance

Across the board, task performance was rated positively by the interviewees:

- **Prathmesh Nair** demonstrated strong problem-solving abilities, rating his task performance as **5 (Very Good)**.
- **Sanmitra Gaikwad** cited his ability to interact with clients and manage projects effectively, rating his performance as **4 (Good)**.
- **Milind Chavande** mentioned handling difficult customer issues, rating his performance as **4 (Good)**.
- **Pramit Sharma** was highly motivated by his role in healthcare, rating himself **5 (Very Good)** in task performance.
- **Shubham Laxman Lahane** faced high-pressure cybersecurity challenges, which he handled effectively, rating his performance as **4 (Good)**.
- **Nilay Shesh** contributed to his team's success through strong QA management, rating his performance as **5 (Very Good)**.

#### Motivation

- **Prathmesh** and **Pramit** were highly motivated by the challenging nature of their jobs, particularly the impact they felt their work had on their organization's success. They rated their motivation as **5 (Very Good)**.
- **Sanmitra** and **Shubham** mentioned that learning new technologies and tackling complex problems were significant motivators, rating their motivation as **4 (Good)**.
- **Milind** found motivation in helping passengers resolve issues during travel disruptions, rating his motivation as **4 (Good)**.
- **Nilay** was motivated by the opportunity to improve processes and collaborate with colleagues, rating his motivation as **5 (Very Good)**.

#### Job Satisfaction

Job satisfaction varied depending on factors like growth opportunities, feedback from managers, and the work environment:

- **Prathmesh**, **Pramit**, and **Nilay** expressed the highest levels of job satisfaction, rating it **5 (Very Good)**. They credited this to the alignment between their work and personal career goals.
- **Sanmitra** and **Shubham** rated their job satisfaction at **4 (Good)**, with both seeking more streamlined workflows and better incentives.

- **Milind** was moderately satisfied, rating it **4 (Good)**, but suggested improvements in inclusivity and workflow efficiency.

#### **Counterproductive Behavior**

Instances of counterproductive behavior were relatively low among the participants:

- **Prathmesh** noted the need for better inclusivity but did not observe major counterproductive behaviors.
- **Sanmitra** reported minor inefficiencies in workflow but no major counterproductive behaviors.
- **Milind** observed occasional misuse of resources but mentioned that policies were in place to address such issues.
- **Pramit, Shubham, and Nilay** did not report any significant counterproductive behaviors in their organizations.

#### **Organizational Citizenship Behavior (OCB)**

All participants demonstrated positive OCB by engaging in activities beyond their core job responsibilities:

- **Prathmesh** and **Nilay** participated in team-building activities and were highly collaborative.
- **Sanmitra** and **Shubham** supported their colleagues by assisting with tasks and participating in problem-solving activities.
- **Milind** extended his working hours to help during flight delays or cancellations.
- **Pramit** was motivated to contribute to the healthcare industry's goals, frequently engaging in professional development act

## **4. Discussion and Recommendation**

The interviews revealed that productive behaviors such as task performance, motivation, and organizational citizenship behavior are strongly influenced by an individual's alignment with the organization's goals, the presence of growth opportunities, and the organizational culture. Participants who felt their job provided meaningful work and professional development opportunities exhibited higher levels of task performance and motivation.

Counterproductive behaviors were minimal across the participants, with only a few instances of resource misuse or workflow inefficiencies. The participants' high job satisfaction and positive work environments contributed to low levels of absenteeism, lateness, and turnover.

### **Recommendations**

Based on the findings, the following recommendations can be made to further improve productive behavior and reduce counterproductive behavior:

1. **Enhance Inclusivity:** As noted by Prathmesh and Milind, increasing inclusivity in the workplace could improve job satisfaction and overall productivity.
2. **Streamline Workflow:** Both Sanmitra and Shubham highlighted the need for more efficient workflows. Organizations should invest in process improvements to reduce inefficiencies and enhance task performance.
3. **Improve Communication:** Nilay suggested that improving communication between offshore and local teams could further boost productivity and collaboration.
4. **Offer Incentives and Recognition:** Monetary rewards and recognition were significant motivators for the participants. Organizations should continue to offer performance-based incentives to encourage high levels of task performance and motivation.
5. **Invest in Professional Development:** Providing employees with opportunities to learn new skills and take on more challenging roles can increase job satisfaction and reduce turnover.

## **5. Conclusion**

The analysis of the interviews highlights the importance of task performance, motivation, and job satisfaction in fostering productive behaviors in the workplace. Organizational citizenship behavior was also evident, with all participants contributing beyond their core responsibilities to support their colleagues and improve their work environments.

Counterproductive behaviors, such as absenteeism, lateness, and resource misuse, were minimal, suggesting that the organizations represented in this study have effective policies and practices in place to mitigate such behaviors.

Overall, the findings underscore the critical role of a positive organizational culture, growth opportunities, and recognition in driving productive behavior and minimizing counterproductive actions. Implementing the recommendations provided can further enhance workplace productivity and employee satisfaction.

