



# BBS 1st Year

## Organizational Behaviour

### Chapter 4 — Job Satisfaction

### अध्याय ४ — कार्य सन्तुष्टि

English + नेपाली — Complete Notes with Figures

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## Chapter 4 : Job Satisfaction, Conflict & Organizational Stress

This chapter covers seven closely related topics — presented fully in English and नेपाली — with figures to make each concept easy to visualize and remember: Job Satisfaction, Conflict, Conflict Management, Negotiation, Functional Conflict, Dysfunctional Conflict, and Organizational Stress.

## 1. Job Satisfaction

### कार्य सन्तुष्टि

#### ENGLISH

#### Concept of Job Satisfaction

Job satisfaction refers to the level of contentment, fulfillment, and positive feelings that an individual experiences in relation to their work.

- In other words, it is an employee's attitude towards work.
- It is important because it can have a positive impact on employee productivity, engagement, and retention.

#### Importance of Job Satisfaction

Job satisfaction is of significant importance for both individuals and organizations. Key reasons include:

- Employee Well-being and Happiness
- Increased Motivation and Productivity
- Employee Retention and Loyalty
- Enhanced Employee Health and Well-being
- Improved Work Relationships and Collaboration
- Customer Satisfaction and Organizational Reputation
- Organizational Performance and Success

#### Importance of Job Satisfaction



#### Employee Well-being and Happiness

Job satisfaction is important for employee well-being and happiness. When employees are satisfied with their jobs, they are more likely to feel positive and motivated. This can lead to reduced stress, improved mental and physical health, and increased life satisfaction.

## Increased Motivation and Productivity

Satisfied employees are more likely to be motivated and productive. When employees feel good about their jobs, they are more likely to put in extra effort and go the extra mile, leading to increased productivity and improved performance.

## Employee Retention and Loyalty

Satisfied employees are more likely to stay with their company. When employees are happy with their jobs, they are less likely to look for new opportunities elsewhere, leading to reduced turnover and increased loyalty.

## Enhanced Employee Health and Well-being

Job satisfaction has a positive impact on employee health. Satisfied employees experience lower levels of stress and burnout, adopt healthy coping mechanisms, and experience better mental and physical health.

## Improved Work Relationships and Collaboration

Job satisfaction fosters positive work relationships and effective collaboration. Satisfied individuals engage in constructive communication, cooperation, and teamwork, promoting unity within the organization.

## Customer Satisfaction and Organizational Reputation

Satisfied employees often provide better customer service. They go the extra mile to meet customer needs, enhancing customer satisfaction, loyalty, and organizational reputation.

## Organizational Performance and Success

Organizations with high levels of employee satisfaction tend to perform better financially, because satisfied employees are more productive, engaged, and loyal.

## Measuring Job Satisfaction

There are several methods and approaches to measuring job satisfaction:

- Surveys and Questionnaires
- Interviews and Focus Groups
- Job Satisfaction Scales
- Observations and Behavioral Assessments
- Employee Feedback and Suggestions

### Methods of Measuring Job Satisfaction



### Surveys and Questionnaires

Popular tools consisting of standardized questions related to the job, work environment, and organizational factors. Employees respond using rating scales or Likert scales.

### Interviews and Focus Groups

Used to gather more in-depth information through open-ended discussions, allowing employees to share detailed experiences and opinions.

### Job Satisfaction Scales

Examples include the Job Descriptive Index (JDI), Minnesota Satisfaction Questionnaire (MSQ), and Job in General (JIG) scale — assessing satisfaction with pay, promotion, supervision, and co-workers.

### Observations and Behavioral Assessments

Direct observation of employees' behaviors and interactions, such as enthusiasm, engagement, or positive interactions with colleagues and supervisors.

### Employee Feedback and Suggestions

Suggestion boxes, feedback surveys, or regular feedback sessions with managers give valuable indications of satisfaction levels.

### Effects of Job Satisfaction on Employees' Performance

Satisfied employees are more likely to be:

- More Productive
- More Engaged
- More Loyal
- More Creative
- More Customer-Focused
- Associated with Reduced Employee Turnover

## नेपाली

### अवधारणा

कार्य सन्तुष्टि भन्नाले कर्मचारीले आफ्नो कामप्रति अनुभव गर्ने सन्तुष्टि, खुशी र सकारात्मक भावनाको स्तरलाई जनाउँछ। सरल शब्दमा, यो कर्मचारीको कामप्रतिको दृष्टिकोण र सन्तुष्टि हो।

### कार्य सन्तुष्टिको महत्त्व

- कर्मचारीको खुशी र कल्याण – सन्तुष्ट कर्मचारी कम तनावमा हुन्छ र आफ्नो काममा खुशी हुन्छ।
- प्रेरणा र उत्पादकत्व वृद्धि – सन्तुष्ट कर्मचारी बढी मेहनत गर्छ र राम्रो काम गर्छ।
- कर्मचारी टिकाइ र वफादारी – सन्तुष्ट कर्मचारीले संस्था छोड्ने सम्भावना कम हुन्छ।
- स्वास्थ्यमा सुधार – यसले तनाव, थकान र अन्य नकारात्मक स्वास्थ्य प्रभाव घटाउन सहयोग गर्छ।
- राम्रो सम्बन्ध र सहकार्य – कर्मचारीबीच सञ्चार, सहयोग र Teamwork राम्रो हुन्छ।
- ग्राहक सन्तुष्टि – सन्तुष्ट कर्मचारीले ग्राहकलाई राम्रो सेवा दिन्छ।
- संस्थाको सफलता – कर्मचारी बढी उत्पादक, सक्रिय र वफादार हुँदा संस्थाको समग्र प्रदर्शन राम्रो हुन्छ।

### कार्य सन्तुष्टि मापन गर्ने तरिका

- Survey र Questionnaire – प्रश्नावली तथा Rating/Likert Scale मार्फत कर्मचारीको सन्तुष्टि मापन गरिन्छ।
- Interview र Focus Group – कर्मचारीसँग प्रत्यक्ष छलफल गरेर उनीहरूको विचार र अनुभव बुझिन्छ।
- Job Satisfaction Scales – JDI, MSQ र JIG जस्ता मापन स्केल प्रयोग गरिन्छ।
- Observation र Behavioral Assessment – कर्मचारीको व्यवहार, उत्साह र सहकार्य अवलोकन गरिन्छ।
- Employee Feedback and Suggestions – कर्मचारीका सुझाव, प्रतिक्रिया र गुनासोबाट सन्तुष्टिको स्तर बुझिन्छ।

### कार्य सन्तुष्टिले कर्मचारीको प्रदर्शनमा पार्ने प्रभाव

सन्तुष्ट कर्मचारी सामान्यतया:

- बढी उत्पादक हुन्छ।
- काममा बढी संलग्न हुन्छ।
- संस्थाप्रति बढी वफादार हुन्छ।
- बढी सिर्जनशील हुन्छ।
- ग्राहकप्रति बढी केन्द्रित हुन्छ।
- कर्मचारी Turnover घटाउन सहयोग गर्छ।

## 2. Conflict

द्वन्द्व

### ENGLISH

#### Concept of Conflict

Conflict is a term used to describe a disagreement or struggle between two or more parties that arises due to incompatible goals, interests, or values.

- In other words, it is a disagreement in interest.
- It can be both positive and negative.

#### Nature of Conflict

- Behavioral Interaction — Conflict is a behavioral interaction process resulting from interaction between two or more persons, groups and organizations.
- Perception — Based on how people interpret and understand their environment and each other; caused by misunderstandings, misinterpretations and biases.
- Opposition — Occurs when people have different interests, goals, or needs; caused by competition, rivalry and disagreement.
- Situational — Conflict varies from person to person, group to group, place to place and time to time; caused by scarce resources, environmental conditions and organizational policies.

#### Types of Conflict

##### Types of Conflict



- Intrapersonal Conflict — occurs within an individual, caused by conflicting values, goals, or needs (e.g., torn between personal life and professional life).
- Interpersonal Conflict — between two or more individuals, resulting from differences in opinions, communication breakdowns, misunderstandings, or conflicting interests.
- Intragroup Conflict — occurs within a group of an organization, arising from disagreements over resource allocation, power dynamics, or decision-making.

- Intergroup Conflict — involves conflicts between different groups, arising from competition for resources, differences in goals, power struggles, or historical tensions.

### Sources of Conflict



- Poor Communication
- Goal Differences
- Scarce Resources
- Power Struggles
- Differences in Values and Beliefs
- Competition and Rivalry
- Personal Differences and Clashes
- Changes and Transitions

### नेपाली

#### अवधारणा

द्वन्द्व भन्नाले दुई वा दुईभन्दा बढी व्यक्ति वा समूहका लक्ष्य, रुचि वा मूल्यहरू आपसमा नमिल्दा उत्पन्न हुने असहमति वा संघर्ष हो। सरल भाषामा, द्वन्द्व भनेको रुचि वा विचारमा हुने असहमति हो। यो सकारात्मक वा नकारात्मक दुवै हुन सक्छ।

#### द्वन्द्वका प्रकृति

1. Behavioral Interaction — द्वन्द्व दुई वा दुईभन्दा बढी व्यक्ति, समूह वा संस्थाबीचको अन्तरक्रियाबाट उत्पन्न हुने व्यवहारिक प्रक्रिया हो।
2. Perception — मानिसले एउटै कुरा फरक तरिकाले बुझ्दा वा गलत अर्थ लगाउँदा द्वन्द्व उत्पन्न हुन सक्छ।
3. Opposition — फरक लक्ष्य, आवश्यकता वा रुचिका कारण एक-अर्काको विरोध वा असहमति हुँदा द्वन्द्व हुन्छ।
4. Situational — द्वन्द्व व्यक्ति, समूह, स्थान र समयअनुसार फरक हुन सक्छ। स्रोतको कमी, वातावरण वा संस्थागत नीतिले पनि द्वन्द्व निम्त्याउन सक्छ।

#### द्वन्द्वका प्रकार

१. Intrapersonal Conflict — व्यक्तिभिन्न हुने द्वन्द्व हो। व्यक्तिका आफ्नै लक्ष्य, मूल्य वा आवश्यकताबीच द्वन्द्व हुँदा यस्तो हुन्छ। उदाहरण: व्यक्तिगत जीवन र पेशागत जीवनबीच कुनलाई प्राथमिकता दिने भन्ने अन्योल।

२. Interpersonal Conflict — दुई वा दुईभन्दा बढी व्यक्तिबीच हुने द्वन्द्व हो। फरक विचार, गलत सञ्चार वा स्वार्थको टकरावका कारण हुन्छ।

३. Intragroup Conflict — एउटै समूहभित्र हुने द्वन्द्व हो। काम, स्रोत, निर्णय वा लक्ष्यसम्बन्धी असहमतिका कारण उत्पन्न हुन्छ।

४. Intergroup Conflict — दुई वा दुईभन्दा बढी समूहबीच हुने द्वन्द्व हो। स्रोत, शक्ति, लक्ष्य वा रुचिको प्रतिस्पर्धाका कारण यस्तो द्वन्द्व उत्पन्न हुन्छ।

### **द्वन्द्वका स्रोतहरू**

- Poor Communication – कमजोर वा गलत सञ्चार।
- Goal Differences – लक्ष्यमा भिन्नता।
- Scarce Resources – सीमित स्रोतका लागि प्रतिस्पर्धा।
- Power Struggles – शक्ति प्राप्त गर्ने वा कायम राख्ने संघर्ष।
- Differences in Values and Beliefs – मूल्य र विश्वासमा भिन्नता।
- Competition and Rivalry – प्रतिस्पर्धा र प्रतिद्वन्द्विता।
- Personal Differences – व्यक्तित्व वा व्यक्तिगत स्वभावमा भिन्नता।
- Changes and Transitions – संगठनात्मक परिवर्तन, नेतृत्व परिवर्तन वा नयाँ परिस्थितिका कारण उत्पन्न हुने द्वन्द्व।

### 3. Conflict Management

#### द्वन्द्व व्यवस्थापन

#### ENGLISH

There are several approaches and strategies for conflict management. The appropriate approach depends on the nature and severity of the conflict, as well as the goals and preferences of the parties involved.

#### Approaches to Conflict Management



#### Collaboration

Involves seeking a win-win solution by actively involving all parties. It focuses on open communication, active listening, and a problem-solving mindset. This may be the most time-consuming approach, but it can lead to the most creative and lasting solutions.

#### Compromise

Aims to find a middle ground where each party gives up something to reach a mutually acceptable solution. Requires effective negotiation skills and willingness to find common ground.

#### Avoidance

Involves avoiding the conflict altogether. Appropriate when the conflict is trivial, emotions are high, or more pressing matters need attention. As a long-term strategy, however, it may leave issues unresolved.

#### Accommodation

Involves giving in to the other person's demands to resolve the conflict — appropriate when the conflict is not important to you, or to maintain the relationship.

#### Mediation

A neutral third party helps both parties resolve their conflict without taking sides or making decisions for them, instead helping them communicate and explore solutions.

#### Arbitration

A neutral arbitrator listens to both sides and makes a binding decision — commonly used in legal or contractual disputes. Unlike mediation, the arbitrator holds the decision-making authority.

### **Assertiveness and Communication Skills**

Developing assertiveness and effective communication — clear and respectful expression, active listening — helps manage conflicts proactively and prevents escalation.

### **नेपाली**

द्वन्द्व व्यवस्थापन भनेको द्वन्द्वलाई उचित तरिकाले नियन्त्रण गरी समाधान गर्ने प्रक्रिया हो।

### **प्रमुख उपायहरू**

१. Collaboration (सहकार्य) — दुवै पक्षलाई फाइदा हुने Win-Win Solution खोज्ने।
२. Compromise (समझौता) — दुवै पक्षले केही कुरा त्याग गरी बीचको समाधान खोज्ने।
३. Avoidance (परिहार) — सानो वा तत्काल समाधान आवश्यक नभएको द्वन्द्वबाट केही समय टाढा रहने।
४. Accommodation (समायोजन) — सम्बन्ध कायम राख्न आवश्यक परे अर्को पक्षको माग स्वीकार गर्ने।
५. Mediation (मध्यस्थता) — तटस्थ तेस्रो पक्षले दुवै पक्षलाई छलफल गराई समाधान खोज्न सहयोग गर्ने।
६. Arbitration (मध्यस्थ निर्णय) — तटस्थ Arbitrator ले दुवै पक्षको कुरा सुनेर बाध्यकारी निर्णय दिने।
७. Assertiveness and Communication Skills — आफ्नो विचार स्पष्ट र सम्मानपूर्वक राख्ने तथा सक्रिय रूपमा सुन्ने।

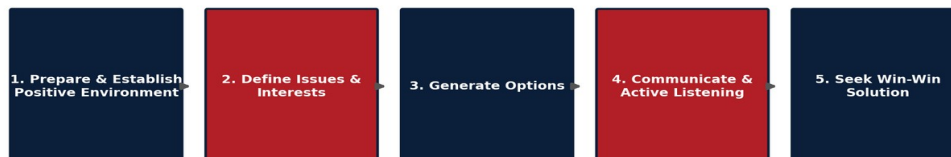
## 4. Resolving Conflict through Negotiation

### वार्ताबाट द्वन्द्व समाधान

#### ENGLISH

Negotiation is a conflict resolution process in which two or more parties with different needs and interests try to reach a mutually agreeable solution. It involves communication and discussion between the conflicting parties with the goal of reaching a mutually acceptable solution.

#### Steps in Resolving Conflict through Negotiation



#### Prepare and Establish a Positive Environment

Gather relevant information, understand all perspectives, and establish a respectful environment for open and constructive dialogue.

#### Define the Issues and Interests

Clearly identify the key issues, and understand the underlying interests, needs and concerns of each party. Focusing on interests rather than fixed positions makes it easier to find common ground.

#### Generate Options

Encourage brainstorming of multiple possible solutions. Considering a range of alternatives increases the chances of a solution that satisfies all parties.

#### Communicate and Active Listening

Each party should express views, needs, and concerns clearly and respectfully. Active listening, empathy, and clarification build trust between the parties.

#### Seek Win-Win Solutions

The goal is to find a solution where both parties feel their needs are met to a reasonable extent, addressing the core issues and underlying interests of both sides.

#### नेपाली

Negotiation (वार्ता) भनेको फरक आवश्यकता र रुचि भएका दुई वा दुईभन्दा बढी पक्षले आपसी सहमतिमा समाधान खोज्ने प्रक्रिया हो।

#### मुख्य चरणहरू

१. तयारी गर्ने र सकारात्मक वातावरण बनाउने — आवश्यक जानकारी संकलन गरी सम्मानजनक वातावरण तयार गर्ने।
२. समस्या र रुचि पहिचान गर्ने — मुख्य समस्या, आवश्यकता र दुवै पक्षका वास्तविक रुचि बुझ्ने।
३. विभिन्न विकल्प सिर्जना गर्ने — सम्भावित धेरै समाधानहरूबारे विचार गर्ने।

४. सञ्चार र सक्रिय सुनाइ गर्ने — आफ्नो कुरा स्पष्ट रूपमा राख्ने र अर्को पक्षको कुरा ध्यानपूर्वक सुन्ने।
५. Win-Win Solution खोज्ने — दुवै पक्षको आवश्यकता सकेसम्म पूरा हुने समाधान खोज्ने।

## 5 & 6. Functional & Dysfunctional Conflict

### कार्यात्मक र अकार्यात्मक द्वन्द्व

#### ENGLISH

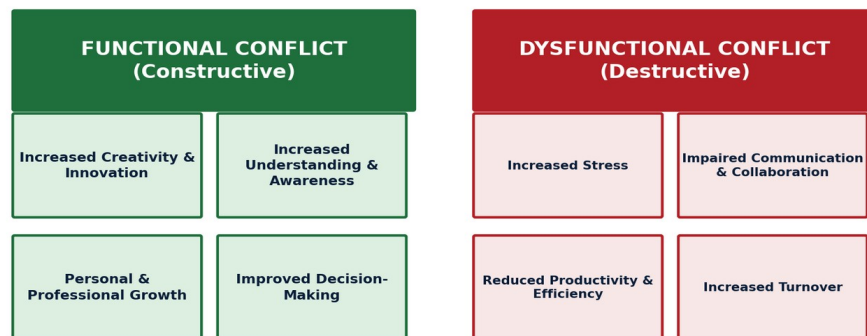
#### Functional Conflict

Functional conflict refers to a type of conflict that is constructive, beneficial, and can contribute positively to individuals, groups, and organizations. It is a disagreement over ideas or issues that can lead to positive change and innovation.

#### Dysfunctional Conflict

Dysfunctional conflict refers to a type of conflict that is negative, destructive, and hinders the well-being and productivity of individuals, groups, and organizations. It can lead to decreased productivity, increased stress, and turnover.

#### Functional vs Dysfunctional Conflict



#### Key Characteristics of Functional Conflict

- Increased Creativity and Innovation — stimulates new ideas, perspectives, and solutions by challenging existing norms.
- Increased Understanding and Awareness — promotes active listening, empathy, and exchange of diverse ideas.
- Personal and Professional Growth — develops problem-solving, negotiation, and conflict-resolution skills.
- Improved Decision-Making — diverse perspectives help identify problems and opportunities others may miss.

#### Key Characteristics of Dysfunctional Conflict

- Increased Stress — creates a hostile work environment and makes it difficult to focus on work.
- Impaired Communication and Collaboration — leads to defensive/aggressive behaviors, misunderstandings, and decreased cooperation.
- Reduced Productivity and Efficiency — energy is diverted towards managing conflict rather than tasks and goals.
- Increased Turnover — employees are more likely to leave a hostile work environment.

#### नेपाली

## Functional Conflict

Functional Conflict भनेको व्यक्ति, समूह वा संस्थाका लागि सकारात्मक र उपयोगी हुने द्वन्द्व हो। विचार वा समस्यामाथिको स्वस्थ असहमतिले नयाँ परिवर्तन र सुधार ल्याउन सक्छ।

प्रमुख फाइदाहरू:

- Creativity and Innovation बढाउँछ – नयाँ विचार र समाधान आउँछन्।
- Understanding बढाउँछ – फरक विचार र दृष्टिकोण बुझ्न सहयोग गर्छ।
- Personal and Professional Growth – समस्या समाधान र वार्ता गर्ने क्षमता विकास हुन्छ।
- Decision-making सुधार गर्छ – विभिन्न विचार छलफल हुँदा राम्रो निर्णय लिन सकिन्छ।

## Dysfunctional Conflict

Dysfunctional Conflict भनेको व्यक्ति, समूह वा संस्थाका लागि नकारात्मक र हानिकारक हुने द्वन्द्व हो। यसले उत्पादकता घटाउँछ, तनाव बढाउँछ र कर्मचारीको Turnover बढाउन सक्छ।

प्रमुख असरहरू:

- Stress बढ्छ – कार्यस्थलमा तनाव र दबाव बढ्छ।
- Communication र Collaboration कमजोर हुन्छ – सहकार्य र सञ्चारमा समस्या आउँछ।
- Productivity घट्छ – कामभन्दा द्वन्द्व व्यवस्थापनमा समय र ऊर्जा खर्च हुन्छ।
- Turnover बढ्छ – खराब वातावरणका कारण कर्मचारीले संस्था छोड्न सक्छन्।

**सजिलै सम्झिने तरिका (Memory Trick):** Functional Conflict = सुधार ल्याउने द्वन्द्व | Dysfunctional Conflict = समस्या बढाउने द्वन्द्व

## 7. Organizational Stress

### संगठनात्मक तनाव

#### ENGLISH

#### Concept of Organizational Stress

Organizational stress refers to the physical, psychological, and emotional strain experienced by individuals within an organizational setting. It arises from various factors related to the work environment, heavy workload, organizational structure, job demands, and interpersonal dynamics.

#### Causes of Organizational Stress

##### Causes of Organizational Stress



- High Workload — having too much work to do; leads to feelings of overwhelm, anxiety, and burnout.
- Unrealistic Deadlines — impossible timelines lead to frustration, hopelessness, and resentment.
- Lack of Control — feeling no control over work or environment, e.g., a micromanaging boss or chaotic workplace.
- Organizational Change and Uncertainty — mergers, restructurings, or leadership changes create anxiety about job security.
- Poor Leadership and Management Practices — lack of support, ineffective communication, favoritism, or micromanagement.
- Lack of Support and Resources — insufficient tools, information, or training reduces job satisfaction and increases stress.

#### Managing Organizational Stress

**Strategies to Manage Organizational Stress**

- Promote a Supportive Work Culture — create an environment where employees feel valued, respected, and supported.
- Clearly Define Roles and Expectations — when employees know what is expected, with the resources and support to succeed, they feel less stressed.
- Set Realistic Workloads and Deadlines — avoid overloading employees; provide resources, tools, and training for efficient task management.
- Encourage Flexibility and Autonomy — offer flexible schedules and decision-making autonomy to give employees a sense of control.
- Provide Adequate Resources and Support — ensure necessary tools, training, technology, and staffing; offer professional development opportunities.
- Enhance Communication and Feedback — foster open, transparent communication and regular constructive feedback.
- Manage Organizational Change Effectively — provide clear communication, engage employees in the change process, and address concerns about job security.

**नेपाली****अवधारणा**

Organizational Stress भनेको संगठनमा काम गर्ने व्यक्तिले कामको वातावरण, कार्यभार, संगठनात्मक संरचना, कामको माग तथा सहकर्मीबीचको सम्बन्धका कारण अनुभव गर्ने शारीरिक, मानसिक र भावनात्मक तनाव हो।

**Organizational Stress का कारणहरू**

१. High Workload — धेरै कामको बोझ हुँदा कर्मचारी तनाव, चिन्ता र थकानमा पर्न सक्छ।
२. Unrealistic Deadlines — असम्भव वा अत्यन्त छोटो समयसीमा दिँदा निराशा र तनाव बढ्छ।
३. Lack of Control — आफ्नो काम वा निर्णयमा नियन्त्रण नहुँदा कर्मचारीले तनाव महसुस गर्छ।

४. Organizational Change and Uncertainty — संगठनात्मक परिवर्तन, पुनर्संरचना वा नेतृत्व परिवर्तनले भविष्यबारे अनिश्चितता र तनाव सिर्जना गर्न सक्छ।

५. Poor Leadership and Management — कमजोर नेतृत्व, पक्षपात, Micromanagement र कमजोर सञ्चारले कार्यस्थलको तनाव बढाउँछ।

६. Lack of Support and Resources — आवश्यक स्रोत, तालिम, उपकरण वा सहयोग नपाउँदा कर्मचारी तनावमा पर्न सक्छ।

### **Organizational Stress व्यवस्थापन गर्ने उपाय**

१. Supportive Work Culture बनाउने — कर्मचारीलाई सम्मान, सहयोग र सकारात्मक वातावरण दिने।

२. Role र Expectations स्पष्ट गर्ने — कर्मचारीलाई उसको जिम्मेवारी र अपेक्षा स्पष्ट रूपमा बताउने।

३. Realistic Workload र Deadline राख्ने — अत्यधिक काम र असम्भव समयसीमा नदिने।

४. Flexibility र Autonomy दिने — कर्मचारीलाई काम गर्ने तरिका र निर्णयमा उचित स्वतन्त्रता दिने।

५. Adequate Resources and Support दिने — आवश्यक उपकरण, तालिम, प्रविधि र कर्मचारी सहयोग उपलब्ध गराउने।

६. Communication र Feedback सुधार गर्ने — खुला सञ्चार र नियमित सकारात्मक तथा सुधारात्मक Feedback दिने।

७. Organizational Change प्रभावकारी रूपमा व्यवस्थापन गर्ने — परिवर्तनबारे स्पष्ट जानकारी दिने, कर्मचारीलाई प्रक्रियामा सहभागी गराउने र आवश्यक सहयोग प्रदान गर्ने।



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*Chapter 4 : Job Satisfaction — Complete Bilingual Notes with Figures*