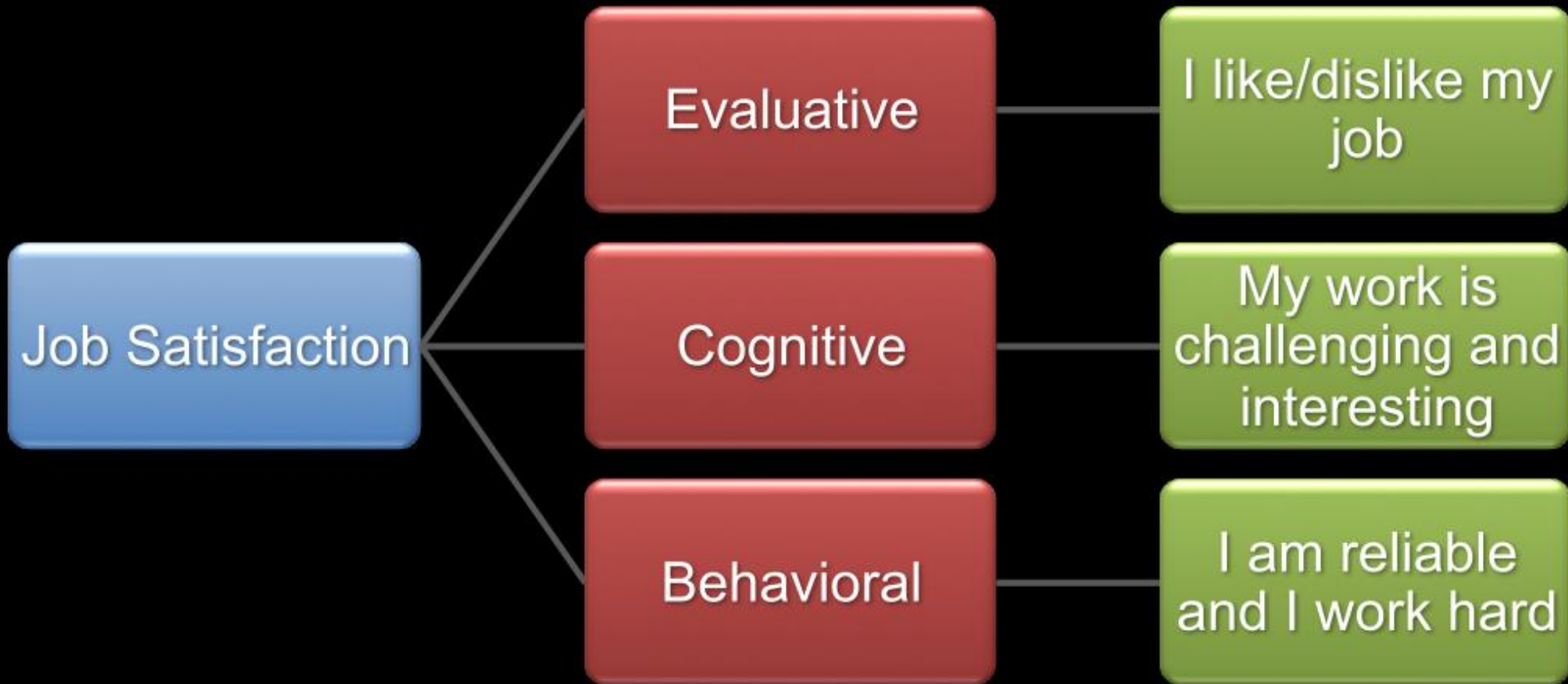


Industrial and Organizational Psychology

Feelings About Work: Job Attitudes and Emotions







Feelings About Work – Job Attitudes and Emotions

In this chapter we will be discussing employees attitude towards their jobs.

- The nature of job satisfaction
- How people feel about their Jobs
- Assessment of job satisfaction
- Antecedents of job satisfaction
- Potential effects of job satisfaction
- Organizational commitment
- Emotions at work

Learning Objectives: Flow of Discussion

- Define Job satisfaction and organizational commitment
- Differences between Job satisfaction and organizational commitment.
- How Job satisfaction and organizational commitment are measured.
- Findings on possible effect and causes of Job satisfaction and organizational commitment.
- Discuss how emotions are experienced by employees at work and how they impact organizations

Feelings About Work

- **Job satisfaction:** Attitude about the job reflecting like/dislike for it and various facets.
- **Organizational commitment:** Attachment to the job.
- **Emotion:** Reaction to a situation that includes both physiological arousal and cognitive appraisal, e.g., anger or anxiety.

Nature of Job Satisfaction

- Job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall and as well as various aspects of jobs
- Job satisfaction is extent to which people like their jobs.
- Job dissatisfaction is extent to which people dislike their jobs.
- Job satisfaction is derived from the difference between what the job rewards and what an employee expects as reward. Thus, a worker's attitude is directly linked to job satisfaction.

Activity

- Form a group of four to six people and list down what do you understand by job satisfaction and what factors contribute/affect to it.
- Other group list down factors contributing to job dissatisfaction/ hinder job satisfaction.
- One group discuss and list down how do we measure job satisfaction.

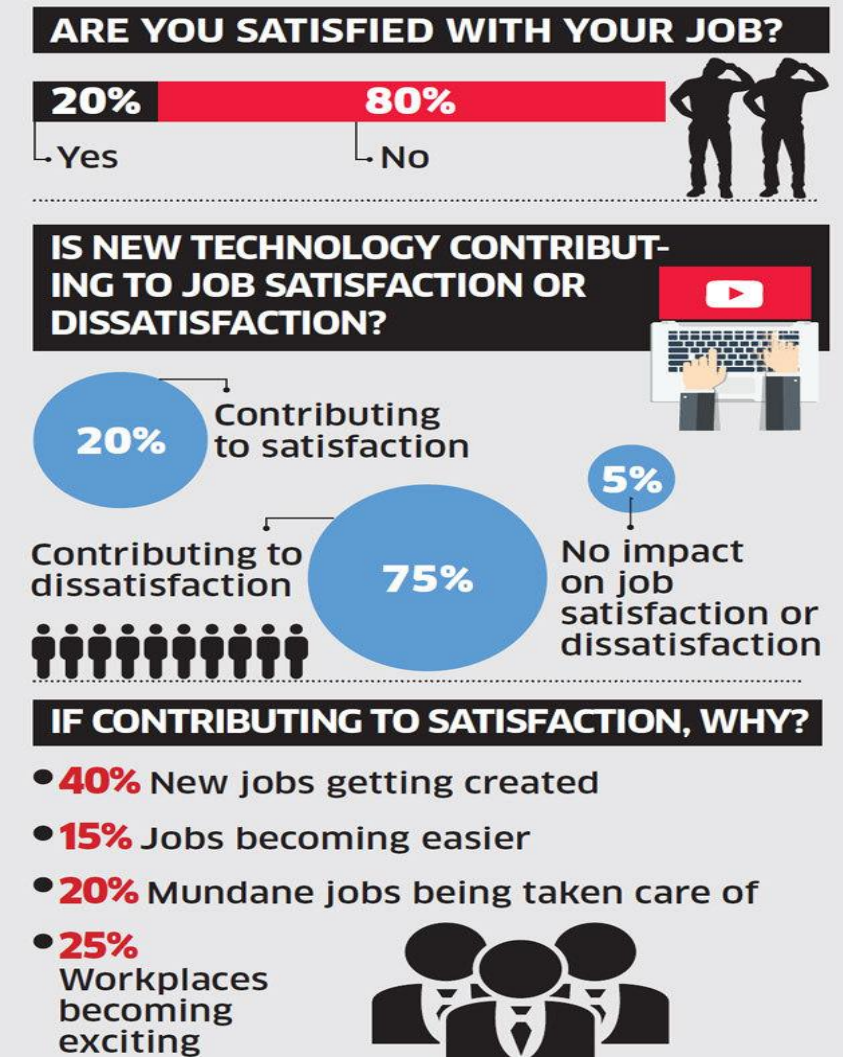
Nature of Job Satisfaction: Approaches to study

- Global approach: Overall satisfaction with work
- Facet approach: Satisfaction with aspects of the job
 - Pay, Fringe benefits
 - Promotion opportunities
 - Supervision and work culture
 - Nature of work
 - Coworkers and communication
 - Job security
- Most people like the job overall
- Facet satisfactions vary
 - Highest: Nature of work
 - Lowest: Pay and Promotion opportunities

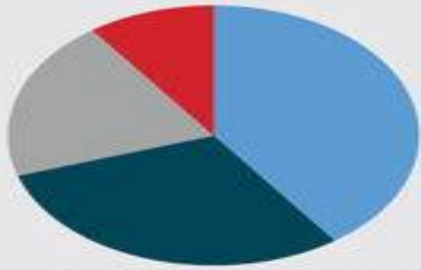
Nature of Job Satisfaction

- Performance at a workplace can often be directly linked to satisfaction with job.
- It is well known fact that the more satisfied an employee feels, greater will be his productivity. Thus, factors affecting satisfaction with job are of prime importance.
- Authentic job satisfaction studies for Indian labor market have been limited. One of the main reasons for this has been lack of reliable and sufficient data to draw conclusions.

Times Jobs survey of over 1,100 working professionals Eight in 10 employees are dissatisfied with their jobs, and seven in 10 feel that the influx of technology is adding to job dissatisfaction.



LACK OF CAREER GROWTH OPPORTUNITIES KEY TO JOB DISSATISFACTION



- 40%** - Very few career growth opportunities
- 30%** - Lack of recognition
- 20%** - Biased work environment
- 10%** - Bad relations at workplace



FACTORS THAT PLAY A CRUCIAL ROLE IN JOB SATISFACTION

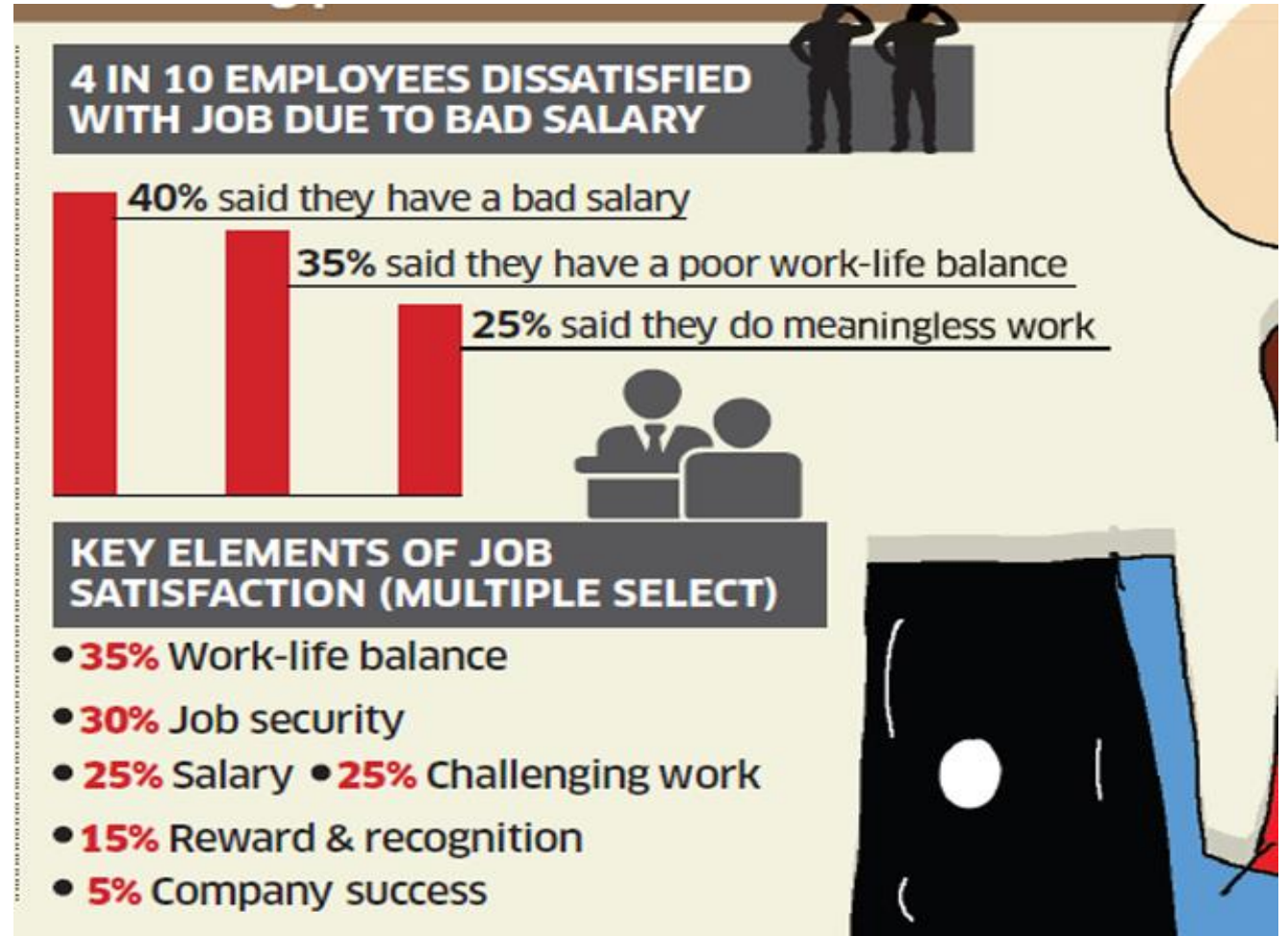
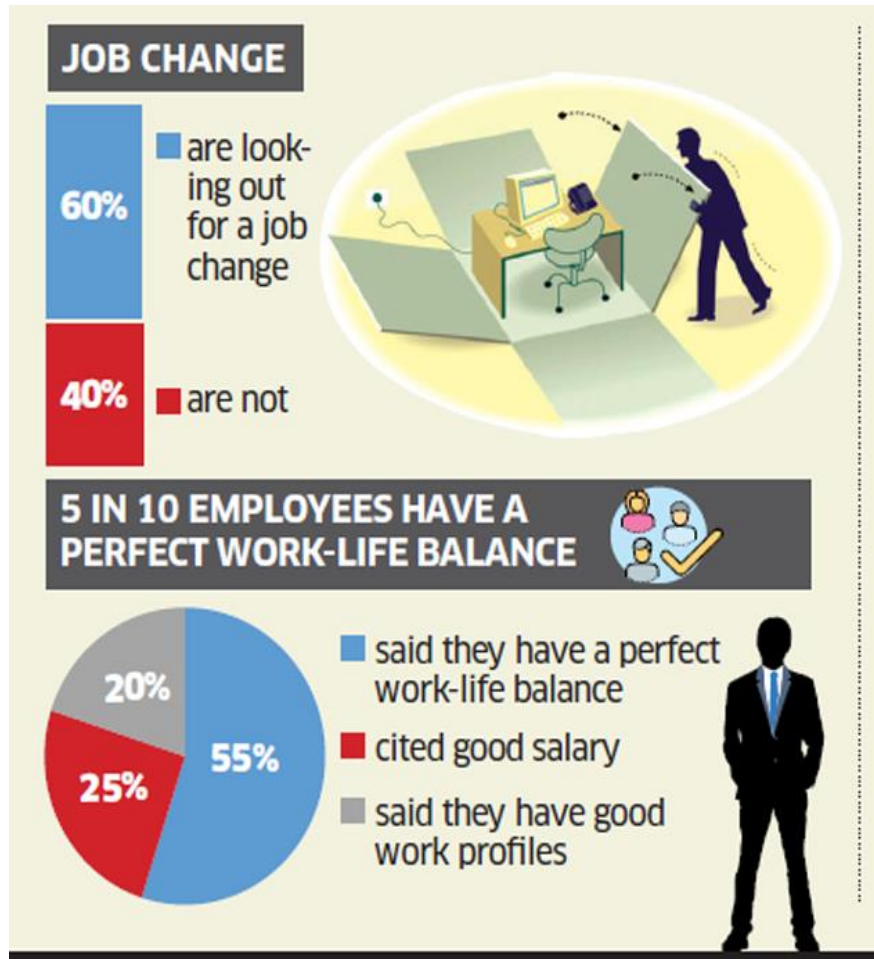


RELATIONSHIP WITH MANAGER



Source: TimesJobs

How people feel about their jobs



The job satisfaction factors have been divided into five groups:

- 1. Job-related factors:** Satisfaction with job, pay, contract and job security
- 2. Payment factors:** Satisfaction with approach to pay, allowances and welfare provisions
- 3. Relationship factors:** Satisfaction with relationship with colleagues, relationship with supervisors and work environment
- 4. Time factors:** Satisfaction with working hours and commuting time
- 5. Family factors:** Satisfaction with family income and combination of work and family

Mean levels of U.S. Satisfaction On the Job Satisfaction Survey (Spector 1985)

- JSS is scale that assesses eight popular facets of job satisfaction.
- Norms are based on JS scores of 36,3820 employees from more than 100 organization across united states



Cultural values that influence Job satisfaction

1. Individualism/Collectivism:

- **Individualism:** Autonomous and focus on own interest and needs.(USA, Canada, UK, Australia)
- **Collectivism:** Interconnected and focus on groups.(Asian and Latin)

2. Masculinity: Focus on achievement and job performance as opposed to health and well being of employees.

3. Power distance: Tolerance of power and status differences among the managers who demands obedience from subordinates.

4. Uncertainty avoidance: Level of comfort in situation that are unpredictable. Following rules and procedures.

Assessment of Job Satisfaction

Assessment mostly done by asking people how they feel about their jobs either by Questionnaire or by personal interview.

- **Self-report survey**
 - Easy to use
 - Can be anonymous
 - Person best judge of own feelings
- **Standard scales exist**
 - Job Descriptive Index (JDI)
 - 5 facets of job satisfaction
 - Job In General (JIG)
 - Global job satisfaction
- **Scales exist for commitment and emotion**

Assessment of Job Satisfaction

- **Job Descriptive Index (JDI)**

Developed by P.C Smith ,Kendall & Hulin 1969 has been most popular with researchers and most thoroughly validated .

Assesses Five facets:

1. Work
2. Pay
3. Promotion opportunities
4. Supervision
5. Co-workers

Assessment of Job Satisfaction

Minnesota Satisfaction Questionnaire (MSQ)

- Popularly known as MSQ developed by Weiss, Dawis, Lofquist & England 1966.
- Measures 20 facets of job satisfaction
- Comes in two forms :
 - 100 items long version: Facets scores are computed only for this form
 - 20 items short version: Assess either Global satisfaction or Intrinsic and Extrinsic satisfaction.

Assessment of Job Satisfaction

Job in General Scale (JIG)

- Developed by Ironson et.al (1989), a global satisfaction scale that contains items that does not reflect various facets of the job.
- It is patterned on the JDI contains 18 items that are adjectives or short phrases about jobs in general.

Is Global Satisfaction the sum of Facets?

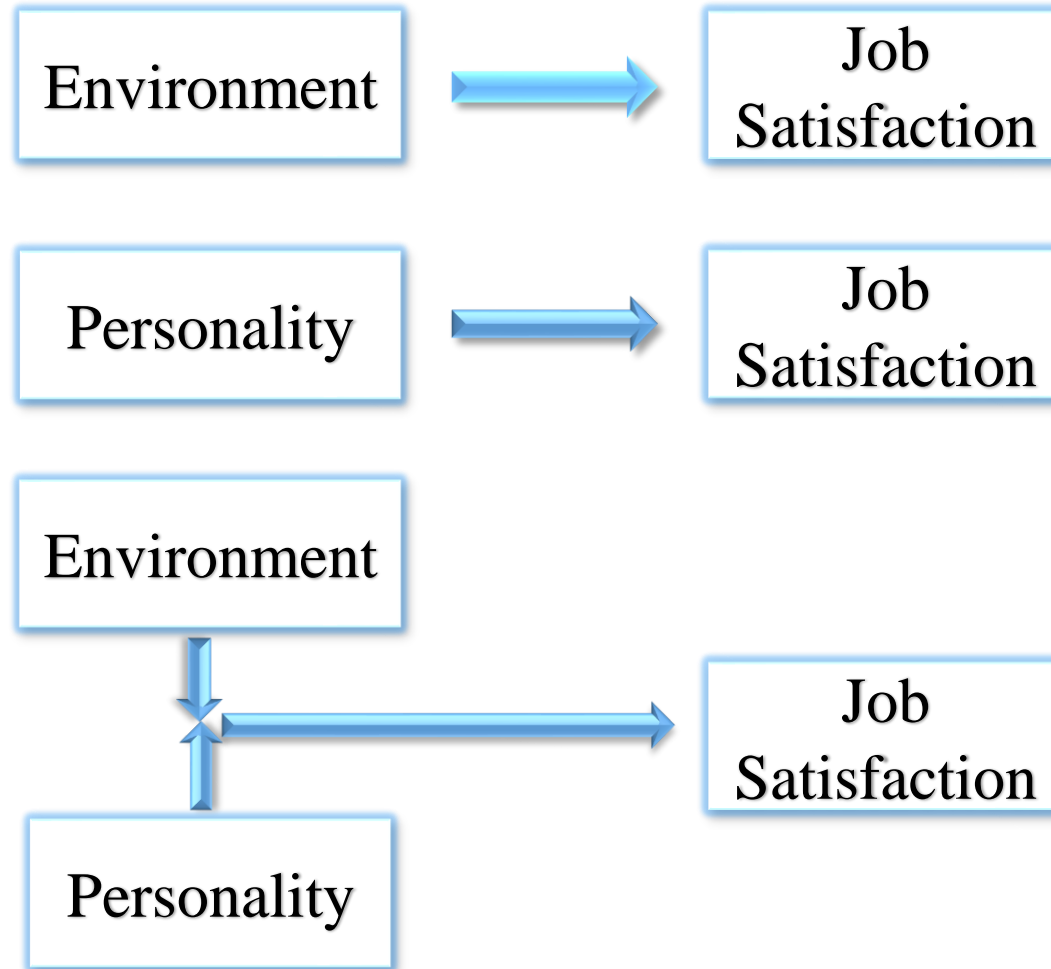
- P.C Smith developer of JDI and JIG argued they are separate
- However many researchers have treated sum of facets scores as an indicator of overall job satisfaction.

Antecedents of Job Satisfaction

What make people like or dislike their jobs

Product of

- Environment
 - Personality
 - Interaction of environment & personality
- (Person job fit)



Antecedents of Job Satisfaction: Environmental

- **Job characteristics: Content and nature of Job tasks.**
 - Hackman & Oldham(1976) Job Characteristics Theory
 - Characteristics → Psychological States → Job satisfaction
 - Strong research support linking perceptions of characteristics to job satisfaction
 - Weak research support linking objective characteristics to job satisfaction
- **Pay**
 - Salary compared to people in same job more important than different jobs
- **Justice**
 - Distributive and Procedural related to global and facet satisfaction

Antecedents of Job Satisfaction: Environmental

Job characteristics: Content and nature of Job tasks .

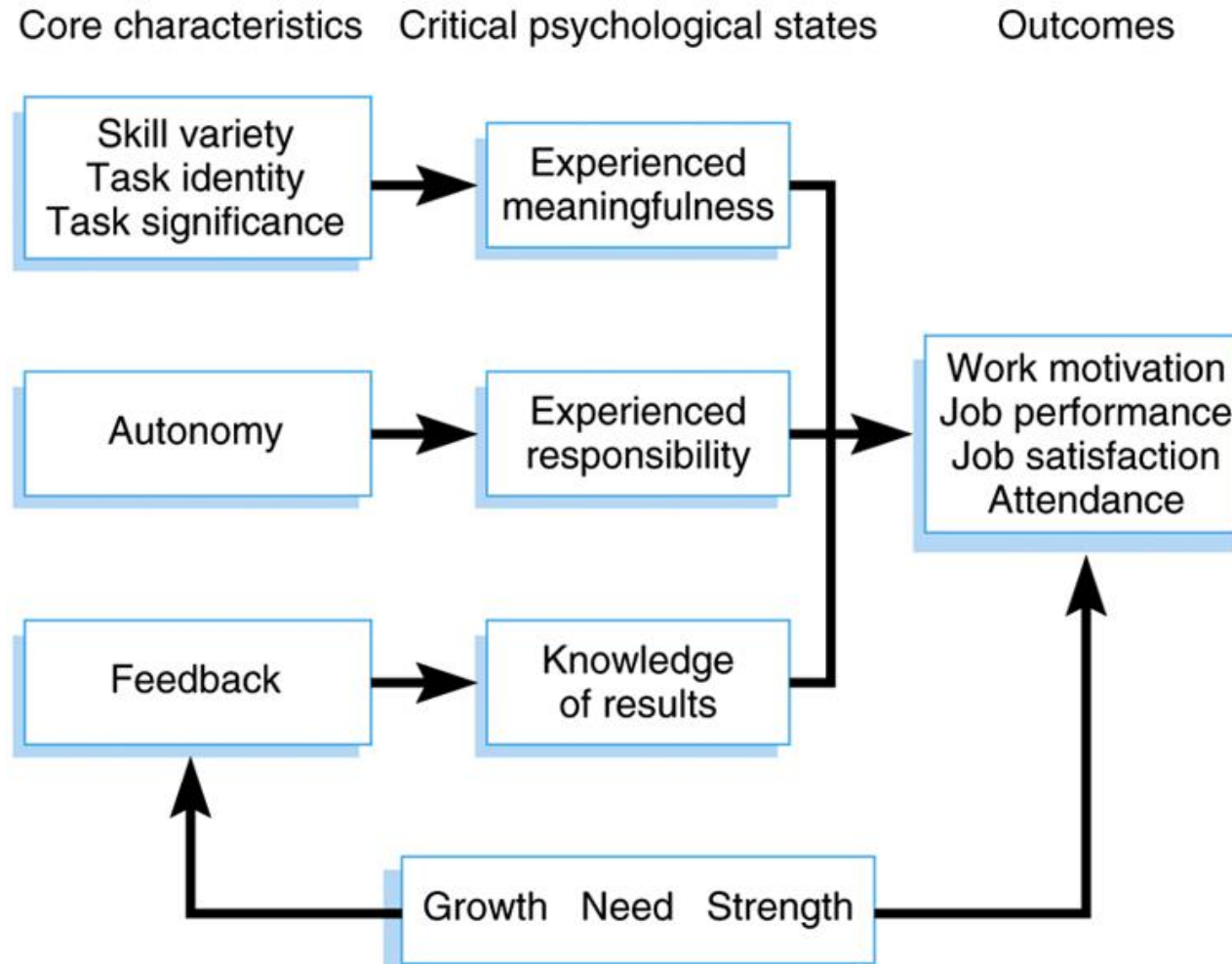
Hackman & Oldham(1976) Job Characteristics Theory.

- **Skill Variety:** The number of skills necessary to do the job.
- **Task Identity:** Whether or not employee does the entire job or the part of the job.
- **Task Significance:** The impact of job has on other people.
- **Autonomy:** The freedom of employees have to do the jobs as they see fit.
- **Task feedback:** The extent to which it is obvious to the employee that they are doing their job correctly.

Combined these 5 core define scope or complexity and challenges of job.

High scope leads to job satisfaction and low scope leads to boredom and dissatisfaction

Job Characteristics Theory



Antecedents of Job Satisfaction: Environmental

Pay

- Global satisfaction
- Strongly relates to facet of pay satisfaction.
- Fairness with which pay is distributed.
- Equity is more important determinant of pay satisfaction than the actual pay.
- Pay satisfaction is affected by comparison with the same job rather than comparison in general.
- Considerable research has demonstrated positive relationship between pay and organizational performance.

Antecedents of Job Satisfaction: Environmental

Pay-Perceived Pay Equity

- The perceived equity or fairness of one's pay can be more important than actual pay.
- Survey Respondents has reported that if people with similar qualifications earn more than they did leads to dissatisfaction with their pay.
- People who think that their salaries are higher than those of their colleagues are likely to be more satisfied with their pay.
- It is subjective assumption with people developing personal standards of comparison.
- Satisfaction with pay is determined by discrepancy between standard and actual salary.

Antecedents of Job Satisfaction: Environmental

Pay - Merit Pay and Wage Incentive Pay Systems

- Merit pay or pay for performance means that the better performing worker in organization are paid more than less productive workers.
- Also relate to degree to which managers rely to their subordinates expertise and support.
- Cross cultural differences have also cited in the effectiveness of merit pay. Researchers have found that merit pay is more effective motivator in poorer countries than in rich countries.
- Wage incentive system are primary pay scheme where system provides incentive for higher job performance (higher units produced).

Antecedents of Job Satisfaction: Environmental

Justice

- Perception of fairness are important determinants of peoples behaviors and reaction to work.
- Distributive justice is the extent to which people perceive the allotment of work and rewards are fair.
- Procedural justice is the extent people perceive that the process by which rewards at work are allocated to be fair.

The two forms have been linked to global and facet job satisfaction in Choen-Charash and Sepector (2001)Meta analysis.

***Employee
Dissatisfaction***

**Fulfillment
Commitment
Engagement**

***Employee
Satisfaction***

Factors leading to dissatisfaction:

- Poor pay
- Poor compensation
- Poor work conditions
- Lack of promotions
- Poor benefits offering
- Lack of job security

When these factors are optimal, job dissatisfaction will be eliminated. However, these factors do not increase job satisfaction.

Factors leading to satisfaction:

- Good leadership practices
- Good manager relationship
- Recognition
- Advancement
- Personal growth
- Feedback and support
- Clear direction and objectives

When these factors are optimal, job satisfaction will be increased.

Antecedents of Job Satisfaction: Personal

- **Personality**
 - Negative affectivity (high NAs less satisfied)
 - Locus of control (externals less satisfied)
- **Gender**
 - Few gender differences
- **Age**
 - Curvilinear—satisfaction lowest age 26 to 31
- **Culture and Ethnicity**
 - Few racial differences within the U.S.
 - Western countries score higher than Asians
 - Could be due to response styles rather than true feelings

Antecedents of Job Satisfaction: Personal

1. Personality
2. Gender
3. Age
4. Culture/Race and Ethnicity
5. Cognitive Ability
6. Job Congruence
7. Use of Skills
8. Job control
9. Occupational Level

Antecedents of Job Satisfaction: Personal

Personality

- **Achievement striving** : extent to which people work hard and take work seriously is positively related.
- **Negative affectivity(NA)**: Tendency for an individual to experience negative emotions such as anger, irritability anxiety and depression across wide variety of situations, viewing all aspects in negative way. High NAs less satisfied.(Chronic Kickers)
- Happier and emotionally stable people show high level of job performance and earn high incomes.
- **Locus of control**: It is the belief that people are in control of reinforcements in their life.
 - Internals: People who believe they control reinforcements.
 - Externals: people who believe that fate luck powerful others control reinforcements
 -
 - Internals are more satisfied than externals.

Antecedents of Job Satisfaction: Personal

Gender

- Most studies have found fewer differences when they compared men and women in global job satisfaction.
- It may not be the gender rather group of factors that vary with gender like woman may be paid less than males for similar work and opportunities of promotion may be few.
- Most women feel that they have to work harder and be more outstanding in their jobs to receive comparable rewards like men.
- Such factors may influence job satisfaction.

Antecedents of Job Satisfaction: Personal

Age

- Job satisfaction increases with age, lowest job satisfaction has been reported by youngsters.
- Curvilinear—satisfaction lowest age 26 to 31
- Young people may be disappointed with jobs as they face to find sufficient challenge and responsibility which tends to increase with age.
- Older workers have greater opportunities to find fulfillment and self actualization on the job.
- Job tenure may also be one factor higher the tenure higher the satisfaction.

Antecedents of Job Satisfaction: Personal

Culture/ Race and Ethnic

As work force countries like US are becoming increasingly Multicultural several studies have been conducted to compare job satisfaction of various ethnic racial and cultural background feel about their jobs.

- Few racial differences within the U.S.
- Blacks have slightly lower satisfaction.
- Western countries score higher than Asians
 - *Could be due to response styles rather than true feelings*

Antecedents of Job Satisfaction: Personal

Cognitive Ability

- Though it does not appear to be significant determinant of job satisfaction but it may be important when related to the type of job a person chooses.
- Person who are too intelligent for their work may find insufficient challenge and leading to boredom and dissatisfaction.
- This factor is also related to education the more the person is educated higher the expectations from jobs and should be provided with greater opportunities if not leads to dissatisfaction.

Antecedents of Job Satisfaction: Personal

Job Congruence

Refers to the match between demands of job and abilities of employees.

- Higher the congruence-The closer fit between skills and job requirements greater the job satisfaction.
- Conversely poor fit between job demands and personal skills reduces potential job satisfaction

Use of Skills

- A common complaint especially graduates in engineering and science is that their job does not allow them to exercise their skills and knowledge acquired in college training.
- Survey of engineers show high dissatisfaction with job factors such as pay, working conditions nature of job.
- People are happier at work if have chance to use their abilities.

Antecedents of Job Satisfaction: Personal

Job Control

- People who can exercise greater control over their job duties will experience higher satisfaction.
- A study on workers in Canada linked high job control to low level of stress and greater physical health .

Occupational Level

- The higher the occupational status of the job greater the satisfaction.
- Executives expressed more positive job attitudes than front supervisors who in turn will be more satisfied than front line workers.
- High level jobs offer greater autonomy challenge and responsibility.
- Job Category- Most satisfied entrepreneurs, technical professional and managerial.
 - Least satisfied employees working in manufacturing, service industries and wholesale and retail businesses

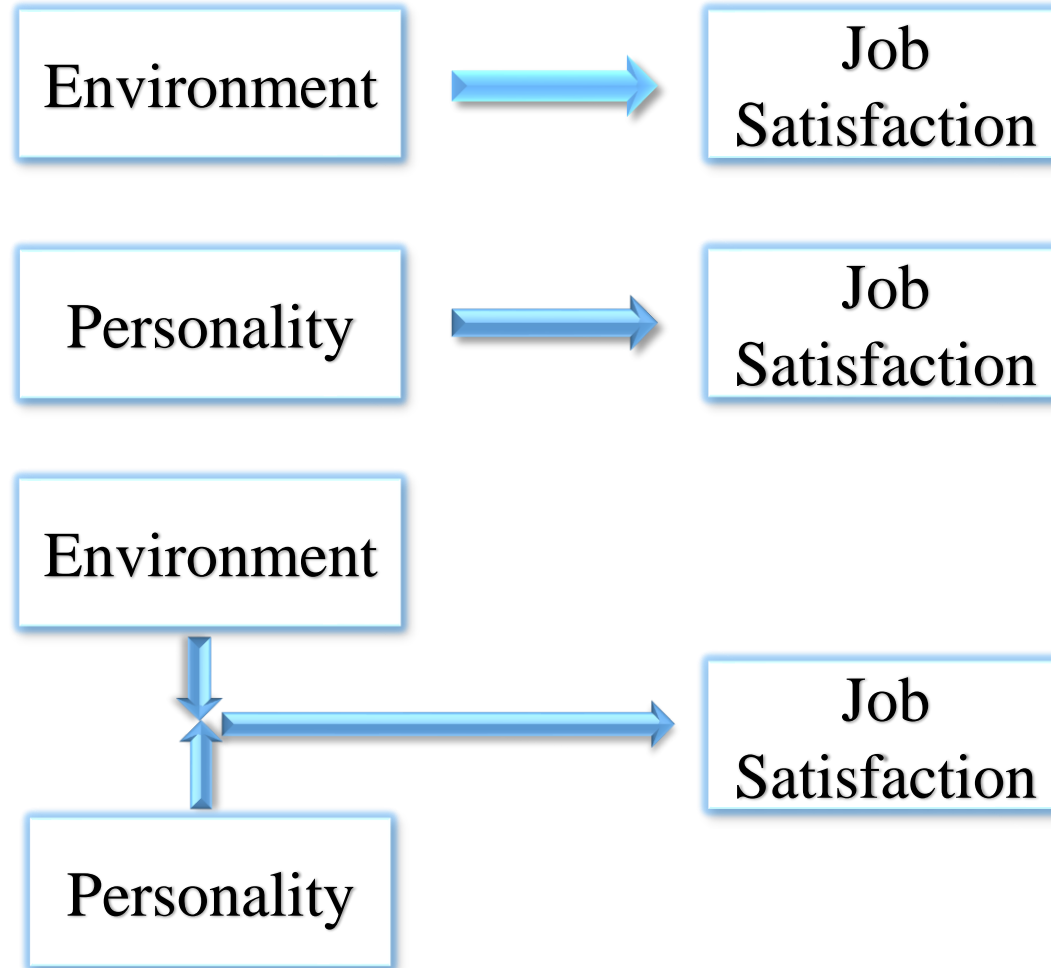
Country Differences In Job Satisfaction Facets On JSS

Facet	Dominican Republic	Hong Kong	Jamaica	Singapore	US
Pay	17.2	15.0	5.8	14.0	11.8
Supervision	20.0	16.0	17.5	13.4	18.6
Fringe Benefits	16.8	14.4	6.1	14.2	14.3
Coworkers	20.0	15.6	17.0	13.4	17.9
Work Itself	22.2	14.9	18.3	17.1	18.9
Total	160.9	133.3	110.0	134.7	133.4

Antecedents of Job Satisfaction

Product of

- Environment
 - Personality
 - Interaction of environment & personality
- (Person job fit)



Person-Job Fit

- Refers to the interaction of environmental and personal factors rather than treating them separately
- States that job satisfaction will occur if there is match between individual and the job.
- Correspondence between what people say they want in job and what they say they have.
- Smaller the difference between wanting and having greater the job satisfaction.
- **Another job fit approach** is people differ in reactions to same situation

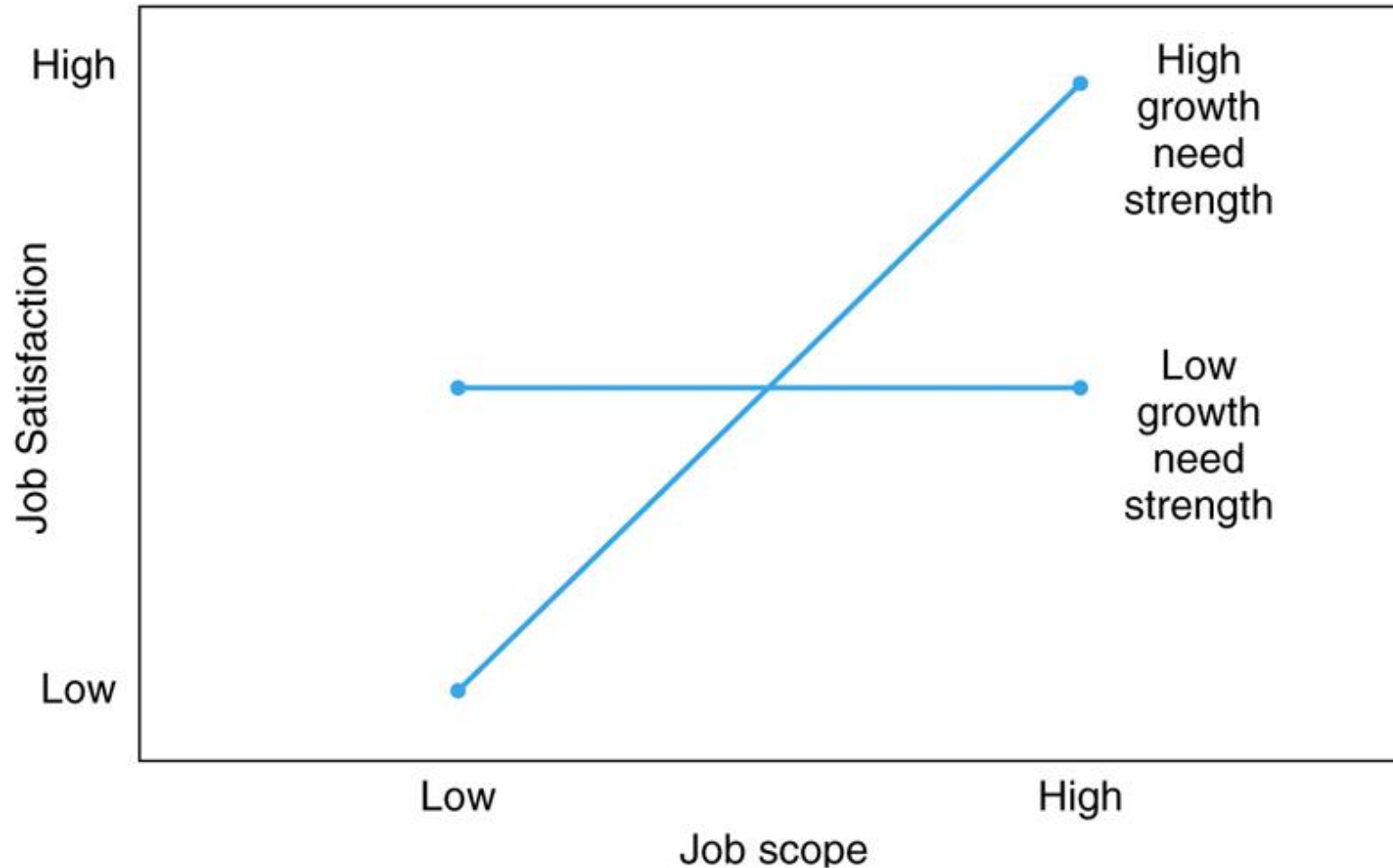
Person-Job Fit

- Verquer, Beehr and Wagner (2003) conducted a meta-analysis of 21 person-job fit studies and found that various measures of fit were correlated with job satisfaction.
- Interaction of specific person and job variables in predicting job satisfaction.

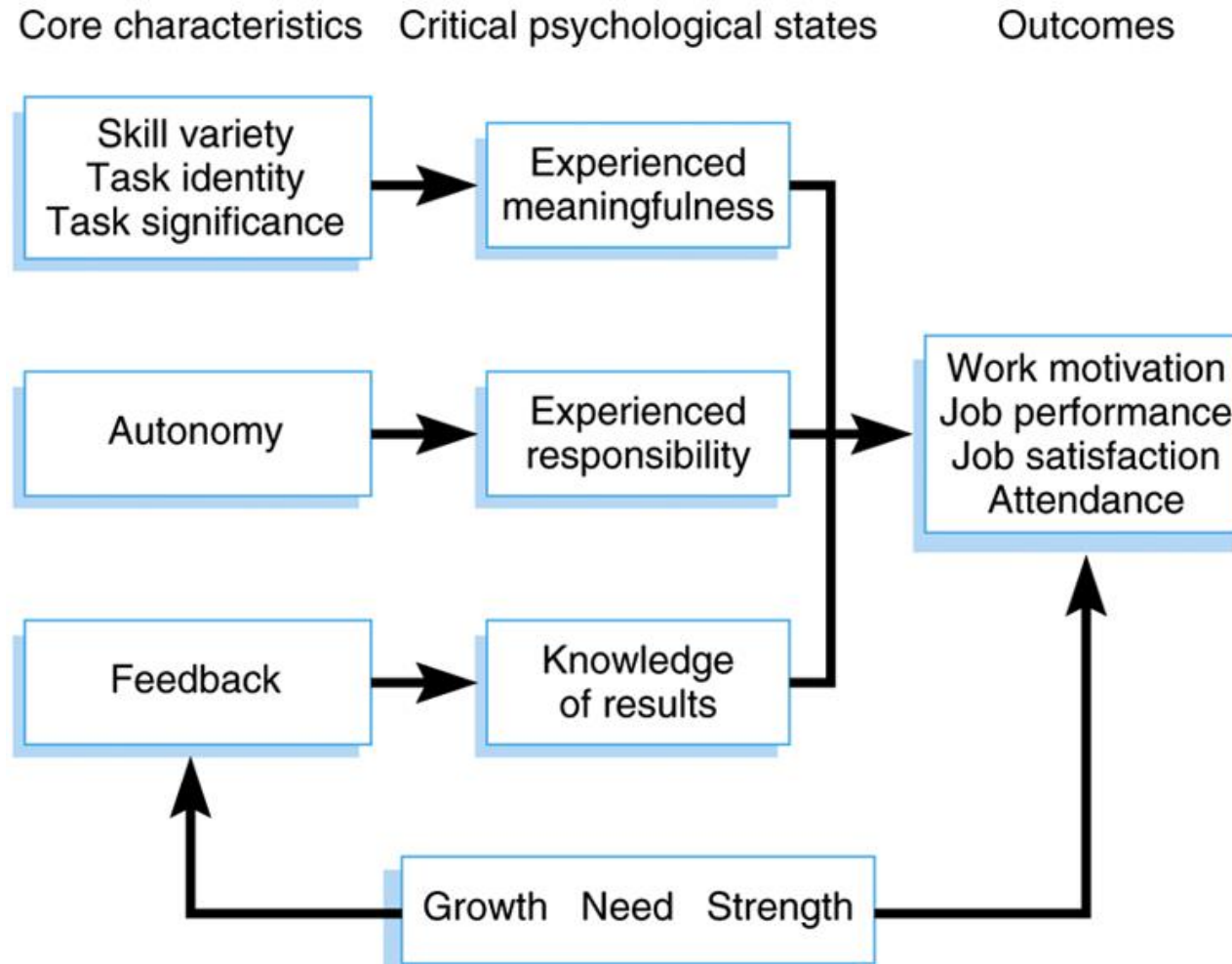
Growth need strength(GNS) Hackman and Oldham's(1976) theory

- A person's desire for satisfaction of higher order needs, autonomy and achievement.
- Meta-analyses- It moderates the relation between job characteristics and job satisfaction. (Loher et al. 1985)
- Correlation between these two variables greater individuals who are high in GNS.

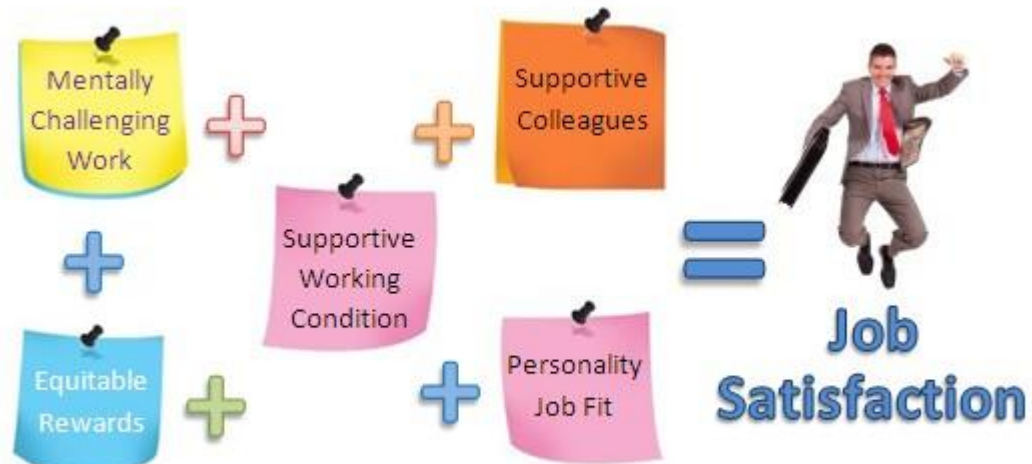
Moderating Effect of GNS On Relationship Between Job Scope and Job Satisfaction



Job Characteristics Theory

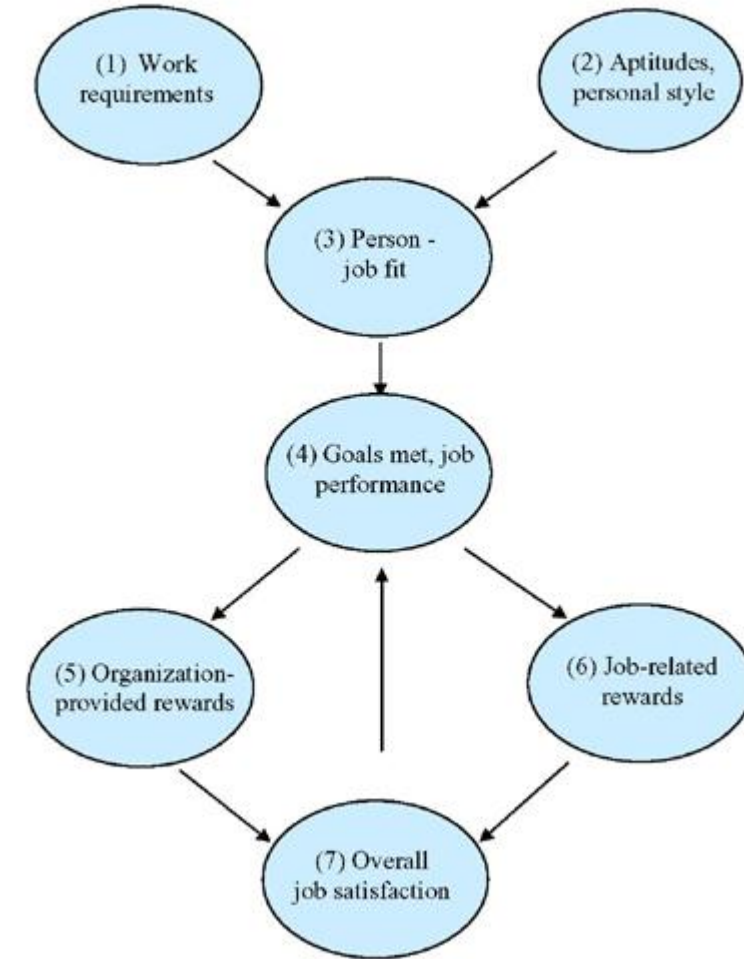






Organization's view

Individual's view



Effects of Job Satisfaction

- Job Performance
 - Small correlation
 - More evidence that performance causes satisfaction than reverse
- Turnover
 - Dissatisfied people more likely to quit
 - Moderated by labor market—people quit when they find another job
- Absence
 - Very small correlation—other factors more important
- Health and Well-Being
 - Job satisfaction relates to health variables such as anxiety and depression
- Life Satisfaction
 - Job satisfaction important component of life satisfaction
 - Spillover

Effects of Job Satisfaction

Job Performance and Job satisfaction

- Small correlation between two in various researches although it is clear that both two are related.
- There are two possible explanations :



- More evidence that performance causes satisfaction than reverse: Rationale is employees who perform well will be more satisfied because they receive more rewards.

Effects of Job Dissatisfaction

Turnover or Quitting Jobs

- Dissatisfied people more likely to quit
- Moderated by labor market—people quit when they find another job.

Absence

People who dislike their work will be more likely avoid their work than people who like their jobs.

- Very small correlation—other factors more important

Effects of Job Satisfaction

- **Health and Well-Being**

- Dissatisfied employees report more physical symptoms like sleep problems stomach upset than their satisfied counterpart.
- Job dissatisfaction relates to negative emotional states such as anxiety and depression

- **Life Satisfaction**

Considers to be indicator of overall happiness or emotional well being. Job satisfaction important component of life satisfaction

- Spillover: Satisfaction in one area spills over in other area
- Compensation: Dissatisfaction in one area may be compensated for other.
- Segmentation: People compartmentalize their life satisfaction in one area has no relation with other.

- What is job satisfaction, Facets and overall approach
- Cultural values : Individualism/collectivism, masculinity, power distance, uncertainty avoidance.
- Assessment: JIG,MSQ.JDI
- Antecedents of job satisfaction:
 - Environmental: Characteristics of job, pay, justice
 - Personal: Personality, gender, age, culture, cognitive ability
- Person job fit approach and Growth needs index
- Effects of job dissatisfaction
 - Turnover/quitting, absence, health and well being, life satisfaction

Organizational Commitment

Focus on Attachment of Individual to the organization.

Perspective:

Global Perspective : Based on work by Mowday, Steers, Porter (1979)

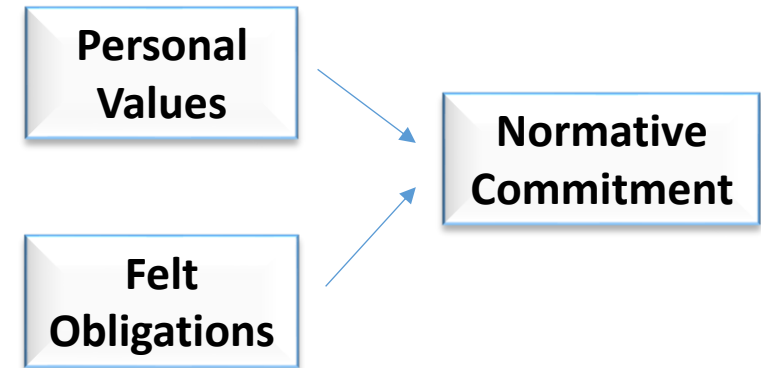
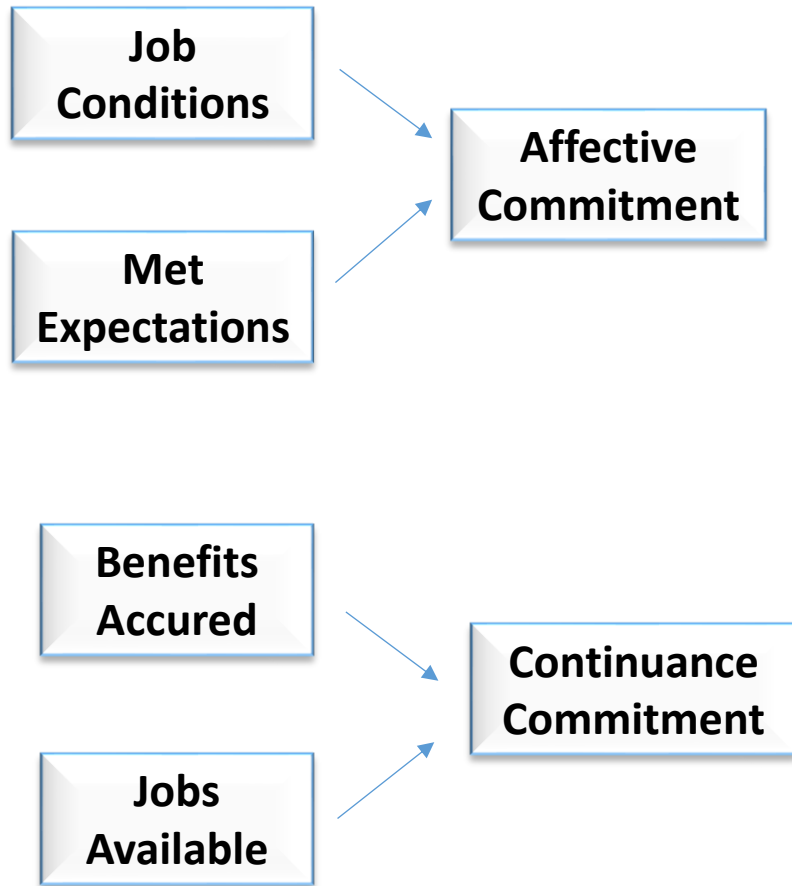
One commitment, three components

- Acceptance of organization goals
- Desire to stay with the organization
- Willingness to work hard

Three component commitments perspective : Meyer and Allen & Smith (1993)

- Affective: Like the job, emotional attachment, identifies with organization.
- Continuance: Need the job, benefits, pension plans, salary, seniority.
- Normative: Feel obligated to stay on the job, values of employee

Organizational Commitment



Organizational Commitment- Assessment

- Measured with self report scales like those used in job satisfaction.
- Most Popular scale developed by Mowday (1979) which taps three aspects of commitment and combined they indicate global commitment.
 - Acceptance of organization goals
 - Intention to stay on the job
 - Willingness to work hard
- Meyer(1993) developed scale which produces separate scores on three types of commitments.
- Research by Hackett, Bycio and Hausdorf (1994) noted that Mowday scale mainly assess affective commitment but not with the continuance and normative subscales.

Organizational Commitment- Other Variables

- Similar correlations as job satisfaction
- High commitment associated with
 - High job scope
 - High job satisfaction
 - Low job stressors
 - Organisational Justice
- Turnover is associated with commitment, those Low commitment would likely to switch more jobs than those with high commitment.
- Meyer developed the idea of occupational commitment which concerns the occupation or profession rather than particular organization.

Emotions and Work

The word *emotion* comes from a French term meaning “to stir up.

- Job is important component of life not only providing necessities but also sense of purpose ,People react emotionally at workplace.
- Emotion is defined as a short intense feeling resulting from some event
- Emotion state: Immediate experience of a particular emotion
- Emotion mood: How you have been feeling lately.

Emotions

“I was really angry when Prof. he criticized my presentation”

- Identified with a source, cause
- Tend to be brief, episodic
- Many forms and types
- Action oriented; link to behavior
- Can turn into a mood

Moods

“Oh, I just don’t have the energy to do much today. I’ve felt down all week.”

- Hard to identify cause
- Can be long lasting
- Either positive or negative
- More cerebral; less action oriented
- Can influence emotion

Emotions and Work-

Causes and consequences

Not everyone reacts to the same situation in the same way.

- **Positive emotions** such as joy, love, and surprise result from our reaction to desired events. They can be stimulated by positive atmosphere at work, rewards and nature of job.
- Positive emotional state can make difficult challenges more achievable
- **Negative emotions** such as anger fear sadness can result from undesired events. Things which are stressful and aversive at work can produce negative emotions. E.g. juggling conflicting demands, time pressure, work pressure unfair treatment.

Emotions and Work- Implications for Organization

Positive emotions: Feeling good

- Greater creativity
- Higher job satisfaction
- More contextual performance (Volunteering to do extra work, need not associated with nature job)
- Better job performance

Negative emotions: Feeling bad

- Lower job satisfaction
- Higher absence
- More turnover

Emotions Linked with counterproductive work behaviour (For e.g verbal aggression towards colleague, with holding information purposely)

Emotions and Work-

Emotional Contagion/ Spill over effect

- Both positive and negative emotions can be contagious, with the spillover of negative emotions lasting longer than positive emotions
- Research shows that some people are more susceptible to emotional contagion than others

Emotional Labor

Emotional labour refers to the regulation of feelings and expression for organisational purposes

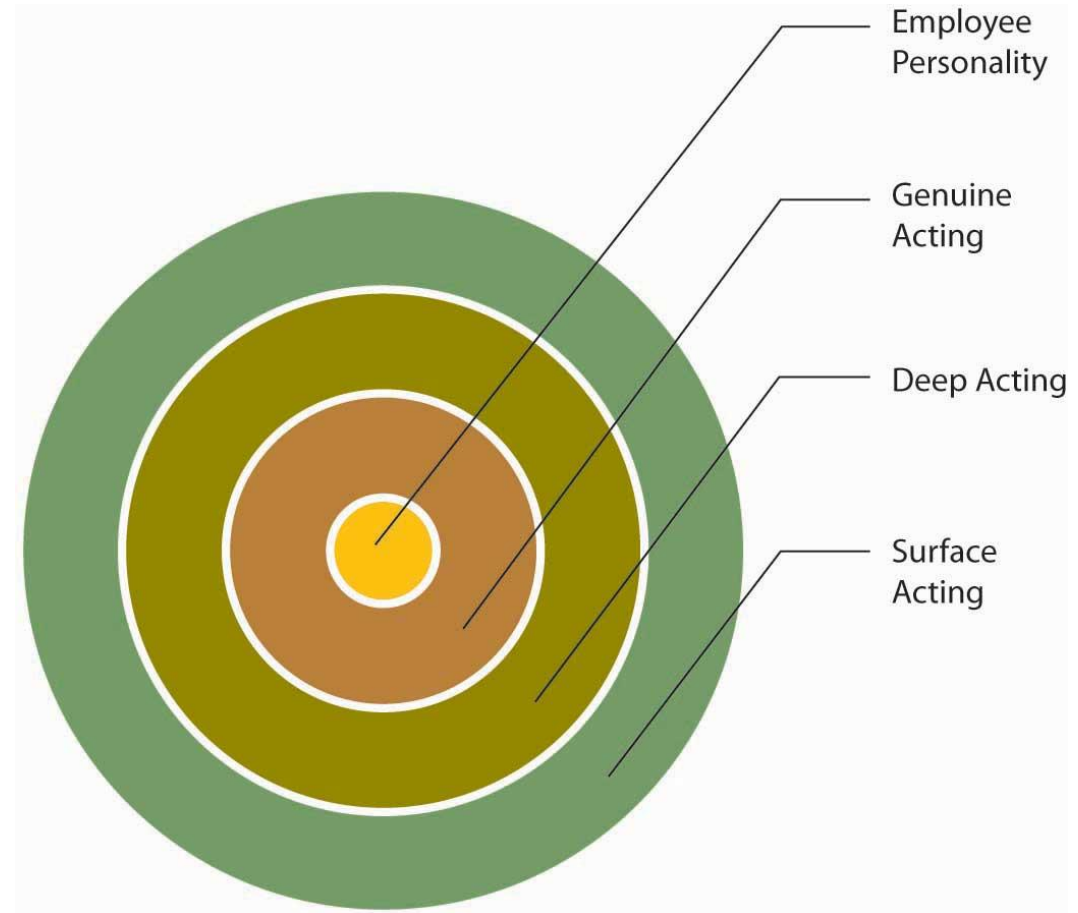
Required expression of certain behaviour at work is called **emotional labour**.

Three major levels of emotional labor have been identified.

1. **Surface acting** requires an individual to exhibit physical signs, such as smiling, that reflect emotions customers want to experience.
2. **Deep acting** takes surface acting one step further. This time, instead of faking an emotion that a customer may want to see, an employee will actively try to experience the emotion they are displaying. This genuine attempt at empathy helps align the emotions one is experiencing with the emotions one is displaying.
3. **Genuine acting** occurs when individuals are asked to display emotions that are aligned with their own. If a job requires genuine acting, less emotional labor is required because the actions are consistent with true feelings.
4. **Emotional/cognitive dissonance**: Is a term that refers to a mismatch among emotions, attitudes, beliefs, and behavior, Expressing emotion you don't feel

Emotional Labor

When it comes to acting, the closer to the middle of the circle that your actions are, the less emotional labor your job demands. The further away, the more emotional labor the job demands.



Research shows that surface acting is related to higher levels of stress and fewer felt positive emotions, while deep acting may lead to less stress

Emotions Affect Attitudes and behavior at work

- Emotions shape an individual's belief about the value of a job, a company, or a team.
- Emotions also affect behaviors at work. Research shows that individuals within your own inner circle are better able to recognize and understand your emotions.
- So, what is the connection between emotions, attitudes, and behaviors at work? This connection may be explained using a theory named **Affective Events Theory (AET)**.

Affective Events Theory (AET)

- Researchers Howard Weiss and Russell Cropanzano studied the effect of six major kinds of emotions in the workplace
- Their theory argues that specific events on the job cause different kinds of people to feel different emotions.



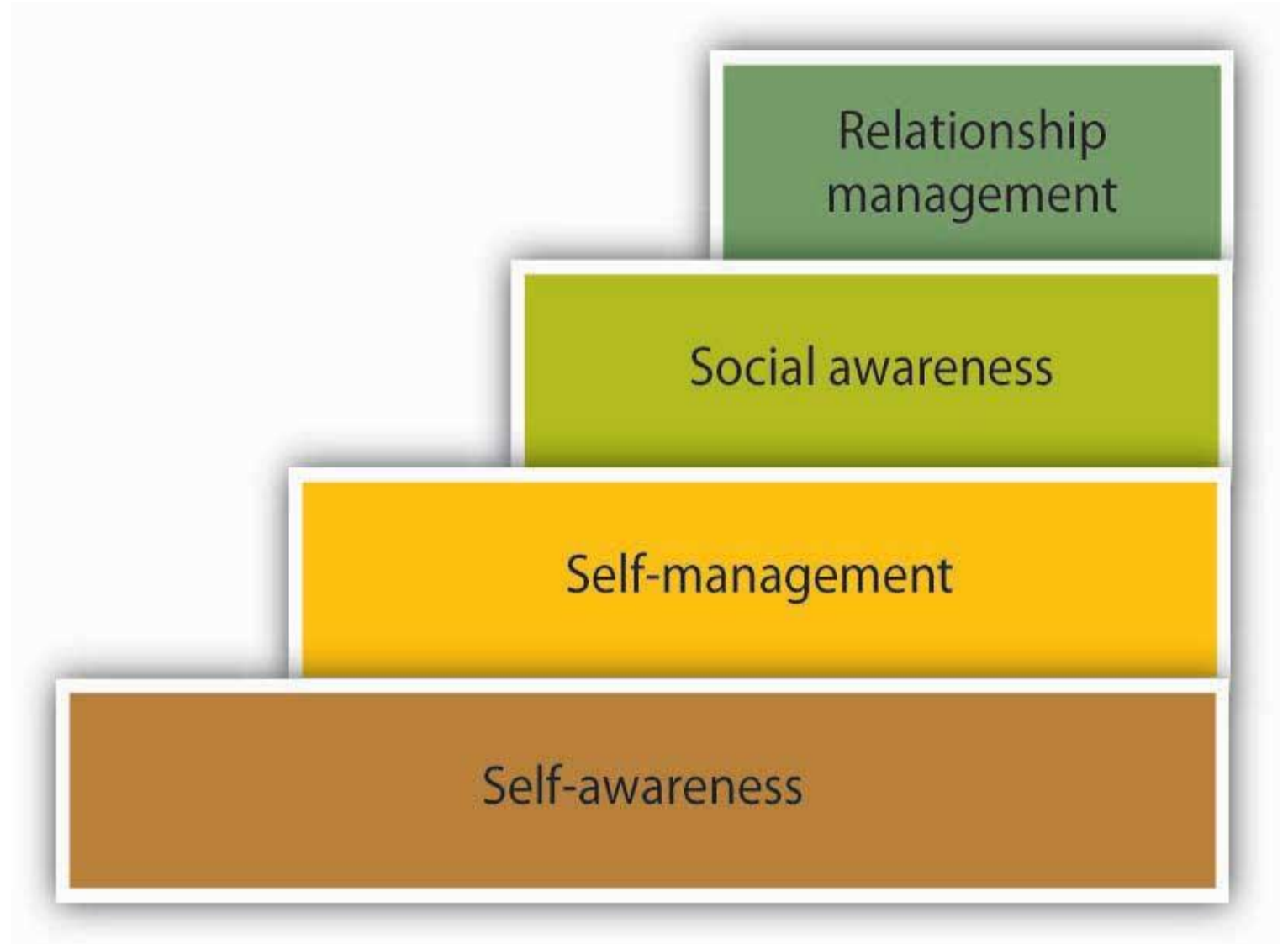


Affective Events Theory (AET)

- Over time, these tiny moments of emotion on the job can influence a person's job satisfaction..
- Job satisfaction in the AET model comes from the inside-in—from the combination of an individual's personality, small emotional experiences at work over time, beliefs, and affect-driven behaviors.
- Jobs that are high in negative emotion can lead to frustration and **burnout**—an ongoing negative emotional state resulting from dissatisfaction

Emotional Intelligence

- Emotional intelligence looks at how people can understand each other more completely by developing an increased awareness of their own and others' emotions.
- There are four building blocks involved in developing a high level of emotional intelligence.





Why is Developing EQ Important in the Workplace?

- Emotional intelligence is a vital consideration in the workplace for many reasons, but there are two that really stick out:
- It is linked to higher job satisfaction for those with high EI/EQ as well as employees who work with or are managed by those with high EI/EQ.
- It is strongly associated with job performance.

How Can You Be Happier at Work

- ***Have a positive attitude about it.*** Your personality is a big part of your happiness. If you are always looking for the negative side of everything, you will find it.
- ***A good fit with the job and company is important to your happiness.*** This starts with knowing yourself: What do you want from the job? What do you enjoy doing? Be honest with yourself and do a self-assessment.
- ***Get accurate information about the job and the company.*** Ask detailed questions about what life is like in this company. Do your research: Read about the company, and use your social network to understand the company's culture.
- ***Develop good relationships at work.*** Make friends. Try to get a mentor. Approach a person you admire and attempt to build a relationship with this person. An experienced mentor can be a great help in navigating life at a company. Your social network can help you weather the bad days and provide you emotional and instrumental support during your time at the company as well as afterward.

How Can You Be Happier at Work

- *Pay is important, but job characteristics matter more to your job satisfaction.* Don't sacrifice the job itself for a little bit more money. When choosing a job, look at the level of challenge, and the potential of the job to make you engaged.
- *Be proactive in managing organizational life.* If the job is stressful, cope with it by effective time management and having a good social network, as well as being proactive in getting to the source of stress. If you don't have enough direction, ask for it!
- *Know when to leave.* If the job makes you unhappy over an extended period of time and there is little hope of solving the problems, it may be time to look elsewhere.

Being Mindful of What You are Feeling

Sometimes it's hard to put a finger on the term to describe how we are feeling. A high level descriptor such as "happy" or "sad" is likely to come to mind first. Yet if you dig a little deeper you might uncover more accurate feelings and emotions that better describe your current mood or behavior.

Why would you want to do that?

Several reasons actually.

- **One** is because being mindful of what you are really feeling can help you identify possible reasons why.
- **Two**, you can shift your thinking from "I **am** Sad" to "I am **feeling** sad...because more deeply I feel (example: *ashamed, fragile, remorseful*)
- **Three** with this deeper understanding of your emotions you can begin to shift and re-frame your thinking or move through emotions naturally.

Assignment – Case study

- A person's behavior and satisfaction toward work can be affected by a combination of personality traits, level of loyalty to one's organization, level of immersion into one's work and dedication to one's profession.
- Discuss how this statement holds true following this case study and prepare an assignment based on case

Assignment case study of Rahul

It should be typed in 12 New times Roman

First page should contain:

Name of the topic

Your name:

UID

Assignment no:

Date of submission

Emotional Intelligence

- One ted talk video : <https://youtu.be/h-rRgpPbR5w>
- EQ test
- Explanation of emotional intelligence