Chapter No. 6

Theoretical and Conceptual Frame Work of the Study - Employee Satisfaction as a channel for Improved Efficiency & Productivity
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6.1 Identification of the Negative & / or Unhappy Employee:

According to Korris (2003: Online), points out that unhappy employee are the individuals who are the obvious outsiders looking in and still trying to belong. It is said by Kjerulf (2007: Online), that the following signs can be used to identify and unhappy employee:

- The employee is procrastinating.
- The employee spends Sunday nights worrying about Monday morning and the rest of the week.
- An employee is competitive about his salary and title.
- The employee does not really want to help his co-workers.
- The work days are feeling long for the employee and he often complains about how slow the day is passing.
- The employee has no friends at work.
- The employee cares about nothing at work.
- Small things are bugging the employee and this sometimes leads to an unnecessary argument.
- The employee is suspicious of his co-workers motives.
- Physical symptoms are visible, like headaches, insomnia or low energy.

6.1.1 Types of unhappy employee:

Negative employee show many signs of unhappiness in the workplace. According to Lynn (2009: Online) there are four different types of an unhappy employee as explained below:

- The angry employee: This is a walking time bomb waiting to explode any moment should people impact upon their ego. Their ego trip is only about their
feelings and interests. Angry people loudly speak their mind with no consideration of other people, verbally sling bad words, acts out physically, and possibly be abusive to all those around them. These employees will criticise others but they cannot take criticism. The angry behavior can be due to fight between the employer and employee, or supervisor and employee. The anger can be due to employee’s belief that his supervisor or manager is not offering any support. According to Williams (2009: Online), that a manager should never deal with an angry employee in front of other employee he should ask the individual to come into his office and ask the employee to state what is causing the problem. The manager should also ask the employee for a solution to the problem.

- **The bitter employee:** This type of person still holds grudges from past experience and is still angry. People with guilty consciences often become bitter and are disappointed with life in general, people, and their job. The bitter employee has a hard time to forgive other people including himself, and resent other people’s opinions especially when it relates to them.

- **The gossipy employee:** Their gossiping employee poison the work environment and positive people’s attitudes. They speak behind others and destroy people’s happiness and success. The gossipy employee wastes valuable time with all of his gossiping, and has no ambition to reach his own goals. They are bad for company as conflicts will increase which will decrease moral and trust level in the company.

- **The negative employee:** Negative employee really does not want to resolve the problem and they are constantly complaining about everything. Their first thoughts and spoken words on any subject are negative words. They have no room for success, just failure and their body language is always negative with a loud voice. They will find many reasons not to pursue their dreams or goals and are mentally too lazy to think of ways to solve problems or to achieve success. Schmidt (2009: Online), argues that one employee negativity can seriously damage the morale of an entire work team. It is believed that a negative
employee bad attitude can tear through an organisation, disrupting productivity, uprooting employee and destroy employee morale.

6.1.2 The Identification of the unhappy employee:

For supervisor or manager when asked what they consider to be their most difficult challenge on the job is to handle unhappy employee. It is recommended by Sweeney et al. (2000: Online), that the management team look out for the following unhappy employee characteristics:

- **An employee will not go the extra mile:** satisfied employees are enthusiastic to take on new challenges that expand their skills. Unhappy workers are generally lazy and unwilling to give something to organisation.

- **When focusing on problems:** Unhappy employees always find something to complain about, such as their manager, salary or policies or anything else instead of focusing on general positive aspects of the job. Some complaints might be valid, but unhappy workers will more focus on problems, while happy employee work together to find solutions. Negative attitude and gossiping is common amongst unhappy employee.

- **They are always watching the clock:** Unhappy workers may spend as little time at work as possible; they will come in late and leaving early. They will have long lunch breaks.

- **They are disengaging themselves:** Unhappy employee lack passion for their jobs. They may be more interested in office politics and chatting about non-work related subjects, than core business objectives. These employee’ shows signs like Destroy company property, bad mouth the company, ignore instructions from the supervisor, use drugs or alcohol, steal supplies from the company and verbally abuse his co-workers. They are less productive and contribute very less to organisation.

- **They are often sick and tired:** A high rate of absenteeism often prevails among unhappy employee. These employee are mostly absent from work place, they might call in sick even though he is not sick. Continued absenteeism can be
harmful to the company, as this leads to the loss of efficiency as well as a fall in customer service.

Why negative employee come to work every day if they are so unhappy with their job, the organisation, or with their manager. According to Umalme (2005: Online) their main goal of a negative employee is to influence the workplace in a negative way; thus becoming toxic to the organisation's ability to effectively run its day to day activities. It is very important to identify the patterns and causes of negative behaviors in the early stages of dealing with a negative employee. They have no reason not to come to work, as they get paid to be negative and to affect the attitude of their colleges.

### 6.2 Factors That Can Cause Employee Unhappiness:

According to Aamodt (2007:306), the difference between what an employees expected a job to be like and the reality of the job can affect both his motivation and satisfaction. If the company does less than promised, the employee will be less motivated to perform well and this will develop a feeling of unhappiness. Calahan (2009: Online), says that if the reason behind his unhappiness is self-based, something can be done about it. According to Bernard (2009: Online), the following explains why people are unhappy with their jobs:

- **People find their jobs boring and not challenging:** This is often the case when people have been in the same position for a long period of time. Other authors are of the opinion that an employee will become bored and frustrated about the workload when they are not having interesting and challenging. Often managers think money is only motivator but it is not always true sometimes challenging job can be key motivator. Many employees think their job satisfaction is directly linked to how challenging their job is. And some expects fair pay for the extra effort.

- **Difficult people:** Naukrihub (2009: Online), believes that difficult people exist in every workplace and that they can be in the form of a bad manager, a complex co-worker or a no corporative customer. Difficult people become the problem employee for a company very soon. From an organisation's point of view, difficult
people in the workplace is a problem because not only do they perform ineffectively, but also affect the other employee productivity, and often become a bottleneck for the other employee to perform efficiently on their jobs.

### 6.2.1 Factors that make employee happy and unhappy at work:

According to Bytestart Limited (2009: Online), list the following eight factors that make employee happy and unhappy at work as follows:

**Table 6.1:** Factors which make employee happy / unhappy *(Source: Bytestart Limited, 2009: Online)*

<table>
<thead>
<tr>
<th>Happy Employee</th>
<th>Unhappy Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friendly, Supportive co – workers</td>
<td>Lack of communication from management</td>
</tr>
<tr>
<td>Enjoyable and challenging work</td>
<td>Feeling of being under paid</td>
</tr>
<tr>
<td>Good manager or supervisor</td>
<td>Lack of recognition for achievements</td>
</tr>
<tr>
<td>Good work and / or life balance</td>
<td>Poor boos and / or line manager</td>
</tr>
<tr>
<td>Variety of work, changing task</td>
<td>Little or limited personal development</td>
</tr>
<tr>
<td>The feeling of doing something that is worthwhile</td>
<td>Feeling of no support or ideas being ignored</td>
</tr>
<tr>
<td>The feeling of what we do makes a difference</td>
<td>Lack of opportunity for employee who are good performers</td>
</tr>
<tr>
<td>To be part of a successful team</td>
<td>No benefits</td>
</tr>
</tbody>
</table>

According to Aamodt (2007:343), says that people who enjoy working with their manager, supervisor and coworkers will be more satisfied and productive this satisfaction leads to organisational and team commitment, which in turn would result in higher productivity, greater efficiency and lower intention to leave the company.

### 6.3 The Impact on the Organisation’s Efficiency:

According to Murck (2009: Online), expresses the view that not only does a negative attitude cause an unhealthy environment, but also influence other causing lower productivity. Managers should know that problem behavior does not go away; it gets
worst if not address quickly. Managers should not wait, because the sooner the problems are addressed, the easier it will be to resolve them. A manager should not be afraid to put the employee on the spot and give him the opportunity to answer for his behaviour. If an employee is not approaching with a response, the manager can still make an impact by stating that the employee behaviouris unacceptable, but he would like to give him a chance. If it is not deal in time an unhappy or negative employee without dealing with their problems can lead to excessive absenteeism, theft, fraud and even sometimes workplace violence. Employee productivity depends on the amount of time that the employee is physically present at a job and also the degree to which he or she is mentally present or efficiently functioning while present at a job.

### 6.3.1 Job satisfaction and efficiency:

It is argued by some authors that there has been enough evidence to maintain the belief that job satisfaction of employee will affect the organisations outcomes and productivity. According to Spector (2003:228), performance and satisfaction are related but there are two opposite explanation for this. Firstly, satisfaction might lead to performance - people are happy with their jobs, so they will work hard and perform well. Secondly, performance might lead to satisfaction - people who perform well are expected to benefit from that performance and those benefits result in satisfaction. This dispensation is graphically depicted in Figure 6.1.

![Figure 6.1: Job Satisfaction versus job performance](Source: Spector, 2003:228).
Employee satisfaction directly impacts on financial performance through costs and revenue. Customer satisfaction is the indirect link between employee satisfaction and the organisation's profitability.

6.4 Employee as the company’s biggest asset:

According to Marketing Innovators International (2005: Online), employees are most valuable asset and that their employee come first. Research has shown that satisfied employees generate superior customer satisfaction and that in turn, satisfied customers are more profitable ones. It has been observed those employees who are satisfied with their job are more engaged in their organisation and deliver high quality. It is said by Big Success Staff (2009: Online), that employee satisfaction leads to customer satisfaction, and satisfied customers create revenue growth, which automatically leads to profit growth.

When an organisation wishes to increase its profits, it has to determine what will make the employee happy as happy employee will stick longer and they know what they are doing. According to Spector (2003:239), when an organisation wants to achieve its purposes, every individual has to perform his job at some reasonable level of proficiency. This statement holds true for both government and private sector firms. People can only perform their jobs well if they have both the necessary ability and the necessary motivation. Individuals can only work together productively when supervisors or managers know how to set up teams and motivate team members.

6.5 Matching People to Jobs:

According to Aamodt (2007:105), the first decision is weather to promote someone from within the company, or to hire someone externally. Employee morale and motivation will be enhanced when current employee are given the opportunity to obtain new internal positions. According to a study done in the United States Of America the in year 2005 twenty five Best Small and Medium Companies to work for indicates that these companies fill more than twenty percent of their vacancies with internal employee,
rather than hiring new people as it is important to hire the right person for the right job and if the wrong person is hired, it will be a loss for the company.

It is important to find the right person for the job and this starts with advertising the position. According to Chapman (2009: Online), the best techniques for writing an effective job advertisement are the same as for any other forms of advertising. The job is the company’s product and the readers of the job advert are the potential customers. The aim of the job advert is to attract interest, communicate quickly and clearly the necessary points, and the response process and mechanism should be clear. It is important that the information is communicated effectively to the target audience and is attracted to apply to the position.

The applicants’ resumes are collected and a shortlist is created, selection tools are used to identify the prospects with the highest job potential. An example of this is where an organisation succeeds in hiring intelligent, motivated reliable workers who are more likely to be able to adapt to complex and unstable work environments, and take advantage of the flexibility provided by the increasingly unstructured nature of jobs and organisations.

6.5.1 Hiring mistakes:

It has been observed that employer organisations make hiring mistakes in hiring by employing someone in their own image, and not for the job that they want them to do. Such mistakes happen when a job description is not done. Several approaches can be used to ensure that the correct person is appointed. One of the most often used approaches is to have the manager of the specific department interview the applicants and decide who to hire. According to Robertson et al. (2002:87), that the organisation who hires the best people may get workers who learn more quickly, who make fewer mistakes, but they can also get workers who are easily bored, who are more likely to leave the organisation for better opportunities. Hiring and training employees is one of the largest expenditure an organisation has.
The total cost for employee turnover includes costs associated with: Recruiting of prospects, screening of potential applicants, wages paid for management and personnel officials to assist with the interviews and training, paying for a replacement employee to fill the position during the search period and during training of the new employee, wages for the trainer, and costs associated with lower productivity rates during the six months it takes for the new employee to get up to speed. These costs can easily result in an expense equal to approximately eighteen months salary of the position being filled. This statistic clearly demonstrates the need and importance to hire the right person for the job the first time.

6.5.2 The interview process:

The interview process should be used to get to know the applicant. This is not the time to go over their basic qualifications, as that can be accomplished by reading their resume as it arrives. The purpose of the interview is to determine what kind of person and employee the applicant is. This can be accomplished by asking questions that will give the interview team an idea of amongst others the persons personality, his work ethics, and if the organisation wants to work with this person his interests and suitability for the position. Personality if there are any special duties that the job requires, this is the ideal time to determine if the applicant is capable of. Take notes about each applicants answer, and pay attention to their body language, their appearance and their personalities.

After the interviews are completed and the references and experience have been verified, the company should take the necessary time to discuss the advantages and disadvantages of each applicant with the rest of the interview team. Advise the applicant that his or her employment and education will be checked and verified.

According to Campbell (2009:Online), the poor employee are unsuitable for the position they fill and that they might be short of the skills needed to do the job. Also, their work habits and personalities are incompatible with the business environment. The best time to pick over unsuitable employee is before the company hires them. Once they are on
the job, dealing with the problem will be time-consuming, stressful, and unpleasant and could even cost the company money.

6.6 The Requirement for Employee Satisfaction:

According to Spector (2003:188), motivation can be defined as, “an internal state that is inducing a person to engage in particular behaviours”. Motivation can also be seen as the desire to acquire or achieve some goals. Motivation is mainly derived from a person’s wants, needs or desires. Robbins and De Cenzo (2001:267), define motivation as, “the willingness of an individual to do something; it is conditioned by this action’s ability to satisfy some need for this individual”. A need in turn can be defined as, “physiological or psychological deficiency that makes certain outcomes seem attractive”

According to Betts (2000:257), motivation is vital for improving productivity and job satisfaction and that improved job satisfaction can improve mental and physical health. According to Spector (2003:210), job satisfaction is an attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of the job. Many people might think that pay is a strong determinant of job satisfaction, but it is always not true. People often motivated and have a feeling of Job satisfaction if their job is challenging and gives them opportunity to show their potential.

6.6.1 Job satisfaction

Free Management Library (2009: Online), found that job satisfaction pertains to a person’s feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a range of factors, e.g., the quality of an employee relationship with their supervisor, the quality of the physical environment in which the person work, degree of fulfillment in their work, etc. It depends on based upon the level of satisfaction of psychological and physiological needs.
For many employees, some aspects of the job are satisfying while others are not, and to understand satisfaction, the components of the job need to be considered. Fincham and Rhodes (1999:143), are of the opinion that when an employee say he is happy with his job, he is usually expressing something more like a feeling about his job rather than his thoughts about it. According to Hackett (1998:170) job satisfaction can be increased by improving the following four factors:

- **Ergonomics:** Can play a major role in job satisfaction. By designing jobs to fit employee and not the other way around may contribute to job satisfaction or the avoidance of frustration.

- **Job rotation:** Can also be cynically defined as swapping one boring monotonous job for another boring job. The idea of job rotation is that employee derives greater satisfaction when they experience variety in their work. This creates greater flexibility and improved utilization in human resources.

- **Job enlargement:** When the supervisor adds additional jobs or tasks to the worker’s current job. This gives greater variety in job content and has some benefits in terms of increased intrinsic satisfaction.

- **Job Enrichment:** Involves adding to the work cycle work of a more responsible, rather than just a different, nature which means in simple terms to give the employee the responsibility and authority to make decisions.

According to Bittel and Newstrom (1990:250), satisfaction for an employee comes from truly motivating factors such as interesting and challenging work, utilization of one’s capabilities, opportunity for the employee to do something meaningful, recognition of achievement from his or her manager, and the responsibility for one’s work. Dissatisfaction can occur when the following factors are not present on the job: good pay, adequate holidays, pension, save working conditions, and congenial people to work with. Davlin (2008: Online), mentioned that management should communicate with
their employee on a regular basis. An open, honest discussion is the best way to secure loyalty and productivity. When a manager or supervisor sees a specific employee problem, it should be addressed with the employee immediately and discreetly. Employee should be allowed the opportunity to share their concerns with management, the latter which should be honest about their observations.

6.6.2 Improved productivity and efficiency:

It is believed by Cole and Cole (2005:2), that an organization’s productivity and efficiency is best achieved when employee are satisfied, and when attention is paid to their physical as well as socio-emotional needs. It is argued by human relations researchers that employee satisfaction sentiments are best achieved when the organisation maintains a positive social environment, such as by providing autonomy, participation, and mutual trust.

The Harvard Business Review reports that a five percent increase in retention can lead to a twenty five to sixty five percent productivity gain. The lesson is clear; organizations cannot afford to lose employee as the cost associated with loosing employee is just too high. Salary is crucial but not sufficient for ensuring job satisfaction According to Cranny et al. (1992:56), job satisfaction is highly affected. The work itself, The supervisor or manager, The co-workers, Salary, Promotions all are important.

Research has shown that a work environment that helps to increase a person’s self-esteem will actually result in more satisfied workers. If employees feel happy with their work they will work harder and will be more efficient. It is possible to raise employee self-esteem, but it requires a conscious effort. An organisation needs to ensure that employee feel that they are actively involved in achieving results, that their efforts are recognized and appreciated and that they are an important member of the company’s
success. It is suggested that working environment should be friendly and fun. Marketing Innovators International (2005: Online), suggest that to ensure employee are satisfied then management should ensure that leadership, training, strong reward and recognition systems.

6.6.3 Effective Communication:

According to Bowditch and Buono (2005:115), communication is one of the fundamental processes that management needs to follow. Proper communication flow in the organisation is very essential for organisation development. Effective communication leads to employee satisfaction. Effective communication helps to build positive work relationship between the employee and supervisor or manager. Effective communication leads to positive attitude and positive working environment this all leads to employee satisfaction.

According to Gravett (2002: Online), managers and supervisors should ask themselves the following questions to achieve effective communication:

**Question 1:** Does the employee understand what is expected of him or her? This can cause employee a huge amount of frustration because the objectives and goals they thought were critical for their position's success were not the same objectives and goals their superior had in mind.

**Question 2:** Does the employee have the resources available to successfully complete his job? This can also cause frustration and a negative attitude when the expectations are clear enough but the resources are not provided to do the work.
**Question 3:** Can the employee see that the manager or supervisor care about him as a person? One of the most significant factors that kept employee with an organisation was their relationship with their direct supervisor. If there were no respect and understanding, employee would left their jobs even if the pay and other working conditions were positive.

**Question 4:** Does the managers or supervisors listen to the employee opinion? Do the employees believe that his supervisor is really listening to his opinion?

**Question 5:** Do employee have the chance to learn and grow in this job? Many employees do not want to job hop every year or two, but they are forced to move to a new job if the company cannot provide role models, training, mentoring, and professional development.