

## How Different Behavior of Bosses Affect the Organization Performance

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### Executive Summary

The behaviors of bosses in the organization determine the good and bad performances of employees. The purpose of this research is to identify behaviors of different bosses in various situations. Actually people or employees must be guided by bosses, who have a clear sense of direction. A group discussion approach has been adopted by the researchers in which department of management sciences of The Islamia University Bahawalpur has been taken for the discussion on boss behaviors.

A qualitative approach has been adopted for content analysis of performance evaluation of employees in this university. Research has been taken from teaching staff of university and results are analyzed for the basis of group discussion. Results have shown that by compare and contrast method to evaluate the responses of teacher about their boss. Research have also shown that factors like displaying moral courage ,abusive supervision ,keep commitments and opportunity learn and grow are the potential hindrances in performances of teacher in this department .Proposals and implications for this department have also been discussed in order to improve the performance.

**Keywords:** Human resource management, organization performance, teacher's evaluation, work environment, bosses behavior, Department of management sciences Islamia University Bahawalpur (DMS, IUB)

### Introduction

It's been same 'people do not leave firms, they leave bosses. Indeed, varied studies were conducted and incontestable the importance of a positive relationship with one's boss as a key predictor of whether or not staff can stay with a corporation. The boss is answerable for the set of ethics or norms that govern the behavior of individuals within the organization. Boss will establish a group of ethics in many ways in which. One is to Demonstrate by their own behavior their Commitment to the set of ethics it is not polls or belief at the instant that counts (James T. Scarnati, 1999). It right and wrong and leadership men with bravery, honesty and a belief within the right that creates epochs within the history of the world' Nothing makes a blue blood most reputable because the endeavor of nice enterprises and therefore the Setting of a noble example in his own person. The unfortunate truth for those folks preferring winning is that what's right is usually not well-liked, or a

minimum of unlikely to induce you elective, that typically the worth of claiming what you think is to be rejected (James T. Scarnati, 1999).

Jo Owe., (2007) mention 5 commonest expectations that bosses had of team members were, Ability, Assurance, Proactivity, Dependableness and Ambition. These square measure comparatively low hurdles for team members to leap over. Several team members manage to collapse them: simply by systematically displaying the 5 characteristics on top of you may be sooner than the pack. But most bosses square measure moderately forgiving: they have you almost the maximum amount as you wish them. They acknowledge that folks often wreck which things get it wrong. They'll forgive this stuff. However there square measure two sins (surprises and disloyalty) that they realize exhausting to forgive Jo Owen, (2007) The boss has got to deliver on two things Jo Owen, (2007) firstly tasks to deliver a decent mixture of pregnant work and supply the support to create it happen. Secondly, Career to deliver on career expectations and guarantees around pay, bonus and promotions

It is not possible for to figure effective if they cannot trust a reasonably correct reading from their subordinates. Stephen M.R. Covey, (2008) said as a result of if undermines creditability, dishonest is probably the foremost perturbing attribute a subordinate will have while not a basic level of trust, a boss feet's compelled to envision all of a subordinate's call, that makes it completely different to delegate.

Just because area unit you're the subordinate and he or she is that the boss doesn't essentially mean that you just are forever subject to your boss's whims. It just implies that your bag is smaller than that of your boss which, at times; you have got to be terribly skillful in victimization the few tools that you just have on the market (Jay T.Knippen and Thad B. Green, 1997). Maybe the foremost powerful tool in your bag is positive reinforcement. One reason to use positive reinforcement is to vary AN undesirable behavior to a desire- in a position behavior. Once the boss begins exhibiting the specified behavior, positive reinforcement is employed to keep up the behavior (Jay T.Knippen and Thad B. Green, 1997).

Beverly Kaye and Sharon Jordan-Evans, (1997) said career growth, learning, and development square measure 3 of the highest reasons that folks keep in their current jobs. A "good" boss provides opportunities for learning, challenges, and growth on the work that match the employee's talents and aspirations. He or she encourages workers to boost the work itself furthermore as their skills and to stay up with the most recent developments in their field. Say what you're planning to do. Then do what you say you're planning to do. Build commitments fastidiously and keep them in the slightest degree prices. Keep commitments the image of your honor, don't break confidences, don't commit to "popularity" your reply of a commitment you've broken (Beverly Kaye and Sharon Jordan-Evans, 1997). Bully bosses observe man management by terror. These bullies self-administer a sort of emotional anesthesia that diminishes their awareness of damage done, permitting them to act as tyrants while not experiencing discomforting pain themselves (Sami M. Abbasi, Kenneth W. Hollman and Robert D. Hayes; 2008). They have a tendency to show emotional swings and inability, and that they need enemies so as to din properly.

Know-it-ail bosses have the "I'm continuously right" perspective that could be a constant pain in the neck to subordinates. Once anyone disagrees with them, they react as if it were a private contradiction. Sami M. Abbasi, Kenneth W. Hollman and Robert D. Hayes; (2008) said instead of a straightforward distinction of opinion, alienating the speech in an evident huff. They typically act in an exceedingly superior, Pompous, and pontifical manner. This self-seeking perspective could be a major contributor to the believability downside with subordinates. It is not possible for to figure effective if they can't trust a reasonably correct reading from their subordinates. John J. Gabarro and John P. Kotter, (1993) said as a result of if undermines creditability, dishonest is probably the foremost disturbing attribute a subordinate will have while not a basic level of trust, a boss feet's compelled to ascertain all of a subordinate's call, that makes it completely different to delegate. Abusive oversight refers to a "sustained display" of negative higher-up behaviors, not simply a one-time event.

Although there are aspects of work and private life that are best unbroken apart, the general idea of separate domains is a dangerous deceit. The stress on incentives stems directly from the idea that employment behavior must be impelled otherwise from homes where folks have totally different motives like obligations to parents or kids (Jeffrey Pfeffer & Robert I Sutton, 2006). The tendency to divide work and life into watertight compartments has additionally resulted within the treatment of the work as a zero sum game with variety of (some/many) winners and many losers and attention on hiring superstars instead of serving to an outsized number of people to perform to their potential.

## RESEARCH OBJECTIVES

This paper have aim to give answer of these questions. Is boss continually critical? Or is he underneath special pressure? Maybe he's truly attempting to harm you. Or is he attempting in his own thanks to facilitate you? Or blame you? Reiterate the criticism. Try and reiterate it in his precise words. This may tend to cause him to continue along with his clarification on what precisely he feels the matter to be and permits you to achieve a larger insight into his views. Whereas nobody would question the impact the standard of bosses has on turnover

rate, many queries emerge from this kind of debate.

Specifically what qualities outline a 'good' boss?

Do sure temperament sorts create higher managers than others?

However will a task minded vs. relationally minded bosses vogue impact worker performance and client experience?

## LITERATURE REVIEW

### **The incompetent**

It is not always painless to mark incompetent bosses. Most are intellectual enough to cover their incompetence. Sometimes they conceal behind a fade of level gossip and big words. Sometimes they hide behind a fade of posh, fancy clothes. In addition, they tend to be excessively impressed by pointless trends that brush off certain ways of life. For some staff, though, such a boss is a key example of the Peter Principle men or women who have grown to the level of their incompetence named after the (Dr. Laurence I. Peter, 1968). Distinctively, incompetent bosses lean to utilize the scapegoat strategy by blaming others of generating difficulties and never obtaining responsibility themselves. They consider this policy is a suitable disguise for their failure and professional shortfall.

### **The bully**

Fundamentally, bully bosses practice manose their disinclination to tackle questions of priority, impose a tense time table, or individually be answerable for anything that makes life tricky for others. These bullies self-administer a kind of responsive anesthesia that moderates their sentience of harm done, allowing them to act as persecutors without experiencing uncomfortable pain themselves. They tend to show demonstrative swipes and tactlessness, and they require adversaries in order to Ruction properly. According to a Business Week article( May 14,2007) "Try This Sumiton for Size, Boss," .several states, are seeing laws that could make workplace bullying an "illegal employment repetition" and give preys the right to litigate an employer that flops to stop it.

### **Understand the purpose of positive reinforcement**

It is not necessarily that you are always subject to your boss's notion, because you are the subordinate of your boss. It just means that your status is slighter than that of your boss and that, at times, you have to be very expert in using the few tackles that you have accessible. Perhaps the most powerful device is positive reinforcement. The reason to use positive reinforcement is to change an undesirable behavior to a desirable behavior. When the boss begins displaying the desired behavior, positive reinforcement is exploited to maintain the behavior.

### **Building trust**

It is very important to Identifying the style of your boss. But luckily, there are also limited common standard expectations of team members in interviews and surveys with over 1,000 bosses. The five utmost common expectations that bosses had of team members were.

1. Flexibility.
2. Self-confidence.
3. Proactivity.
4. Dependability.
5. Motivation.

These are comparatively stumpy obstacles for team members to jump over. Many team members manage to fall over them: just by reliably showing the five characteristics above you will be gaining of the folder. The five criteria are reasonably clear: they all point to a make-it-happen assertiveness. Many team members fall into the deceptions of extreme analysis, disapproval, can't-do, backwards looking and complaining. That is not a formula for affecting any boss. Equally, we requested bosses how team members could really untidiness. Not unpredictably they fashioned a long list that shows just how creative people are at messing up, and just how subtle some bosses can be. One boss criticized that a team member always went through doors onward of him; another criticized that team members put coffee cups back in the kitchen spotless, but in the wrong order with the handgrips pointing the "wrong" way, (Jo Owen, 2007). But most bosses are equitably compassionate: they need you nearly as much as you need them. They identify that people sometimes untidiness and those things go wrong. They can forgive these things. But there are two evils that they find hard to forgive.

1. Surprises.
2. Disloyalty.

Even good surprises are not good. One dome teacher was stunned and intimidated to find that a member of her senior leadership team had invited the Queen to visit her school. Her surprise was nothing to do with antiroyalism: it was the more applied problem of dealing with security issues, specifically with many properly changeable children in the school, and the disruption and planning obligatory. It also upstaged the head teacher and made her look like she was not fully in control of actions. Bosses do not like being surpassed and need to feel they are in control. Bad surprises are even shoddier. Bosses can deal with bad news, providing they hear it in private first and early enough to do somewhat about it. If the first they hear about a problem is on the

management gossip, then be arranged for a very delicate conversation with the boss. Possibly the greatest sin of all is falseness. The essence of the relationship between the boss and the team member is built on trust: once trust dissolves on either side, then the relationship is effectually ended. Trust reflects a universal psychological contract between the boss and the team. The boss has to deliver on two things:

Tasks: convey a good combination of expressive work and provide the support to make it chance.

Career: convey on career expectations and assurances around pay, bonus and promotions.

If the boss fails to convey, team members start to walk. The result of showing lots of departure interviews over the years fully supports the proverb that people do not leave their organization: they leave their boss. In reoccurrence, the team member has to convey in terms of performance (what occurs) and progression (how it happens). If the boss finds that a team member is softly destabilization his or her efforts, or is bad stating the boss, then the foundation of trust vanishes. It may take another six months for the boss to easiness the team member off the team, but the harm has been done and is usually afar repair: if the boss cannot trust a team member, there is no way headlong.

### **Displaying moral courage**

Values are very important to display the moral courage. Values are attitudes about the worth or importance of the ideals in which you believe. The development of values is directly related to an individual's culture, society, and family environment. The sets of individuals values provide strong reasons for action, and our most desirable values are ones we call "moral values" or "ethical values" (Freeman and Gilbert, 1988).

The frontrunner is accountable for the set of ethics or norms that administer the behavior of people in the organization. Frontrunners can establish a set of ethics in some ways. One is to establish by their own behavior their commitment to the set of ethics (Bennis and Nanus, 1985).

A well-defined value system is the origin for the development of long life leadership values. Distinct values, moralities cannot be changed by whatever prevalent trend happens to be in trend. Moralities are absolute laws that succeed society's fluctuating values and beliefs; they are persistent and everlasting in their submission. Leaders who establish moral courage do so based on heads derived from a highly progressed value structure. Moral courage is a universal standard. A country's principles and values are replicated in its composition, laws, and rules. Company values are associated in the form of a vision statement, which is operationally reinforced and reaffirmed through a mission statement. Individuals prompt their values as attitude, behaviors and personal beliefs.

Values play a vital role in all aspects of our life to describing who we are, what we do, and where we are going. Values are based on beliefs not necessarily based on facts as much. Moral courage must never be disorganized with developing fanaticism for the value system of others. Diversity in value systems can create deliberation and discussion that can either reinforce or destroy a culture.

Politicians entail a great deal of moral courage to preserve integrity. Credibility is a critical, but deceptive, specific pursued by all office searchers.

The military is practical in providing direction and guidance to soldiers. The US Army provides a four-step process to assist individuals in rational through ethical impasses. The process is cheerfully adjustable to the civilian situation. The steps are as follows:

1. Understand the situation. What is the ethical dilemma?
2. Analyze all the dynamics and forces that relate to the dilemma.
3. Choose the course of action you believe will best serve the nation.

4. Appliance the course of action you have chosen (Department of the Army, 1990). Selecting a course of action depends on your value system and your readiness to show moral courage. As every lawyer knows, fact can sometimes be an indefinable and unclear concept. Difficult situations are usually not responsive to simplistic solutions. History is anxious with efforts to cover-up wrong actions. However, in such circumstances the fact ultimately exteriors either through trial or through a media expose. If after a thorough exploration of the facts you nominated to participate in a cover-up your otherwise flawless repute may be always marked. The idiom, "I can't help it", means you didn't help it. The military, which is aware with the struggle in making composite choices, is on the front of providing guidelines to its employees. Circumstances in a contest region create exclusive, but highly substantial, impasses. The dilemmas in which soldiers find themselves are in many respects similar to those practiced by their civilian complements. The same guidance presented to soldiers is directly related to administrators and managers:

### **Dependability and honesty**

Some things are more restricting to a boss than a subordinate on whom he cannot depend, whose work he cannot trust. Just about no one is deliberately undependable, but many managers are unconsciously so because of omission or doubtfully about the boss's significances. A promise to an enthusiastic provision date may gratify a more in the short term but become a source of annoyance if not privileged. It's difficult for a boss to transmit on a subordinate who frequently omissions targets. As one leader (describing a subordinate) put it "I'd rather he be more reliable even if he conveyed fewer uttermost successes-at least I could trust on him" (John, p kotter, 1993).

Many managers are deliberately dishonest with their bosses. But it is easy to diminish the truth and play miserable concerns. Present distresses often become future disbelief difficulties. It's practically incredible for bosses to work efficiently if they cannot trust on honestly precise understanding from their subordinates. Because it demoralizes reliability, dishonesty is feasibly the most distressing feature a subordinate can have. Without a basic level of trust, a boss feels which makes it difficult to representative.

### **Knowing the criticism**

Knowing why your administrator is being crucial of you is an essential factor in getting a succeed on recognizing it and creating it and friend instead of a hurdle in your lifestyle. Perhaps your administrator is pressured out for individual or company aspects. Perhaps he is just crucial by characteristics. If this is the situation, then it is not you of whom he is crucial, he is crucial of everyone with whom he offers. Or perhaps he does seem to be more crucial of you than others. Maybe he does not believe in you, or does not think you can do anything right, or does not like you, or seems that you react best to critique, or any other objective. His aspects do not need to be sensible or appropriate from your structure of referrals. They need namely to be mentioned and approved as "his reasons". Recognizing his aspects is crucial for your recognizing the critique and studying to deal with it: While you do not like the act of critique, it does have some advantages for you.

Criticism can help you to create and become a more powerful individual. It can help you to obtain a better understanding and details of yourself. Understanding how to agree to it can help you to avoid creating the same errors again and suffering from the needless problems, pain, loss, frustration, cost and suffering that comes with those errors. Criticism can help you to comprehend things that you would not otherwise comprehend. It helps to build better connections and increases your chances of success. Knowing the aspects why you have trouble recognizing critique is essential to studying how to deal with it. Perhaps you have a few basic worries that critique delivers to light by massaging sodium into an open injure. Or perhaps you have a poor picture of yourself and your self-worth.

Recognizing that you do not like critique and must actual aspects for your hate are only the getting rocks to creating critique execute for you. Watching the critique as a probability to get the advantages mentioned above and displaying yourself and the world that you are an individual who can face critique and succeed for you is an amazing task. After all, you have an option. You can let critique harm you; cause you to experience bad; damage your day, week, profession, or life; or you can select to turn it round and succeed for you. The option is up to you. Which do you choose? So you select the latter. Excellent for you. But simple option does not work. You need definitely to take beneficial steps to deal with the critique.

### **Opportunities to learn and grow**

Career development, studying, and development are three of the top aspects that people stay in their current tasks. A "good" administrator provides possibilities for studying, difficulties, and development on the job that match the worker's capabilities and ambitions. He or she motivates employees to improve the execute itself as well as their capabilities and to keep up with the latest improvements in their field. Offering official training and development possibilities is only one indicates of helping employees to comprehend and create. Training, guidance, and providing casual studying possibilities on the job can be done regularly. Employees also should be motivated to "network," to join trade and professional organizations, and to read guides relevant to their lines of execute. Most of the managers offer a better probability to their employees to comprehend and create, but most don't do this. Working with higher and supportive managers always and having fun on the job are some other key elements in job fulfillment. When the worker has a certain profession and job security and has equivalent probability to create, he is most likely to execute well on the job than those employees who have unclear profession, worry of dropping the job and experiencing uncertainty regarding the job. They may or may not realize that the following activities or methods can be similarly dangerous to get affordable boss-employee relations: unable to obtain and pay interest to worker feedback, unable to identify employees' achievements, retaining compliment, giving only adverse reviews, taking credit for others' achievements or concepts, accusing others for someone's own errors, cheating on trusts or confidences, managing up rather than down, micromanaging, retaining details, displaying mistrust, displaying favoritism, setting impractical objectives or work deadlines, and unable to help good artists to create in their professions in the hope of "holding onto them." Pleased employees evaluation that their managers are perfect heroines and illustrate "inspiring power." They connect well and often, they are reliable and helpful, they help to create a feeling of objective in the execution, and they motivate worker development and profession development. So we can determine that providing better probability to employees to comprehend and create has beneficial effect on tasks.

### **Undesired behavior**

Experience why your official is being crucial of you is an uncovered factor in getting an alternative on accordance it and creating it and unite as a substitute for of a disadvantage in your good lifestyle. Perhaps your administrator is pressured out for individual or company aspects. Perhaps he is just crucial by characteristics. If this is the situation, then it is not you of whom he is crucial, he is crucial of everyone with whom he offers. Or perhaps he does seem to be more crucial of you than others. Maybe he does not believe in you, or does not think



you can do anything right, or does not like you, or seems that you react best to critique, or any other objective. His aspects do not need to be sensible or appropriate from your structure of referrals. They need namely to be mentioned and approved as “his reasons”. As a worker you need to state the unwanted activities of your administrator, and then find out the possible aspects of those activities.

Sometimes it is challenging not to take critique personally, but to allow it to be a switch for enhanced activities later on. Yet that is exactly what you need to do to obtain maximum obtain from your boss’s reviews.

### **Abusive supervision**

Violent guidance represents the managing the worker by using severe words and language that worker never like. Violent guidance irritates the employees at office. A growing literary works examines abusive guidance, nonphysical types of anger perpetrated by managers against their direct reviews. However, scientists have used different language to discover phenomena that overlap with abusive guidance, and extant analysis does not devolve from a unifying theoretical structure. These problems have the prospective to challenge the development of details in this essential analysis domain. The writer therefore provides an evaluation of the literary works that summarizes what is known about the antecedents and repercussions of abusive guidance, provides the basis for an emergent model that combines extant scientific execute, and indicates guidelines for upcoming analysis. Violent guidance may irritate employees, down their spirits and may reduce their performance. Most managers’ think that their abusive guidance delivers performance at office, but they need to comprehend these techniques may also adversely impacts the potency of worker's performance.

Most of the extant literary works on abusive power focuses on the adverse activities and results associated with it. The conceptual execute of Kets de Vries and Burns (1985) and Kets de Vries (2004) on narcissistic power and Einarsen et al. (2007) on dangerous power, however, highlight both the best and bad activities of abusive power. In creating her seven kinds of bad power, Kellerman (2004) also mentioned that bad power could be efficient in some aspects. Kets de Vries and Burns (1985) suggested three kinds of narcissistic control, namely, sensitive, self-deceptive and beneficial. Overall, they determined that narcissistic control experience a feeling of deprivation and loneliness and in an attempt to cover worries they often become motivated to regularly set up their adequacy, position and brilliance. Kets de Vries and Burns (1985) also suggested that all people illustrate some signs of narcissistic activities and that this may be necessary to function effectively in and outside of company lifestyle. Einarsen et al. (2007) defined dangerous power as recurring activities by an innovator, administrator or administrator that goes against the genuine interest of the company. Destructive power can include activities instructed toward employees, as well as activities instructed toward company objectives and performance. Einarsen et al. (2007) suggested four kinds of power and theorized that dangerous control could display both dangerous and beneficial activities simultaneously.

Our initial literary works evaluation shows four key results about the analysis to date on abusive power. First, there is a wide list of conditions used to explain abusive power creating it difficult to make generalizations from research to research. Second, by most accounts, abusive power is provided as very subjective, that is, based on the understanding of the people suffering from it. Given the very subjective characteristics of the trend, it is amazing that most research attract from analysis in other areas to create machines and conceptual designs (e.g. social rights, aggression). Third, in many situations, the conceptualization of misuse is also filter in concentrate (e.g. lording someone’s energy, intentional) making many questions UN answered.

Keashly’s (2001) execute is unusual in that it implemented an exploratory, flexible methodological approach to allow people to explain encounters in their own conditions. 4th, despite their occurrence in the employees, little analysis interest has been paid to younger workers’ behavior, activities and work-related encounters (Loughlin and Barling, 2001). For example, the analysis of Vaez et al. (2004) on the regularity of abusive activities among younger employees and Dupre et al. (2006) on office violence as a result of abusive administrator, are among only a few research that have analyzed younger workers’ encounters of abusive power. As Kets de Vries (2004) suggested that previous encounters influence present and upcoming encounters. This transfer indicates that connections Experiences of abusive power with previous managers color connections with upcoming managers. Therefore, it is likely that beginning encounters in the employees with an abusive innovator will adversely influence connections with other control, as well as various other work-related behavior and activities, later on. A better details of how younger employees experience abusive power and the results of it will allow companies to identify abusive power, get involved beginning in the younger worker’s profession to address the adverse encounters and in some cases avoid it.

People companies often see activities that they think is undesirable, dangerous, illegal—even criminal. Why do people who notice such activities think twice to act on their own, or to come ahead promptly—even when affected by that behavior? Why do they not instantly evaluation those whom they see to be performing in an unbearable fashion? Because of dropping their job and relevant financial advantages. Top control needs further education regarding the prospective effects of vicarious abusive guidance on employees to avoid and/or minimize the effects of such misuse.

### **Talk straight**

Talking directly to your administrator can confirm dangerous business; you may have to pay off by challenging your administrator. This strategy has its own benefits and drawbacks. We evaluation on two sets of barriers—which communicate with each other: views about the company perspective and managers, and individual aspects. Most people knowingly or naturally consider the perspective when they understand activities that they think is wrong. They may consider the rules—and also the actual norms—of their company, about performing on the spot or “coming ahead.” They may evaluation their own and their colleagues’ views of the local administrator. They may, knowingly or naturally, assess their issue system and its choices, with regards to safety, availability and reliability. Recent activities may also affect peoples’ activities.

Personal aspects include how people comprehend the issues at side, their selections, sex and social customs, and their recognized energy or lack of energy. People also may act in a different way based on their part in the situation—as an harmed party, a criminal, administrator, mature official, professional or “bystander.” Many people say they worry that “something bad” will happen if they take activity with regard to undesirable activities. One traditional details of this worry is not entirely accurate—it is that people think twice to act because they are scared of traditional revenge.<sup>2</sup> Law makers have reacted by demanding companies to prevent revenge, but this may not help very much. Preventing revenge is fairly essential, but for at least two aspects the proscription is not very efficient. The first is that very few people comprehend or believe in such a policy. Retaliation is difficult to avoid, and difficult to confirm, especially where the revenge is late, oblique, dissipate, outside the office, or secret.

The second objective is that traditional revenge is only one of many worries. People worry a whole surroundings of “bad repercussions” for speaking up. One objective of this article is to light up the wide opportunity of possible adverse repercussions that are revealed by employees and also by managers. In addition to various worries, how do employees and managers explain their thinking, when they think twice to take accountable action? How might companies respond—what choices are needed?

### **Right wrongs**

It happens all plenty of amount of time in companies small and big, and while primary professionals are prohibited to sequence, manacle and flog their employees who tell them something they do not want to hear, hard of hearing are still being turned to problems and critique. Some companies will spend lots of cash seeking reviews by way of concentrate categories, online or mailing reviews and other methods of interaction with customers. But they will not pay interest to what their frontline employees could and want to tell them about customer views. Difficult as it is to understand; burying their leads in the sand seems the more suitable option to this relatively cheap method of getting updated in to client's feelings, thoughts and ambitions. They probably know the worker is more likely to “tell it as it is” than the watered-down gobbledegook they might get from an outside company they are paying to pass on opinion.

How perverse it seems that some managers will depend on the details they get if it comes from those reviews, reviews, concentrate categories etc. and select to neglect the rich source of useful details that is readily-available – and free to access – in the leads of their own employees. Maybe they are the sort of professional who symbolically sites their worker recommendation box right next to the shredders.

A lifestyle in which employees are not given the decision-making power they need results in an disappointed, inadequate, and disabled employees that does not have self-motivation and is unable to take sensible company threats or create impressive concepts. Personnel are selected to execute in companies because they possess the required capabilities and details. It is inefficient if the company does not allow them to use their capabilities and details to their full prospective. The performance of the company is similar to the sum of the performance of each individual. If the activities of people are synthetically restricted, the overall performance of the company will suffer. It is management’s liability to offer a helpful environment in which employees are motivated to promote their maximum.

### **Keep commitments**

Employee usually has low dedication toward job and works if they understand that their job is challenging and difficult. Employee usually wants easy and unchallenging projects which they is capable of doing without any risk. Because they might think that lack of ability in performing job and their job might be in risk. Personnel are disappointed when they do not experience they are receiving the appropriate amount of identification for their execution. The simple strategy of using beneficial reviews is very powerful. Supervisors should create certain that providing identification to their employees is a regular part of their control style. The benefits are huge. But however employees are more likely to execute well and they will keep strong responsibilities if the execute is possible. Most of the employees think that if they keep dedication on job it will improve their performance as well as improve their regard in the eyes of the administrator. This has a beneficial effect the job. A tough and challenging project decreases the job dedication.

## FINDINGS AND DISCUSSION

### **Moral courage**

Most of the teachers justified that the boss courage them morally.

Boss Morally courage the faculty and it is very important for the engagement and motivation of the teachers.

“The boss gives moral courage to the teacher at all levels for the encouragement, energy, and support to try new things and to focus on the excellence of the overall Department (Teacher DMS, IUB).”

Boss support courageous behavior through: Giving them fundamental and moral courage, giving responsibilities according to teachers’ specialties, engaging the teachers and by rewarding courageous behavior. 4 teachers said yes boss morally courage us. Teachers force that moral courage can improve department culture, create more equitable teachers and helpful for better education environment.

On the other hand 2 teachers argued that there is some need of reducing of injustices in the department.

“It is possible for the Boss to enhance the performance of faculty by improving internally and externally. Internally improvement occurs by imposing disciplinary action. But for Illegal actions there is required external improvement, which is imposed by University regulations (Teacher DMS, IUB).”

Moral courage provides the bases for employee engagement, motivation, and loyalty to the organization and better performance. Moral courage challenge long-standing institutions in the workplace. There are two types of courage that apply particularly well to the department. First is fundamental courage and second Moral courage. Fundamental courage is the “stimulation for actions that improve one’s life or that eventually promote existence.” Moral courage is “the true expression of one’s attitude or morals in chase of justice” fundamental courage explains that what is best for the Teachers. On the other hand Moral courage explains that what is best for the overall betterment of the department.

### **Building trust**

All Teachers answer us that the Boss is a trust worthy and build trust between faculty and management.

When we asked about trust building between Boss and teachers, 5 faculty members answered that today the greatest effort of the boss is to win the trust of teachers.

“They said that trust building is very important between the boss and teachers to improve the performance of the organization. The bosses who win trust are those who have clear communications policy and communicate openly, through formal and informal process they appraisal their own and teachers performance (Teacher DMS, IUB).”

Bosses mostly talk about having trust instead of building, trust is somewhat that must be produced because both external publics and internal workforces are increasingly cynical. Many teachers emphasize that the trust is the primary factor between the boss and employee to work together, listen to each other and build a strong relationship.

“One of the teacher argued that the boss do not knows the actions that influence trust, trust is a critical bridge for all good relationships, both personal and professional (Teacher DMS, IUB).”

They argued that the income, productivity and profits are negatively or positively impacted depending on the intensity of the trust in the work environment. Trust can be produced or destroyed by personal perceptions and behaviors. Very few teachers will stay with the organization and do their job because they need money but mostly do jobs for the relationships and trust between them, some teachers leave the organization where trust is lacking.

So it is included that the meaning of trust is different for the different people. Trust means forecast about future by judging how we are growing and how we were grow, and is shaped by our perceptions of others behavior and experiences. According to the Blanchard’s research with more than 1000 leaders, 4 of the respondents show that they had left the organization because there were some trust issues, lack of communication and dishonesty. ↑ Trust = ↑ Speed ↓ Cost Increased trust between the boss and teachers develop increased in speed of efficiency and a decrease in cost because they are able to do more things done. ↓ Trust = ↓ Speed ↑ Cost. And it is also true that decrease in trust reduce the speed and increases the cost. Teachers and boss both are agreed that trust is perhaps most important factor of synergistic, harmonious and efficient work environment. Those organizations which having trust between their bosses and employees are more successful than the organization which do not having trust element between them. Teachers respond that they should focus on shared, rather than personal goals. When teachers feels that everyone is working together to achieve a common vision, rather than a series of personal gain they are more engaged to work. This is the teamwork, and teachers trust on each other’s.

### ***The incompetent bosses***

The incompetency of the boss occurs when he cannot convey his instructions properly to execute the various operations at work place. He always blames to others. When we asked the question of boss incompetency, some of them were satisfied with their boss work and efforts.

Teachers reply that boss work very hard; have knowledge of each and every thing in the department. He has better skills to manage all kind of problems.

So 3 faculty member are not satisfied with the boss efforts, skills and knowledge



“They said that not only boss but other teachers can give you better and fresh perspective or offer useful suggestions help to cope with your problems (Teacher DMS, IUB).”

Teachers told that when you are working with some who is incompetent, to some extent it can be attractive to go to your boss's Boss or another leader at higher position in the organization, but first you should consider the hierarchy and think that this person has more power than you do. You are going to threaten the higher power than you, so you need to understand the current political situation of your organization and all other factors which affect your job. Test the waters with some other teacher you trust before you go to higher authority for complain.

And 3 teachers say that regardless of our boss competence level, we need to work together for the overall well-being of the organization.

Teachers should do help to solve the problems and manage the work of boss. Rather than leave the incompetent boss, focus on how you can fill the gap. Some teacher says that

“The level of experience is different your boss can not know what you know, Therefore, giving him/her a small charm to understand the nature of work and teachers at the workplace (Teacher DMS, IUB).”

It also makes your boss to ignore the minor mistakes you have done unconsciously. There is a new relationship, give each other the room to grow.

Before we say that our boss is incompetent we have to understand the basic factors of incompetency. Consider also whether you have all relevant information. Be fair our judgment should be logically and evidence base. Get and share information with others teachers for the boss incompetence. Explain what you are seeing, how boss work is impacting negatively on your work. At the end when you manage relationship and give grace it will strengthen you and your boss's and brings commitment.

#### **Bully Boss**

Bully bosses think very highly about themselves and about their personality, mostly such kind of bosses think that they are the only ones who are right or providing best solution for some specific problems.

We asked to question about the boss behavior, 4 teachers having positive thoughts about their boss.

“Teachers respond that their Boss always think to increased productivity, enhance the employee engagement, and enhance the communication, a renewed spirit of collaboration, happier management, happier shareholders, and happier customers. Boss allows the teachers to work on a specific task; he knows that the participation of the teachers is very important for decision making (Teacher DMS, IUB).”

And 2 teachers said that the bully behavior of our boss creates the emotional problems for us and in response teachers practices could be very hard to deal with it. Boss gives tasks to faculty, because he doesn't have full knowledge how to do it themselves. Mostly they do not participate in the development of creative ideas. Bullying at the workplace is the of boss behavior that is malicious and upsetting. Through bullying, boss wants to control you. Bully behavior has a tendency to be continued for long period.

All Teachers told that there are two different reasons for the bullying at workplace first your boss and second your co-worker.

It is unethical to make someone to feel uncomfortable at the work. It is right of teachers that if they are victim of bullying at their workplace they should speak to human resources department for the help to deal with it. If a teacher is being physically affected by the bully boss behavior, should report to boss's boss or higher authority. If boss continues to abuse the faculty, then they should update their resume and start to search new job. If teachers are becoming ill, physically or mentally and spending more on doctor's bill then they are earning they should leave.

#### **Keep commitments**

The response of 5 teachers was that the Boss and faculty keep commitments. They said that Commitment to team or organization gives us positive motivation. Commitment changes to improve teacher engagement and loyalty in a positive and effective way.

Boss and faculty are committed to their jobs because they love their job or because their goals are align with the organization. There are three most important components which effects how teachers feel about the organization where they teach, these components are Affection for the job (affective commitment) sense of obligation to stay (normative commitment) and fear of lose (Continuance commitment). Through commitment there comes a relationship of trust on each other.

“Teacher says the boss keeps their word and we expect the best and trust on him. They never make mistake on their commitment. Sir always be clear about their promises and keep them. If despite their best effort they miss a deadline or milestone then they contact with teachers and explain them what has happened (Teacher DMS, IUB).”

Only 1 respondent replied that are staying at university because they have fear that they could lose their job and 2 teachers are obligated to their manager or organization. Clearly some kind of behavior has negative effect on self-respect, job satisfaction and a person's well-being. When a boss fails to keep a promise, it communicates to the other teacher that they are value less for boss or Vice Versa. If we are not committed it can harm our self-esteem, Experience of life and confidence. At last 3 teachers told that

“We should make sure that we will be able to do something before we commit to it. Then fulfill the expectation of others by our action and result that we agree to do (Teacher DMS, IUB).”

We should never make a promise that is unachievable or we are not sure to keep them. In business mostly we involve ourselves to make a verbal promise, that’s vague and perceive differently by both boss and employees. Disappointment is very different than trust or commitment. When someone feels lack of commitment at work there will lack of motivation to do that particular task.

Teachers who are very committed with department it all due to the coordination and efforts of the boss. That it is beneficial for the teachers to show their abilities and follow through, and twig with it. Teachers agreed to work at higher level when they stake assurance. Commitment consists of friendship, conviction, and caring -- the matter assembly desires to retain it successful for the extended period.

As teachers said that

“The more committed teachers they are more active they prompting others. If all employees will work with willpower and assurance, pool of highly productive teachers can produced in the department” (Teachers DMS, IUB).”

Teachers agreed to work at higher level when they stake assurance. Commitment consists of friendship, conviction, and caring -- the matter assembly desires to retain it successful for the extended period. Following includes in commitment as under

- Working composed
- Realize prosperous at what done
- Take decisions organized
- Exertion through struggles
- Maintenance one another's headship
- Amusing and production collectively
- Minimize the hurdles
- Keep positive perception about others
- Raise the value and esteem to another
- Form associations
- Understanding a win unruffled
- Learn from mistakes and setbacks
- Keep in mind leader's commitment

Conclusion is Commitment may be reduced at workplace among the teachers in department while they don't interconnect properly, don't figure associations and care one another, become confused in unsolved fights, don't believe on their values, and don't see cream of the crop establishing guarantee. It is true building commitment is a natural phenomenon while it is growing into an individual or the group, but it has capacity to run commitment through proper mission and vision.

### **Right wrongs**

We ask question about the nature of the Boss that if there is a fault or anything wrong what your boss will do, Many teachers reply positively that the boss arrange for immediate meeting and tells about the problems.

In regard of this 5 respondent teacher having negative opinion about their boss they said that the All bosses even most intelligent and smarts, make mistakes, they blame to others. Boss mostly returns to discuss the negative events continuously and look for the faults of the teachers. They argued that sometime

“Boss did not gives credit for the success and positive accomplishment of Teachers, But he blame Teachers, when something goes not right. Boss ignores the teachers until there is a problem. Sometime boss not accepts constructive suggestions and feedback for the overall improvement of the organization (Teacher DMS, IUB).”

Boss does not like to deal with disagreement from the teachers who having good opinions about the work related problems. Sometime boss does not courage the teachers to deal with the difficult situation although he knows that the teacher is right.

It is not much difficult to handle the wrong behavior of bosses we make it Right.

Before we give some arguments to our boss we should ask the boss if it is ok to proceed. The boss may be anxious or dealing with other problems and if you do not get permission it may be negatively effects on your arguments. If teachers having some kind of objections, don't bother and think about the specific objectives which they want to achieve. Be honest about your work. Teachers should not do all the talking but try to engage the boss to speak about the problem related about you. Try to listen more your boss than your talk. When you listen your boss you will not only shows your concern for the organizations well-being but you also creates a positive relationship and built the trust of your boss. Always talk to your boss as you deal with the customers, and customers buy the product according to their own way not as we wish. Mostly the bosses like to prefer that teacher who cares about the organization. If a teacher is clearly team player after voicing his/her arguments, he has chance to speak next time and find more respect in the mind of boss so think twice before you speak to your

boss.

### **State the undesired behavior**

When we asked should boss state the undesired behavior directly to the teachers or not? All teachers respondent emphasize that it not batter to state directly undesired behavior.

“They argue that when Boss state undesired behavior directly to the faculty, then arise Conflicts between boss and teachers it has become the part of our job duties. If the boss is not able to resolve the conflict in the workplace may result large loss productivity (Teacher DMS, IUB).”

Undesired behavior from the teachers comes when the boss does not fulfill the needs (psychological, respect, recognition and affection) of teachers. These are natural needs that all human desire for them, but when the unacceptable behavior has is shown in the past then it becomes difficult to manage the behavior of teachers or employees. Boss should work to prevent unproductive and negative behavior that leads to conflict. A boss can place his/her energy in blaming someone or he can use it how to find more productive means of interaction. The conflict sometimes arises due to miscommunication. The cost of solving conflict is very low then leaving them unsolved.

“Most teachers replied that a Boss should State the undesired behavior directly to the faculty members, in this way they can manage themselves according to the expectation of the Boss (Teacher DMS, IUB).”

Teachers explained that the undesired behavior of teacher can slow down the performance of organization. It pollutes to other teachers and there are also hidden costs for the organization. Undesired behavior takes many forms like shunning, rudeness, gossiping, refusing to talk, harassing, increase in complains, slow working and ignoring directives.

Through the above Discussion we conclude that It is a natural or normal thing that when people interact with each other sometimes there behavior does not match with each other. Both parties (teachers and Boss) knows that it is very difficult to deal with the problem if there is misunderstanding, getting anger or upset and taking the thing personally. People tend to see what they only want to see. It is important to manage the behavior that both parties should discuss each other’s perceptions. Listening is an art or tool which reduces the spaces between boss and teachers. To listen one should must hold back and argue which creates interruption. Emotional intelligence plays an important role to manage the behavior of other. One of the secrets of dealing with undesired behavior is to figure out how to handle or deal with, rather than complaining others.

### **Dependability and honesty**

Being dependable and responsible as a teacher shows your boss that you worth your job and that you are responsible to do your work with dedication and keeping them informed of the things that they should know about. A good working dependability with a boss shows changes in work style.

From the six respondents among faculty teachers, four teachers said that

“When we work dependable means together; maximum productivity achieved and boss always admired our work” (Teacher DMS, IUB).

It is the best technique to prove ourselves as best teachers before our boss. Dependency creates a sense of unity and a chain work flow being done at workplace.

Two teachers said that

“Dependency makes processes slow and gradually, and desired level of effectiveness cannot be achieved at all” (Teacher DMS, IUB).

Opposite responded justifies statement as dependency not clears the role of individual as well as tasks. Anyone teacher not perform his duty due to any reason effects directly to the dependent as well as department. Mostly employees leave the burden to another one in dependability.

Above discussion points out that dependability of employees never goes successful ever, it depends upon the organizational culture, believes and employee dedications in workplace. Some employees possess A type personality which arouse them to work continuously and some belongs to B type of personality, they works with their own methods and sometimes they not prove themselves as productive employee.

### **Honest**

Honesty is indication of trust in the workstation. Honesty doesn't mean you say everything that pops up in your mind. But, it does mean you tell the truth. Colleagues and students depend on your honest judgments created on reliability. Candid and dutiful workplace interactions and the ability to find fair clarifications may build encouraging work culture. Fair deeds put the way to make unquestioning relationships with teachers and students. It is up to just telling the truth.

According to the responses of participants two teachers said that

“All the time honesty at workplace is an imaginary thing employee never keeps him is honest while dealing with his boss and colleagues also” (Teacher DMS, IUB).

Loyalty of teachers always demands honesty at workplace to make one of the best executions on the behalf of their honesty.

The remaining respondents answered that

“Honest employee is the real worth of the organization we also be honest with our occupation duties and image of organization” (Teacher DMS, IUB).

They said if we accomplish our duties be honest it is enough for completion of honesty element in the organization. The motivation factor creates from the honest behavior of the boss at workplace. If the boss himself an honest personality, he would be a role model for the whole organization staff.

We conclude that some of the respondents want to do just duty and it is enough. Some replied make sure honesty in all deeds insides the organization like flow of information, feedback and inquiries. Most of the time employees reply according to the situation at workplace, they influenced by the higher authorities. It means honesty never exist among all employees and boss at workplace. It varies according to situation.

#### **Understand the purpose of positive reinforcement**

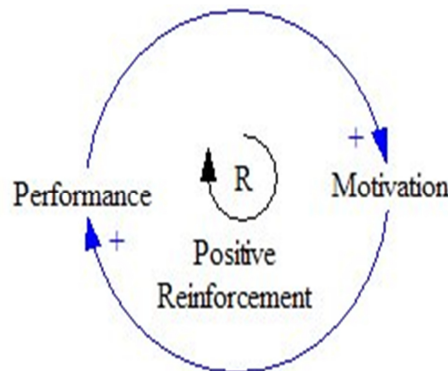
The power of admiration in the workplace can exchange employees from droopiness or bitterness to cheerfulness and productivity. Optimistic reinforcement takes people towards appreciated and encouraged, which can be motivating and rewarding. Knowing the benefits and drawbacks can help you appliance an operative positive reinforcement driver that exploits productivity and gratification at your workplace. Best way to motivate a team to emphasis less on what teachers are doing wrong and more on what they’re doing right. By pleasing and admiring your team every time they perform very well, boss would take maximum work in all the circumstances. “All of the respondents agreed about positive reinforcement at workplace” (Teacher DMS, IUB).

One of teacher said that

“It is pleasure for an employee when he positively reinforced it encourages, it shows the trust and ability of the worker by boss” (Teacher DMS, IUB).

If boss uses any other poor method for reinforcement may decrease the job involvement. Mostly boss uses the best means to convey the instructions consist of polite manners.

Above discussion gives a crux that positive reinforcement is very necessary because every employee demands his personal relationship with his boss and works effectively by positive feedback. Every employee needs his own recognition at workplace with distinction and self-respect, if employee treated as negative reinforced their attitude becomes also negative towards work.



#### **Understanding Criticism**

It is not important how well you execute your responsibilities during your job, somebody will always criticize you. The extra prosperous you are, the extra you influence become a target of criticism. Nobody be fond of having the excellence of their work put down, the dependability of their judgments probed or their integrity confronted, but it's how you compact with criticism that regulates your influence and just how giant an individual you indeed are. We can absorb allocation from how prosperous people grip blame. Most of the time Criticism brings makes development. In fact, most of the people who took it as pessimistic pleasure in being offensive, but most criticism is purely intended to be productive.

As one of the Faculty teacher mentioned that

“Criticism is helpful for an employee towards his betterment, he would be more perfect and extrovert and gradually moving towards the efficiency at all” (Teacher DMS, IUB).

According to above mentioned statement criticism is beneficial for employee but it depends on his perception. If he perceived it as influence or demotivation factor then criticism goes unrewarded for employee. When employee knows about his weakness from boss in terms of criticism at that time he has best opportunity to improve himself.

Three faculty teachers said that

“Every time or gradually criticism with employees hits their inner personality and their attitude towards work goes negative. Some employee treats criticism as injustice with them, which creates a conflict against the boss as well as colleagues” (Teacher DMS, IUB).

In these lines of response criticism totally perceived as negative tool for demotivation of the employees. They

don't like criticism and think it creates hurdles for them while working at workplace. Criticism genuinely unaccepted thing for the employees at the workplace. Employees want to work according to personality prestige and not ready for personality attack from the boss and colleagues.

Two teachers express criticism as

“There should never be criticism only positive reinforcement used to guide the employees for their lacks and misconduct” (Teacher DMS, IUB).

This statement gives a unique idea about the criticism. Existence of criticism is wrong in the organization. But instructions and investigation are essential for boss, if any employee takes it as criticism or in other meaning is wrong.

Conclusion can be made by discussing the all above views of respondents that criticism must be in the organization. But it should be a mild to realize the mistakes and to prepare the guilty person for correction. Extreme type of criticism may lose the temperament of the employee at workplace and might be against the boss and colleagues. Critical thinking is better than critical behavior of the boss with employees at workplace.

### **Abusive supervision**

The basis of Department lies upon the shared beliefs, values, and assumptions. Leadership or supervision has great influence on progress, placement, and protraction of department. Hence, competent supervisor pay great devotion to the wakes and objects of an organization's culture and works according to the arousing demands in the organization. Abusive command is defined as “a dysfunctional type of headship” that contains a continuous display of hostile words and actions to assistants. Behavior of mankind is flexible nature wise it varies time to time and situation. Most bosses lost their senses while discussing with subordinates in the organization.

All faculty members have the same thought about abusive supervision

“Abusive supervision is a chronic syndrome which eliminates the moral standards and devalues the self-respect of employees. Abusive supervision is not right tool to control workforce at all” (Teacher DMS, IUB).

Misbehave at any level in the organization not acceptable by anyone of the employee. Abusive behavior by supervisors tends to breed a work culture in which employees become unfriendly and forceful toward each other. Abusive leadership is very difficult to survive and grow up the morale of employees. The image of boss goes to dull and having no worth at all. Abusive supervisor never convey his message to employee and not crate the team spirit among them. The employee as victim of abusive supervision not gives the respect to the boss as well as organization. During the operations employees are often scared to explosion such abuse because they don't know what would happen. During inquiry, the suspected abuser will finally have to be opposed; it is due to obvious to him or her who trailed the objection.

We can make a conclusion that abusive supervision make the employees demotivated and set the low moral standards at the workplace. Abusive supervision is the reflection of the boss personality. Following consequences takes place while abusive supervision occurs in the workplace.

Abusive command and pressure

Abusive administration and sensitive fatigue

Abusive management and turnover intentions

### **Opportunities to learn and grow**

There is a natural phenomenon with human beings needs to know and grow to achieve esteem. At the workplace every employee wants to be superior over his colleagues acquiring more knowledge. There is utmost duty of the boss to provide learning environment at workplace to accelerate the capabilities of the employees. Employees should learn and grow by discovering more competent methods to perform tasks. With growth employees enjoys modernism and take benefit of breeding ground for more optimistic and uplifting views toward employees and colleagues. One of the teacher descried that efficiency not comes doing work hard but it comes from the proper knowledge and learning of the employees at workplace.

Two members give the idea that

“Efficiency not comes doing work hard but it comes from the proper knowledge and learning of the employees at workplace. Department's prospect is reliant on the learning and growth of the teachers who are real executor of operations” (Teacher DMS, IUB).

Another response from head of the department is

“Excellent bosses are not ever moderately gratified with existing means of doing operations. They mostly seek better than existing and most competent traditions to work. Department is gradually changing workplace, supervisor search for teachers who are concerned in observance up with innovative progresses and awareness in the field” (HOD DMS, IUB)

The above statements justifies that Moving with recent variations in the field is dynamic for accomplishment and improved job safety. Bosses may consider that attainment of department to acquire is only a substance of expressing a vibrant vision, providing effective sources and training to teachers leads department to giving employees the better opportunities, and make a wide platform for the teachers to train them for future challenges in the department.



### **Talk straight**

Regularly talk about the significance of standing up for yourself when colleagues are handling you unwell. It is necessary to talk straight with family members, with social individuals, with colleagues and as well as with your supervisor to protect your rights. Due respect is very necessary and superior for mankind. Everyone among us justifies due respect.

One teacher answer that

“In certain conditions we can talk straight when our rights become unprotected or boss shows underprivileged conduct” (Teacher DMS, IUB).

As head of department indication

“Only due to boss is on a greater place than you at subordinate do not mean to behave poorly, designation or authority never gives the right to boss to verbally abusive and behave ill mannered” (Teacher DMS, IUB).

According to three other respondents

“One thing is clear that no any teacher can go straight against the boss due to job security and other operational reasons. Some sort of pressure remains on the mind of teachers when they go straight against bosses. Mostly teachers are worry about when they speak up the boss will get fired” (Teachers DMS, IUB).

Above discussions leads to us Supervisor may have the right to give you acute advice, give you orders to complete, control your exertion, and state you in situation when boss feel you are not working well. Boss NOT retain the right to yell, squawk, terrorize, depreciate or dishonor you in community or secretly.

### **RECOMMENDATIONS & SUGGESTIONS**

The Golden Road to changing into a stronger Boss structure life may be packed with stress, tension, frustration, and pressure or it may be packed with challenges, opportunities, rewards, and private growth. Having to figure with tough bosses is one amongst the additional common and vital reasons why workers dislike their jobs? In his book Management, Peter Drucker wrote that subordinates "... have a right to be managed ably, dedication, and accomplishment. Subordinates have a right to a boss who performs, for otherwise they themselves cannot per kind." That is, the overall rule is also arranged down that dangerous worker performance reflects the existence of dangerous management.

Those who need to be a stronger boss and avoid these methods to social control self- destruction would be knowing keep in mind that managing involves coping with folks that have distinctive emotions, perceptions, cultural experiences, and socioeconomic backgrounds. Managing would be straightforward if all bosses lived by the (Golden Rule of Management; Manage as you'd prefer to be managed. As a result, despite temperament or temperament kind, the subsequent points can facilitate bosses address the challenges of managing in these days s work environment:

#### **Demonstrate a High Level of Integrity**

Everybody agrees that integrity and honesty make sure that a boss behaves ethically and is merit employees' trust and confidence to make sure this apply, openness is required to receive positive inputs. Continuously detain mind that integrity and honesty breed trust, which can manufacture team action. A boss may be honest, credible, and trustworthy with workers and involve them within the development of operating plans and activities while not compromising standards or being permissive. Once workers area unit trusty, they have an inclination to reciprocate.

#### **Remove worry from the Workplace**

Bosses definitely have the ability to create the work lifetime of associate degree worker miserable. They will withhold raises, favor others with the attention-grabbing jobs, and have interaction in different ways in which to harass workers. However, worry may be a powerful force. It may be a supply of discomfort, be devastating on geographical point morale, and be fatal to structure success. Management studies have systematically shown that there's a causative link between work climate and quality of labor. Given these realities, bosses ought to attempt to supply a regular and ancillary setting that's freed from worry, and look for to nurture an environment of mutual boss-employee respect.

#### **Fight for workers**

Employees are going to be additional surfeited with their jobs if they feel that their boss is on their aspect and can sharply support them. This includes promoting with higher management their careers and access to resources to try to their jobs.

#### **Help them save face**

Folks that feel denigrated rarely modification profitably. If the behavior of associate degree worker desires dynamical, try and keep centered on what has to be modified. Avoid he accusative apply since it'll not result in self-development. Apply of saving face can gift the boss in an exceedingly positive lightweight and can improve the boss' possibilities of closing down the offensive activities of workers.

#### **Overcome a scarcity of Trust**

Some bosses are unit perennially suspicious of others. They'll be indoctrinated to distrust others by figures vital in their lives. A more practical approach is to encourage bosses to open up regarding flaws in their performance, and executives might want to contemplate the assistance of knowledgeable counselor. Although the shortage of trust disorder could result in a state of psychosis, it will show emotion overload the boss and build it tough for him to assume rationally.

### **Organizing and allocating resources**

Whether or not an organization is giant or tiny, organizing and allocating resources well may be an important part of managing with efficiency. Organizing will accommodate a broad set of activities, and is usually thought-about one amongst the foremost functions of management. It may be viewed because the activities to gather and tack together resources so as to implement plans in an exceedingly extremely effective and economical fashion.

A manager could raise themselves 'what area unit my resources?' 'Do I actually have adequate resources to fulfill my goals and also the goals of the organization?' 'What area unit that is the strengths and weaknesses of my team?'

Part of organizing resources is team-building and knowing that resources are unit obtainable. Building groups of workers that complement one another goes a protracted means towards meeting structure goals. Each worker has completely different strengths that permit them to contribute to the team. Building groups from ground zero is right, however in most cases, managers can have to be compelled to lead existing groups or re-organize them so as to fulfill sure goals or accomplish tasks in an exceedingly higher means. However to arrange and portion resources effectively, a manager or individuals leader needs to get to grasp their team.

### **Know the team**

As a boss or individual's leader, it's vital to urge to grasp every member of the team singly — what their strengths are unit, every individual's temperament, and what tasks keep them engaged. Associate degree engaged worker may be a productive worker. Consistent communication is that the most significant attribute of a pal my cluster and may be a great way to urge to grasp every cluster member. As a pacesetter, keep in mind to be in constant contact together with your workers. This might mean having one-on-one conversations, or weekly cluster conferences. Regular conferences can offer workers additional of a chance to supply feedback on what they like, don't like, and what they might prefer to do additional off. An excellent boss can grasp his or her team well, and having this information can permit them to arrange and portion resources effectively so as to complete comes and meet structure goals. Knowing the team is very important, however to grasp the team, an excellent boss needs to be an honest person.

### **Being an honest communicator**

Although for effective Bosses importance of fine communication can't be unpretentious. Being an honest person suggests that far more than talking — it additionally suggests that being an honest perceiver. As a manager or individuals leader, gap the lines of communication can build workers feel softer.

Great bosses offer clear directions to workers to complete the work, hear the concepts of their groups, outline the work to be done, and specify the boundaries of freedom to create autonomous choices. Nice bosses indicate the areas or reasons wherever they must be consulted, justify the goals and targets to be met, and provide facilitate and support in achieving not solely the prescribed goals, however the individual goals of the workers that frame their team(s).

Essential permanently communication may be a positive frame of mind. nice bosses and effective managers are unit sensible at developing positive qualities and confidence in their team and motivating them to place in their best efforts at work; guaranteeing that workers get rewards, recognition, favorable employees compensation and incentives for his or her sensible work; evaluating team members supported their performance and talent to figure in an exceedingly team; and knowing that praises ought to be drained public whereas criticisms must always be unbroken non-public.

It is vital to grasp that the role of some individual's leaders is to be a mentor — serving to workers grow and develop to be the most effective that they will be.

### **Planning and choosing priorities**

One amongst the foremost common sets of activities within the management of individuals is designing. Terribly just place, designing is setting the direction for a goal so guiding a system to follow the direction. There are units several styles of designing in organizations. For example, designing may be done to realize associate degree organization's over-arching strategic goals, or to outline comes of a team of people. Once designing, country leader's goals and objectives ought to be S.M.A.R.T.E.R\* — associate degree form, meaning:

- Specific.
- Measurable.
- Acceptable.
- Realistic.
- Time-frame.
- Extending.

- Rewards.

### **Being a pacemaker and establishing direction**

Many folks believe that leadership is solely being the first, biggest or most powerful. Leadership in organizations includes a completely different and additional substantive definition. Being a pacesetter is regarding setting direction and guaranteeing that direction is followed. Leading will apply to leading oneself, different people, groups, organizations and societies. The character of however leading is completed depends on the context of matters, on perspective, and on the character and desires of these concerned.

Very merely place, a pacesetter is taken as somebody who sets direction in a shot and influences individuals to follow direction. however they set that direction and influence individuals depends on a range of things, including: whether or not that person is leading one different individual, a gaggle or an oversized organization; the extent of leadership skills that person already has; that person's basic nature and values; and also the specific culture (or values and associated behaviors) of these being junction rectifier.

### **Self-awareness**

For managers, knowingness is very vital. A manager who is self-conscious is responsive to their own strengths and weaknesses and it's tough for a manager to be a pacesetter while not having a firm grasp on what they themselves surpass. Having this data helps once creating choices associated with team-building, planning, and allocating resources. Having sensible knowingness can permit a manager to make groups of people that complement their own strengths and skills, and this can be essential to putting together a winning team.

Motivating the team it's an expensive mistake to urge lost within the false theory that more cash equals happy workers. Money can continuously be a serious considers motivating individuals and a solid compensation set up is vital to attracting and keeping key personnel, but it's vital to grasp that further compensation isn't continuously the sole, or perhaps the most effective answer.

With that same, if solid compensation is in situ, below area unit 5 ways in which to inspire if you're a manager or individual's leader.

1. Recognition/Attention.
2. One-on-One coaching job.
3. Training.
4. Career Path.
5. Leadership Roles.

In the end, being an excellent boss or effective manager takes a precise quantity of understanding and patience. A grip that deals with individuals in any capability has no real absolute formula for achievement, however there are a unit variations between being an honest boss, and being an excellent one. Nice ones have a sharpened set of skills that permit them to with success reach structure goals, whereas understanding the wants and goals of individual individuals, yet as themselves.

### **LIMITATIONS**

There are some limitations in this research article,

Its base on one department, if we conclude more than one university and institution then we will get good result.

Sample size is small only 6 candidate include in it in future if sample increase result may be varied

Its outcomes and results only applicable on this university but other universities can get help from it

Only conclude one boss so result is nearly same so different bosses may have varied answer.

Its only conduct in public sector was authorities are deli grated to all faculties. So that creates limitation in results

Many other variables can be explain and include in future according to this kind of research article

This research study is very limited and at narrow level to cover the concept related to different behavior of bosses and in-depth study and research is required for the reliable outcomes.

### **CONCLUSION**

This paper could appear gloomy. There are, however, signs of hope. the facility that bosses have is being worn by the method of "empowerment" (a word that a lot of dislike, however that is truly terribly helpful in any case, it came into being as a result of there was no alternative word that expressed its meaning), mostly as a results of info technology, that progressively makes selections at lower levels necessary. New attitudes to leadership have become additional widespread, and additional folks that become bosses are through some quite management coaching. Most vital of all, there are additional and additional models of excellent bosses to function examples to workers and executives alike. Improvement will so be expected, however it will not be speedy.

Good bosses' square measure created not born. If you have got the will and possession, you will become a good boss. Smart bosses develop through a not any ending method of self-study, education, training, and knowledge. This guide can assist you through that method. Bosses' expectations of individuals and their expectations of themselves square measure the key factors in however well people perform at work. These findings highlight the

importance of perceiving personal competency once holding a foothold of power. Power holders are who don't feel in person competent square measure additional seemingly than those that feel competent to knock against people. In addition, the finding that self-worth boosts assuage the aggressive tendencies of such power holders implies the effectiveness of a method usually used by underlings: excessive compliment. it's each attention-grabbing and ironic to notice that such compliment, though maybe affirming to the ego, could contribute to the incompetent power holder's final demise—by inflicting the ability holder to lose bit with reality (Kipnis, 1976). Can you imagine however performance can improve if your bosses communicate positive thoughts concerning individuals to people? If the boss truly believes that each worker has the flexibility to form a positive contribution at work, either consciously or unconsciously, can absolutely have an effect on worker performance. And, the result of the bosses gets even higher than this. Once the boss holds positive expectations concerning individuals, they assist people improve their self-concept and therefore, vanity. Individuals believe they will succeed and contribute and their performance rises to the amount of their own expectations.

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