**Question 1**

**Explain the ways in which an employee would enhance his or her chances of achieving the career goal within a single organisation**

A career goal is an aspiration that an employee seeks to achieve in a certain period of time either at their work place or in their line of duty. As one aspires to achieve those goals, they ought to undertake a personal evaluation of themselves and ensure the necessary measures are taken for success. For example, where an employee aspires to hold a managerial position they ought to know the qualities and qualifications required and begin to work towards them.

An action plan is useful to help avoid procrastinating the goal accomplishment and for one to keep track of their progress. While the setting of goals is useful in providing a basis for propelling an employee towards a certain desired direction, it must be made clear that in setting goals the employee ought to be careful that goals set are realistic. This implies that the set goals are relevant to the operating environment and are not abstract. Secondly, such goals must of necessity be achievable and attainable. Setting unachievable goals simply serves to frustrate the employee and ensure that they are distracted from goal accomplishment. It is also useful to ensure the goals so set are reasonable when all is taken into account.

Seeking dialogue with their supervisor will help give one insight on their performance and what requires improvement. This however this might result in unexpected negative feedback. In the event of such happening, one ought to be open minded to negative feedback, as such open mindedness hinges on good relations and good communication. An employee ought to demonstrate their worth for promotion by being outstanding either individual tasks or team and should be ready to voluntarily take up leading roles in undertaking challenging tasks. This will improve their knowledge base and earn you recognition for higher responsibilities. In the process of ensuring that goals can be achieved, it is also advisable for an employee to consider other external variables that may present challenges to the goal accomplishment. One such important variable is the impact of technological change and technology itself. By anticipating the effect of technology and technological change, the employee places themselves in vantage position of preparedness to deal with technological impact through training and seeking to incorporate technological change and innovations in their plans. As innovation and knowledge is increasing, one ought to move with time and acquire knowledge either through trainings or academic qualifications. The onus is on the employee to drive their own learning to develop skills and competencies (Jack Hill 2005). Therefore, an employee with the zeal to excel in their career works hard in achieving their goal.

Networking with people who have achieved similar goals or in different organizations but same areas will boost the employee’s skills, exposure and talent and likely to shape the outcomes of their behaviour. There is a saying goes as follows “show me your friends and I will tell who you are” Aligning one-self to successful peers encourages one in achieving higher goals. Surrounding oneself with positive people begets positive attitudes and vice- versa.

Another very cardinal aspect to successful goal attainment is the ability to undertake regular progress reviews along the way. The employee is well advised to allow for personal and external reviews of their goal attainment progression path. In this vein it will be useful to demonstrate the factors to be used to mark progress and how these factors are derived. Such factors can be either qualitative or quantitative in nature. For example, an employee will be able to claim progress if they have been assigned more and more responsibilities in the normal course of their work. This can be a sign that management is becoming more confident of their ability to handle more responsibilities. As reviews are done, it may so happen that the environment in which the goals were set has significantly altered to the point where the goals in their original form are no longer attainable. It is therefore useful that the review process has inbuilt contingency for options or alternative plans as a result.

In conclusion, it is clear that for an employee to succeed accomplishing set goals, there has to be a strong motivation to accomplish more, very rigorous planning and taking into account external and internal challenges, there is need for realism in setting such goals, as well as mind set change and a certain level of openness and preparedness for change. In similar fashion the employee ought to be prepared to allocate resources in form of time for planning and reviews, financial resources to undertake needed training to satisfy goal accomplishment and obtain the support of various stakeholders involved with the employee in question.

**Question 2**

**Explain the factors that may limit the objectivity of the internal change agent in an organization**

A change agent, or agent of change is someone who promotes and enables change to happen within any group or organization Margaret Rouse (2018) Generally, they are known to be appointed from a pool of managers and employees with specific knowledge and skills about the organization and change management (Soka Helmhout 2003)

There are several reasons a change agent may fail to be objective in the delivery of their mandate. These could vary between any of the following, the agent’s preconceived ideas relating to the change agent, their skills and knowledge of the subject matter being handled,  vested interests, their relationships with members of the team or individual members of the team, their position in the hierarchy of the organization, their past experiences in implementing change, the attitudes of the people involved in the change process, the support that the change agent receives from the superiors in the organization and clear goals and expectations.

Below, are outlines of how each of these factors above can influence the agent’s objectivity.

A change agent who commences a process of change with preconceived ideas will be less likely to be effective as will one who approaches change with an open and unhindered approach. An example is give of the turnaround that happened at Nissan Japan led by Mr Carlos Ghosn. Ghosn approached the process from a clean plate embracing new ideas and engaging all employees without predetermining outcomes. The result was he gained acceptance for the change and achieved the desired results. Similarly, an agent who believes they are chosen as a change agent due to their superior knowledge or skills in a given area is likely to be biased with tendencies of forcing change to take place in a given way as driven by their expert knowledge or skills.

Relationships with team members whether individual or otherwise will also affect the objectivity of the change agent positively or adversely. The change agent will almost always be biased in implementing change where such changes affect people that are close to them such as friends and relations. It will thus be useful to guard against this happening as the agent may likely take a sympathetic view and avoid being objective. This can also be true where the change agent has conflicted interests. It is normal for any person to protect their personal interests first and as such in selecting change agents it is important that persons without vested interests in the change are selected.

Another point of departure from objectivity arises from the rank of change agents in organizations implementing change. High ranking officers run the risk of using their position power to force change as opposed to persuading gentle change. Training is required in cases such as this to avoid biases of this nature and ensure change is effective. A change agent who has negative past experiences with similar processes in the organization will likely have biases as to the effectiveness of change and must guard against stereotyping.

Likewise the attitudes towards change and change agents of the people involved in the process can be source of conflict and loss of objectivity. A group that is normally resistant to change may lead to a change agent loosing objectivity as they try to fight back to gain control of the process. Finally the objectivity of the change agent will also be influenced by the support or lack of it in form of training received from those higher up in the organization. It is true that if there is genuine desire and commitment from the top this gives the change agent strength to take bold measures that ensure effective change while if there is lukewarm support the change agent may feel that they do not have Executive support and loose objectivity.

Change agents require to be objective to ensure outcomes are effective and that goals are achieved that are attainable and realistic. If unclear and ambiguous, unrealistic expectations are set this is also likely to affect the objectivity of the change agent.

**QUESTION 3**

**What four factors determine leadership behaviour and performance**

Leadership is an interpersonal skill that one applies to influence others buy in his or her ideas Robert Horgan (1978) Describe leadership as persuasion and not domination ,meaning leadership only occurs when others cohesively and willingly adopts the goals of the group as theirs.

The following are the four factors that determine leadership behaviour and performance.

Communication.

In undertaking a leadership role, good communication and clear understanding of the objective and the mission statement of the organisation is cardinal, to enable interpretation as well as to help promote coordination and smooth flow of information among team members. The leaders pattern of interaction ought to be consistence, respectful and objective oriented for the followers to trust and reciprocate.

Personality

Personality can be defined as the collection of emotional and behaviour traits that an individual displays or simply the way one presents themselves to the public. This consists of emotional stability ,responsibility and self confidence to mention but a few ,Stogdill (1974) States that personality dimensions are consistently related to leadership effectiveness and that the leaders personality has predictable effects on team performance in this regard, Charismatic leaders will be more effective.

Situation

Different situations require specific or a combination of different leadership styles and cause of action. Leadership style is the method of providing direction implementing plans and motivating followers Mark van vugt(2008) for example in delicate situations such as the natural disasters(Tropical Cyclone) a quick and swift action will be required to rescue and avoid deaths and injuries hence the application of autocratic leadership style, for effective execution the leader and the teams expertise is required.

The Led or followers.

To a large extent effective leadership is dependant on the followers input Bjugstad Et Al(2006) Describes followership as the capability to effectively follow instructions, while also supporting the efforts of the leader in pursuit of organisational success.

**QUESTION 4**

**Outline six barriers to effective communication in an institution and give the likely solution to each of the problems outlined**

Communication is the process that allows information, ideas ,opinions, feelings and attitudes to be conveyed between people Dutava(2014) According to Lunenburg (2010),It is derived from a latin word ,communis meaning common. Fundamentally, this illustrates that effective communication can be achieved through common understanding between the parties exchanging information. Moreover ,ISMA etal(2003) point out that communication is a vital survival need for human beings. In this context, organisations needs for survival and competitiveness is a function of effective communication in other words, effective communication is paramount and organisations may aim to significantly eliminate communication barriers for them to thrive

Physical Barriers

A physical barriers are the easiest to identify because they include physical elements that make them visible such as closed doors ,erected walls and distance between people, that adversely affect effective communication in other words they constitute barriers that are environmental or interior work space ,technological problems and noise or a person immediate situation and distance. For example, employees workspace distantly located from the employees or managers office may not be able to communicate effectively to get timely feed-back or suggest new ideas. Similarly noise disturbance and technological disruptions caused disruption in the flow of information during transmission, however Lunenburg(2003) agues that even though physical barriers are profoundly ignored they can be easily eliminated. for example, instead of having closed doors infrastructure at the work place ,open office structure can be introduced .In addition, distance physical barriers can be eliminated and efficiently enhanced by investing in appropriate technology that support strong networking and video conferencing .This also entails that there is a financial cost to the eliminating physical barriers.

Smith 2013 also identified language disparities as a barrier to communication. This is as a result of the limitation of certain common language used at the workplace. Lisa etal (2010)point out that language barriers often cause unsatisfied employees or customers due to misunderstandings that may also lead to loss of confidence, to avoid this the organisation could assign interpreters to mediate communication between entities, however Lisa etal (2010) argues encouraging non fluent individuals to communicate significantly eliminates language disparities compared to interpreter intervention . This is because employees or people are more expressive and are able to share their ideas freely and subsequently lean quickly as they interact with their colleagues. Communication barriers such as listening or hearing what one wants to hear can affect effective communication as we can argue that organisations are ideally aware of the significance of understanding cultural elements that affect their businesses fostered by globalised and liberalised economies for example, organisations may hire suitable workforce from another country or geographic different institution that has a different culture.

When different cultures clash, there is often a subsequent barrier to communication. It is worth mentioning that culture can affect effective communication even after successful transmission of the message occurs. This is because the receiver of the message may not understand or comply due to cultural differences (Orasanu etal, 1997) this is because culture influences communication through norms and rules. Therefore, creating awareness of the cultural differences may be the primary solution to eliminate these communication barriers. By understanding that what is perfectly acceptable in one organisation or department may be confusing or offensive in another organisation ,country or department. Cultural dimension theory points out some identified factors such as power distance index as the extent to which unequal power distribution is expected by the less powerful members in an organisational individualism verses collectivism goals, uncertainty, avoidance and femininity were societies preferences for achievement is acceptable. By being aware of such cultural norms communicating entities are aware of what they are expected as well as what they expect from the other entity and adapt accordingly.

With regards to perceptual barriers arise from a preconceived belief by the individual being communicated to that they will not understand or be interested in what the person transmitting the message has to say. This could be as a result of personal preferences, origins, values or life experiences that create preconceived actions through which people view each other. It is worth mentioning that signs such as body language and facial gestures may affect a person’s perception during interaction. Therefore when communicating individuals could be more aware and sensitive to their nonverbal communication. In institutions, it is important to eradicate perceptual barriers to encourage teams to work together. Therefore ,managers may practice to excises positive body language.

Personal barriers relate to the factors that are personal to the sender and receiver and act as a hindrance in the communication process. These factors include the life experiences ,emotions, attitudes psychological and behaviours that hinders one’s ability to communicate for example, a victim of rape will be withdrawn and may have behaviour or attitude challenges which will hinder interaction with his colleagues.

QUESTION 5

Discuss the role of the manager and supervisors in maintaining discipline in an organisation

According to Werther and Davis (1989) Discipline is the state of affairs needed to ensure compliance with organisational standards and norms. A disciplined environment is one where employees conduct themselves in accordance with rules and standards acceptable, have mutual respect , there is uniformity, fairness and organizational health environment .Organisations set rules and regulations that govern them in respect all areas affecting discipline, therefore these discipline policies ought to be thorough and shared with every employee for clarity and disciplinary action would be taken in any of the outlined rules.

The following factors constitute lack of discipline in an organisation.

Constantly late or leave work early, when employees report for work late or leave early the productivity of the organisation becomes less and will fail to meet the dead lines of the organisational programs.

Too much time doing personal work. Spending time doing personal business at the expense of the organisation will not only lessen productivity but may also cause lack of confidence in the organisation. In addition it may cause client dissatisfaction.

Inability to handle proprietary information. Confidential information is to be kept within the organisation and only shared with authorised personals as stipulated in the organisational policy, once confidentiality is broken it may compromise the organisation’s operations leading to loss of business furthermore ,unauthorised people may use the information to jeopardize the organisation.

Drug and alcohol abuse. Misuse of drugs or drunkenness in and out of work will affect the productivity and client confidence in the organisation. This can also cause harm to the abuser as it lessens concentration, for example an alcoholic or drug abuser who is working on machinery may misjudge and get injured or injure others.

Conflicts with management or other employees. An environment where there is increasing conflict may result in loss of focus on the objectives and promotes a hostile environment

Harassment. Can be by the management to employee vice versa or employee to employee, it could be sexual harassment ,this is where the opposite sex is abused based on their sexual orientation ,this can be physical or verbal for example touching someone inappropriately against their will.

Discrimination. Any form of discrimination either religion, cultural, or sexual will cause disunity lack of harmony and confidence, this will consequently produce annoyed employees which will affect the organisational progress.

Employee conduct outside workplace. Employees are brand ambassadors of their organisations, as such their conduct within and outside work place has to be exemplary.

Managers and supervisors are overseers of company policy implementation, and for them to supervise effectively they need clear understanding of the code of conduct so as to apply it firmly and fairly, this can be achieved through training of employees as much as managers, once the managers and employees understand the consequences and penalties of violating the rules they will restraint.

Managers should be role models and set good examples since discipline is learned behaviour, managers will inspire and motivate their followers by providing the resources required to enable efficiency in service deliver , meeting the deadlines and acknowledge the hard working employees by rewarding them this will in turn encourage their colleagues hence discipline will be maintained in all aspects.

Question 6

What are the causes of stress? explain five ways of stress management.

According to Elizabeth Scott (2019) Stress is a physical, mental or emotional factor that causes bodily or mental tension therefore, how individuals respond to situations and circumstances will affect them differently for example two people who have been diagnosed with a life threatening disease one may get stressed up and even depressed whilst the other may adjust accordingly and seek medical attention.

There are different causes of work related stress , these can be any of the following.

Workload

Job insecurity

Conflicts with the boss or workmates

Unhygienic working environment.

Hostile environment.

Too much work and less time to meet the deadline may lead one into panic and end up stressed therefore, organisations ought to employ according to the criteria or job description .Communicating with a preferable workmate, manager or supervisor to discuss the challenges one may be facing will help in soothing the situation and ease the mind.

Job insecurity ,when workers are unsure of their or the organisational future due to poor communication , unfavourable organisational policies or inconsistences in policy implementation. They may spend more time stressed and lose interest in working hence fail to produce required result which will in turn affect the organisational performance. Therefore organisations ought to have clear led down policies that give comfort and security to the workers.

Conflicts at work either with the superior or co workers may result in losing confidence, losing concentration and disliking work hence affecting the organisation at large as the targets may not be met due to the outlined factors, this can be avoided by good communication and abiding by the organisational policies.

Unhygienic or unclean working place may lead not only to diseases but also disliking work, in turn getting stressed up. Management ought to put measures to ensure cleanliness is maintained.

Hostile or unfriendly working atmosphere gives discomfort and may lead to insecurity and dislike to work, which in turn will affect the organisational productivity. Management ought to come up with recreation and encourage or conduct sport within the organisation, this will encourage socialising hence creating a friendly working environment. In conclusion factors outside job also have a role in work stress, these may be health issues or personal life.

Discipline is therefore important for maintaining appropriate behaviour efficiency in meeting the deadlines, creating peaceful environment by working in harmony with fellow employees,