

EMPLOYEE SATISFACTION AND PERFORMANCE: A CASE STUDY OF

WOERMANN BROCK SUPERMARKETS, WINDHOEK, NAMIBIA

A RESEARCH SUBMITTED IN PARTIAL FULFILMENT

OF THE REQUIREMENTS FOR THE DEGREE OF

MASTER OF BUSINESS ADMINISTRATION

OF

THE UNIVERSITY OF NAMIBIA

BY

DIANA T.P. EKANDJO

STUDENT NO: 201210983

April, 2017

SUPERVISOR: PROFESSOR. ZACHARY BOLO AWINO

UNIVERSITY OF NAIROBI, KENYA

SUPERVISORS CERTIFICATE

I, Professor. Zachary Bolo Awino, hereby certify that research and writing of this dissertation was carried out under my supervision.

.....

Professor. Zachary Bolo Awino

.....

Date

DECLARATION

I, the undersigned, hereby declare that the work contained in this dissertation for purposes of obtaining my Master's Degree in Business Administration, is my original work and that I have not used any other sources than those listed in the bibliography and/ or quoted in the reference.

.....

Diana T. P. Ekandjo

.....

Date

DEDICATION

Most of all, and above all my thanks go to The Almighty God the divine who continues to make the impossible possible. There are a number of people without whom this thesis might not have been written, and to whom I am greatly indebted.

To my mother, Rauna Ekandjo, who has been a source of encouragement and inspiration to me throughout my life, a very special thank you for nurturing me and praying for me, through the months of writing, and also for the myriad of ways in which, throughout my life, you have actively supported me in my determination to find and realise my potential, and to make this contribution to our world.

To my late father, Tate David Johannes Ekandjo you have successfully made me the person I am becoming, you will always be remembered, this thesis is for you Papa, and I love you always.

I offer special thanks to those who supported me in the mechanics of producing this thesis: Dr. A. Isaacs for reading and re-reading drafts; Nelly Nkhoma for editing and proof reading; Gerry and Ashton for ‘rescuing’ me in those times when I was almost defeated by technology. Loving thanks to my friends/learning partners, who played such important roles along the journey, as we mutually engaged in making sense of the various challenges we faced and in providing encouragement to each other at those times when it seemed impossible to continue. I thank my entire family for always being there for me knowing that they always held me in their thoughts and prayers that gave me strength to go on. Thank you. I love you all.

ACKNOWLEDGEMENTS

First and above all, I praise God, the almighty for providing me this opportunity and granting me the capability to proceed successfully. This thesis appears in its current form due to the assistance and guidance of several people. I would therefore like to offer my sincere thanks to all of them.

Professor Zachary Bolo Awino, my esteemed supervisor, my cordial thanks for accepting me as a Masters student, your warm encouragement, thoughtful guidance, critical comments, and correction of the thesis. I thank you Professor.

I want to express my deep thanks to my esteemed co-supervisor Dr. Albert Isaacs for the trust, the insightful discussion, offering valuable advice, for your support during the whole period of the study, and especially for your patience and guidance during the writing process, thank you, I'm forever indebted to you. I thank Mr. Albert Kamuino, for his advices and his friendly assistance with various problems all the time, especially for his help and offering me to read through his knowledgeable books. I thank Dr. Adegoke for his unending support and effort to make this study possible.

I cannot finish without thanking my family: I warmly thank and appreciate my mother and late father, and the spiritual support in all aspects of my life. I also would like to thank my brothers, sister, for they have provided assistance in numerous ways. I want to express my gratitude and deepest appreciation to my lovely sweet son and daughter, Destiny and Delight, for their great patience and understandings and for being nice to mommy. And finally, my other significant half, Mr. Samuel Shikale, without your supports and encouragements, I

could not have finished this work, therefore, I can just say thanks for everything and may the almighty give you all the best in return. I thank you all, much love.

ABSTRACT

The study was meant to assess the satisfaction and performance of employees in five Woermann Brock retail shops; namely Ombili supermarket, hyper supermarket, Eros supermarket, Klein Windhoek supermarket and lastly Olympia supermarket.

The major problem facing its management was that some employees did not work together as a team (Head of HR department, Head Office Khomasdal). One of the three objectives were to define employee satisfaction, measure it, and examine how it could affect employee performance. The literature review discussed and defined employee satisfaction and employee performance appraisal as well as the linkage between employee satisfaction and performance. This study took on a quantitative research approach undertaken by means of descriptive statistics.

A target population of 600 respondents was chosen from the 5 Woermann Brock Supermarket stores, which employed 120 employees per supermarket. Simple random sampling was used to obtain a total sample of 112 employees taking 22 employees from 4 supermarkets and 24 from 1 supermarket.

An existing research instrument on employee satisfaction and performance called Job Satisfaction Survey (JSS) was used. Data was entered and analysed into the Statistical Package for Social Sciences (SPSS). Data was collected using a standard self-administered questionnaire. From the data analysis and presentation, the study concluded that the satisfaction and employee performance was low because employees were not motivated and recognised for their efforts in the achievement of the company they worked for.

ABBREVIATIONS AND ACRONYMS

UNAM	University of Namibia
SPSS	Statistical Package for Social Sciences
JSS	Job Satisfaction Survey
BSR	Business for Social Responsibility
TSO's	Transportation Safety Officers
CIPD	Chartered Institute of Personnel and Development
HRM	Human Resource Management
WB	Woermann Brock

Table of Contents

SUPERVISORS CERTIFICATE	i
DEDICATION	iii
ABSTRACT.....	vi
ABBREVIATIONS AND ACRONYMS	vii
LIST OF TABLES	x
LIST OF FIGURES	x
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Orientation of the proposed study	1
1.2 Statement of the Problem	4
1.3 Research Objectives.....	4
1.4 Significance of the study	5
1.5 Limitations of the study	5
1.6 Thesis outline	6
1.7 Summary of the Chapter	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2 INTRODUCTION	8
2.1 Employee Satisfaction.....	11
2.1.2 The Link with Performance	14
2.1.3 Employee Performance.....	17
2.1.4 Employee Engagement	21
2.1.5 Determinants of employee engagement	24
2.1.6 Job Design and Job Characteristics	29
2.1.7 Measurement of Job Satisfaction	30
2.1.8 Job Satisfaction Theory	33
2.1.9 Human Resource Leadership	34
2.1.10 Work Environment.....	34
2.1.11 Motivation of employees.....	35
2.1.12 Alternative Solutions to address problems and challenges.....	37
2.1.13 Summary	38
CHAPTER THREE	40
METHODOLOGY	40

3	INTRODUCTION	40
1.1	Research Design	40
1.2	Population of the study.....	40
1.3	Sample.....	41
1.4	Research Instrument.....	42
1.5	Procedures	42
1.6	Administration of the questionnaires	43
1.7	Data Analysis	43
1.8	Research Ethics.....	44
	CHAPTER FOUR.....	45
	DATA ANALYSIS AND DISCUSSION OF RESULTS	45
4	INTRODUCTION	45
4.1	Demographic Characteristics	45
4.2	Team satisfaction and performance among workers at Woermann Brock Supermarkets in Windhoek.....	48
4.3	Mechanisms and relationships that enhances team satisfaction and performances of employees at Woermann Brock	57
4.4	Employee performance.....	64
4.5	Discussion.....	64
4.6	Conclusion.....	68
4.7	Summary of the Chapter	69
	CHAPTER FIVE	71
	CONCLUSION AND RECOMMENDATIONS.....	71
5	Introduction	71
	Conclusion.....	71
	Objectives	71
	Comparisons of the findings with other past studies in the literature review	73
	Recommendations	77
	REFERENCES	79
	APPENDICES	100

LIST OF TABLES

Table 1: Overall Employee Performance	64
---	----

LIST OF FIGURES

Figure 1: Factors affecting employee engagement	25
Figure 2: Factors in Job design	29
Figure 3: Gender of the respondents	45
Figure 4: Age Groups of the respondents	46
Figure 5: Employee Representation by department	47
Figure 6: Length of Employment at Woermann Brock	48
Figure 7: Personal Accomplishment from Work	49
Figure 8: Ability to correct customer dissatisfaction	50
Figure 9: Personal Growth Experience	50
Figure 10: Management looks to me for suggestions and leadership	51
Figure 11: Supervisor Encouragement.....	52
Figure 12: Valued by supervisor.....	53
Figure 13: Solving Customer Problems	54
Figure 14: Overall Satisfaction with current position	55
Figure 15: Clear Career Path.....	56
Figure 16: Encouragement to be innovative	57
Figure 17: Tools and Resources required to do work available.....	58
Figure 18: Clear Job Requirements.....	58
Figure 19: Employee Recognition	59
Figure 20: Company Flexibility to Employee Family Responsibilities	60
Figure 21: Forms of Discrimination or Harassment Observed	61
Figure 22: Adequate interaction opportunities received	61
Figure 23: Motivation to see company succeed.....	62
Figure 24: Advice friend to apply for employment	63

CHAPTER ONE

INTRODUCTION

1.1 Orientation of the proposed study

This research study was based on employee satisfaction and performance, a case study of Woermann Brock supermarkets in Windhoek. An important assumption in management is that employee attitudes and reactions to organizational change are associated with departmental performance. In a service business, customer satisfaction is a critical performance indicator alongside measures of unit productivity and administrative effectiveness. This study examines the relationships between employee satisfaction and performance in an organization.

Internal Marketing (IM) practices prevent staff turnover, reinforce organizational commitment (Poor et al., 2013), and improve financial outcomes through the service-profit chain. It has been largely shown that “levels of organizational service orientation are positively correlated with organizational profitability (firm ROA) and with the bank’s financial performance measured in terms of its consumer products performance (loans and deposits (Vazifehdoost et al., 2012).

Thus, managers who communicates effectively with the employees, listen to their complaints, answering their questions and promote leadership behavior will encourage them to enhance their work and feel satisfied about their jobs (Ibraheem et al., 2013; Sattar & Ali, 2014).

Internal Marketing influences employee satisfaction through employee development and empowerment (Ahmad & Al-Borie, 2012). In fact, employees who benefit training from the firm participate in decision making and are fairly rewarded for the work they are doing, remain satisfied, and are more motivated to stay for a long term with the firm. Bigliardi et al. (2012) support that implementing Internal Marketing practices allows firms to understand what employees value through bidirectional communication channels allowing firms to become more responsive to the needs of its employees and satisfy them. Thus, by enhancing a regular communication between managers and employees, Internal Marketing contributes to the positive reciprocal response of the workforce in the form of greater satisfaction with their work and an improvement of its quality.

Employee satisfaction plays an important role to an employee in terms of health and well-being (Kornhaurser, 2010; Khaleque, 2011) and for an organization in terms of its productivity, efficiency, employee relations, absenteeism and turnover (Vroom, 1964; Locke, 1997; Khaleque, 2011). Research examining the relationship between employee satisfaction and job performance has been conducted since at least as early as 1945 (Blau, 1993) and methodology utilized has varied greatly. Some researchers used established scales to measure job satisfaction, while some developed their own. Some used self-report ratings to assess performance, while others used peer or supervisor ratings.

The study relating to the relationship between employee satisfaction and job performance has now become a research tradition in industrial-organizational psychology (Bass, 2008). The relationship between employee satisfaction and job performance has been described as the "Holy Grail" of industrial psychologists (Landy, 1989). Many organizational theories are based on the notion that organizations that are able to make their employees happy will have

more productive employees. Over the years, scholars have examined the idea that a happy worker is a productive worker; however, evidence is not yet conclusive in this regard (Davar, 2008). Empirical studies have produced several conflicting viewpoints on the relationship between employee satisfaction and job performance. Siegel and Brown (1971) and Bagozzi (1980) suggested that job performance leads to employee satisfaction but not the reverse. Anderson (2009) indicated that autonomy and feedback from the job is significantly correlated with performance.

One of the most important internal stakeholder groups for Woermann Brock is its employees. The industry depends upon reliable people delivering good customer service. When employees provide good service to customers, this fosters customers' retention. The customers, suppliers, local community and the shareholders are also important stakeholders. Although scientists have stated that the relationship between the organization and stakeholders is mutually important in the context of benefit and harm or rights and obligations (Neville, 2003). It is also observed that stakeholders impact greatly on the organization than the organization can make on its stakeholders. According to the Business for Social Responsibility (BSR) staff paper, Stakeholder Engagement (2003), the process creates a conducive environment by: cooperation on operations/activities and at times on policy development, allowance for enhanced community confidence, creation of a more user-friendly, community/ industry targeted services, reducing future costs (for example, time saved later in managing crises in confidence that could have been avoided).

1.2 Statement of the Problem

According to the Woermann Brock Annual Performance Appraisal Report (2013-14), the major problem facing its management is that some employees do not work together as a team (Head of HR department, Head Office Khomasdal), hence the purpose of this research is to investigate the importance of employee satisfaction and performance. In motivating this research, the study need to look at the factors that courses dissatisfaction of employees, and the impact it has on the organisation performance.

The idea that employee satisfaction leads to better performance is supported by Vroom (1964) when he reiterated that work is based on the notion that performance is a natural product of satisfying the needs of employees. The study only concentrates on the employees working for the Woermann Supermarkets in Windhoek.

1.3 Research Objectives

The objectives of the study are as follows:

- To determine team satisfaction and performance among the workers at Woermann Brock Supermarkets, Windhoek;
- To determine the mechanisms and relationships in place that enhances team satisfaction and performance of employees at Woermann Brock; and
- To define employee satisfaction, measure it and examine how it can affect employee performance.

1.4 Significance of the study

The finding from the study influenced and informed policy makers and managers in matters pertaining to the improvement of team satisfaction and performance. The study sought to identify the courses of poor teamwork and problems associated with the creation of effective teamwork in an organization, such as the visible differences between the shops in regard to the cleanliness and hygiene at Woermann Brock shops/stores. The research objectives, is to identify whether employee satisfaction and performance are related, in Woermann Brock supermarket environment is important because the more a company knows about its employees, the better equipped it is able to create a positive and productive corporate culture.

The study focused on Woermann Brock Supermarkets because the company currently spends a great deal of time and money for effective training and motivating of its employees. A better knowledge and understanding of the tools that the company already uses help to understand the employees needs and wants in the quest for organizational success. Other organizations benefit through the study by identifying how to establish team satisfaction and performance in their workplaces. Furthermore, the study identifies strategies for making improvements in existing team satisfaction and performance of employees, as well as various mechanisms to overcome the effects of poor teamwork.

1.5 Limitations of the study

The study was context-specific to the culture and environment of the employee teams of the 5 selected Woermann Brock supermarkets in Windhoek. Secondly some employees lacked the willingness to complete the questionnaires.

1.6 Thesis outline

The thesis is divided into five chapters as follows:

Chapter one: is the introduction which focuses on the background of the study, the objectives of the study and the problem statement. It gives a brief overview of the scope and limitations of the study as well as the aim of the study.

Chapter two: discusses the literature reviewed according to the defined research objectives of the study. Herewith, the conceptual and theoretical framework is outlined.

Chapter three: discusses the methodology, which explains the research design, the population and sample size of the study. Furthermore, it explains the sampling procedures utilized in the study, the research instruments, methods of data collection and the data analysis plan layout.

Chapter four: discusses the data presentation, analysis and discussion of the findings. This is done in both graphical and frequency form. The validity and reliability of the research instruments is also discussed in this chapter.

Chapter five: concludes, discusses and recommends conclusions deduced from the findings and provides recommendations for action and further research.

1.7 Summary of the Chapter

The orientation of the study, the problem statement, the aim of the study, the purpose of the study, significance of the study and finally the limitations of the study are discussed.

The study sought to identify the causes of poor teamwork and problems associated with the creation of effective teamwork in an organisation such as the visible differences between the shops in regard to their cleanliness and hygiene at Woermann Brock supermarkets.

CHAPTER TWO

LITERATURE REVIEW

2 INTRODUCTION

The literature review examines relevant theories, discusses and defines employee satisfaction, and employee performance appraisal and finally the linkage between employee satisfaction and performance. It also addresses the issues of satisfaction and performance as it relates to the retail industry and Woermann Brock Supermarkets.

The purpose of an employee survey or Job Satisfaction Surveys (JSS) is to obtain an understanding of your employees' needs and a clear idea of how to improve your response to those needs. It can also show that you are interested in and open to employee feedback. It is one way (along with focus groups and interviews) to listen to your employees (Chaudron, 2003).

The employee survey provides an avenue for the organization to gather information concerning what the employee thinks of his/her job, team or work group, the organization, and other specific issues, such as organizational culture or turnover problems. It can aid in understanding or anticipating employee needs as they relate to your organization's bigger picture. The most important function is to provide a basis for an action plan to build on strengths and improve deficiencies (Murphy, 2007).

Surveys can empower employees by asking them what they think. Acting on their topics of concern can set a tone of partnership and let employees know that their opinions can produce

change. Surveys also raise expectations, so be prepared to follow up by communicating results and acting, even if it is to tell employees that actions will be taken in the future or that the issues cannot be resolved. Use surveys sparingly to encourage full participation.

Spears (2000) define performance as “the degree of accomplishment of the tasks that make up an individual’s job” (p. 714). Performance can be confused with effort; however, performance is measured in terms of results. Performance appraisals usually are done by every organization and are not always formal. Sherman, Snell and Bohlander (2011) posit/explain that the success or failure of a performance appraisal program depends on its philosophy and the attitudes and skills of those who manage it. Furthermore, Sherman, Snell and Bohlander (2011) show that the primary objectives of an employee performance appraisal are:

- To provide employees with the opportunity to discuss their performance with the supervisor or manager;
- To identify strengths and weaknesses of the employee’s performance. When measuring employee or job satisfaction there are many components that need to be considered; and
- To identify strengths and weaknesses of the employee performance. Job satisfaction is generally defined as an individual’s opinion about their occupation (Spears, 2000).

The following sections will discuss job satisfaction and the different ways to measure it by focusing on job design and characteristics, measurement of job satisfaction, and finally by discussing alternative solutions to address problems and challenges.

Research concerning communication between managers and employees has shown how a workplace climate where employees are productive is created. Many researchers believe that when management participates and communicates with the employees, positive outcomes are considerable and job satisfaction is greatly increased (Jackson, 1983; Hoerr, 1989). According to Soonhee (2002) “effective communication between the supervisor and the employees are a significant factor in informing employees of the objectives and job expectations under an existing or, particularly, new organizational structure” (p. 135). Effective communication cannot only empower employees by making them feel valued, but can also lessen turnover and absenteeism. This creates a better working environment and increases performance levels (Eby, Rush & Lance, 1999).

Some researchers on the topic of effective teamwork in an organization highlighted that effective communication can lead to better performance of organizations, such as the enhancement of productivity in the workplace, improvement of service quality, greater satisfaction of employees with jobs, less absenteeism and reduced turnover rate (Sheng & Tian, 2010). Furthermore, team work provides a way in which the employee and the organization can work together more effectively, to the advantage of the customer (Ingram, 2000).

Components required for effective team performance as mentioned by Salas (2005) are as follows:

- Backup behaviour;
- Adaptability; and
- Team orientation.

This refers to the tendency to enhance individual performance through the coordination, evaluation, and utilization of task inputs from other members while performing group tasks (Salas, 2005). This is necessary in order to facilitate effective employee performance because it increases a team member's task involvement, information sharing, and willingness to engage in mutual performance monitoring (Duel, 2010; Salas, 2005).

2.1 Employee Satisfaction

Employee (job) satisfaction represents one of the most widely studied constructs in industrial psychology (McShane & Von Glinow, 2007). Employee satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace (Mihalic, 2008). Griffin, Hogan, Lambert, Tucker-Gail and Baker (2010) have distinguished between job satisfaction and organizational commitment and seen the latter as a broader concept – in their opinion, organizational commitment refers to the bond formed between the worker and the employing organization.

Organizational commitment reflect one's feelings toward an entire organization, not just a specific job (Garland, McCarty & Zhao, 2009) and consists of three factors: a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization (Mowday, Porter & Steers, 2009). According to Meyer and Allen (1991) commitment is a psychological state that has three separate components reflecting the: (1) desire (affective commitment); (2) need (continuance commitment); and (3) obligation (normative commitment) to maintain employment in an organization.

When measuring employee or job satisfaction there are many components that need to be considered. Job satisfaction is generally defined as an individual's opinion about their occupation (Spears, 2000).

The following sections discuss job satisfaction and the different ways to measure it by focusing on job design and characteristics, measurement of job satisfaction and finally by discussing alternative solutions to address problems and challenges. Employee satisfaction is the satisfaction of employees with their jobs or the degree to which employees like their jobs (Spector, 1997). On the other hand, job satisfaction elements can be considered in relative terms, as proposed in equity theory (Adams, 2013; Vecchio, 1982), in which employees evaluate the fairness of exchange and base their satisfaction-related elements on the comparison of the ratio of personal outcomes (pay, recognition, job satisfaction, opportunity and advancement) and personal inputs (time, effort, knowledge and skills) with the ratio of reference group outcomes and inputs.

Sakanovic and Mayer (2006) states that employee satisfaction have become an increasingly important category. A satisfied employee works more and better. Authors have delved into the factors that influence employee (dis)satisfaction and have been investigating their correlation with an organization's effectiveness. A positive correlation between employee satisfaction and an organization's effectiveness has often been proven. Other studies have proven that higher satisfaction or work experiences and their antecedents (Meyer & Allen, 1991) contributes to a stronger commitment to the organization (Brunetto & Farr-Wharton, 2003) and less fluctuation and absenteeism (Howard, Donofrio & Boles, 2004). A satisfied

person is more successful and performs his/her work more efficiently achieves the goals of the organization and contributes to its effectiveness (Gorenak & Pagon, 2006).

According to Robbins (1991) employee dissatisfaction manifests itself in employees leaving the organization, their attempts to actively voice their opinions (proposals for improvements, activity in trade unions, conversations with superiors etc), passive loyalty (waiting for the situation to improve and being confident that the management will take the right decisions) and negligence (absences, being late, a large number of errors etc.). Other areas influenced by low employee satisfaction include absenteeism, performance (Lambert, Edwards, Camp & Saylor, 2005), motivation and organizational commitment (Locke, 1997; Meyer & Allen, 2004) as well as burnout (Whitehead, 1989).

A) Elements of employee satisfaction

Employee satisfaction is the satisfaction of employees with their jobs or the degree to which employees like their jobs (Spector, 2011).

B) Theoretical foundation of the development of employee satisfaction

A person's feeling of (dis)satisfaction at work is influenced by several factors that differ from one individual to another. According to George and Jones (1999) these factors include personality, the influence of society, the situation in the workplace and values. In the opinion of Sakanovic and Mayer (2006) the same things do not satisfy all employees. What may satisfy one person in their work may dissatisfy another. Satisfaction is a complex phenomenon as every individual enters an organization in their own unique fashion, with

their own expectations, beliefs, values, views, endeavours and longings. However, the feeling of satisfaction being shared by a larger number of employees is undoubtedly to the advantage of any organization. Gorenak and Pagon (2006) claimed that a person is satisfied when their needs have been fulfilled, when their acts have been approved or commended and when they feel needed and important.

Spector (2003) **define job satisfaction** as “the extent to which people like their job” (p. 210). According to Weiss (2008) job satisfaction is an attitude toward one’s job resulting from the net sum of the individual’s positive and negative emotions experienced at work. Job satisfaction is a pleasant feeling a person has when their expectations from work have been fulfilled (Spector, 2003). Henceforth, the term “employee satisfaction” will be used as it encompasses the notion of satisfaction with the job itself (duties, working conditions, salary) as well as other facets such as leadership, relationships, autonomy, the reward and promotion system, possibilities of professional development, trade union activities, job security, internal and external communications, possibilities of a work-life balance and the organization as an institution, sometimes also environmental facets like the attitude of the public towards the police etc (Weiss, 2008).

2.1.2 The Link with Performance

Increasingly, studies such as those previously discussed, reveal that organizations with high levels of engagement outperform their competitors, so the search is for evidence on whether engagement predict outstanding performance. Following a three-year longitudinal study, evidence showed that engaging leadership does, in fact, predict productivity (Alimo-Metcalfe & Bradley, 2008). Similarly, extensive research both in the academic and business

communities indicate clear links between highly engaged individuals and overall organizational performance, specifically with bottom line results, job and customer satisfaction, absence, staff turnover and resilience to change (Stakeholder Magazine, 2009).

Moreover, an important emerging theme from the research by McBain (2007) was that many organizations see engagement and its link to performance as similar to the “service-profit chain” model, in which improved links between employees, customers and profits lead to better overall performance. However, McBain (2007) argues that few organizations identify which areas have the greatest impact on these outcomes, nor do many identify whether different groups of employees require alternative approaches in order to develop higher levels of engagement, or the optimum level of engagement for different groups. In addition, it was highlighted in McBain’s (2007) study that few organizations were able to link actual levels of engagement with specific levels of performance. From those studies that have been conducted, findings regarding a link between employee satisfaction and customer satisfaction referred to as the “satisfaction-mirror” and a link between employee satisfaction and business outcomes are mixed.

Loveman (1998) in a study of a Mid-western US Retail bank, found the links between employee satisfaction and customer satisfaction to be very weak. A similar finding was reported in a recent study by Gelade and Young (2005) using data from the retail banking sector. In an examination of a UK grocery “superstore” retailer, Silvestro and Cross (2000) and Silvestro (2002) found the link between employee satisfaction and business performance (as measured by store-level profitability) actually to be negative.

Other studies have found a positive link between employee measures and customer satisfaction or performance. In one of the first published tests of the SPC Rucci, Kirn and Quinn (1998) found that as employee satisfaction increased by 4 percent, customer satisfaction also increased by 4 percent resulting in an extrapolated potential increase in revenues of \$200 million.

The role of the line manager

It appears that supportive workplace relationships have been found to be important predictors of engagement by various studies (Maslach, Schaufeli & Leiter, 2001; May, Gilson & Harter, 2004). Positive interactions with colleagues, supervisors and even customers fulfil employees' "relatedness needs" and provide them with a comfortable and respectful environment (De Mello, Wildermuth & Puken, 2008). Luthans and Peterson (2002) found that the managers' self-efficacy is a partial mediator of the relationship between his or her employees' engagement and the manager's rated effectiveness. Overall, their findings suggested that both employee engagement and manager self-efficacy are important antecedents that together may positively influence managerial effectiveness.

Luthans and Peterson (2002) found that the managers' self-efficacy is a partial mediator of the relationship between his or her employees' engagement and the manager's rated effectiveness. Overall, their findings suggested that both employee engagement and manager self-efficacy are important antecedents that together may positively influence managerial effectiveness. In addition, it has been argued by Armstrong (2009) that the level of engagement is primarily affected by the organizational structure, the system of work and most importantly the quality of leadership.

However, Armstrong (2009) has also argued that engagement levels can be influenced by employees' personal characteristics as a minority of employees are likely to resist becoming engaged in their work, people are also influenced by their jobs and experiences. The way in which both senior management and line managers behave towards and communicate with employees and how work is organized contribute significantly towards making work meaningful.

Furthermore, it has been argued by McBain (2007) that the level of engagement of line managers seems to be an important, if not critical, factor in the engagement of their people. High levels of management engagement can help to create "electricity around engagement" (p. 18). McBain (2007) also argued that if line managers did not believe in the strategic objectives of the business then engagement was likely to decline. Likewise, line manager behaviours' that are inconsistent with what the organization is trying to achieve will almost certainly have an adverse impact on engagement. McBain (2007) suggests that the key skills that managers require to develop employee engagement are communication skills and performance management.

2.1.3 Employee Performance

Motowidlo and Van Scotter (1994) proposed two dimensions of employee performance. Task performance (or technical job performance) is the behaviour associated with maintaining and servicing an organization's technical core. Contextual performance (or interpersonal job performance) is a function of one's interpersonal skill knowledge that supports the broader social environment in which the technical core must function.

Yousef (2000) investigated the role of organizational commitment as a mediator of the relationships between leadership behaviour with job satisfaction and performance, specifically in a multicultural, non-western country. Results from various organizations in the United Arab Emirates suggest (in support of many western studies) that those who perceive their superiors as adopting consultative or participative leadership behaviour are more committed to their organizations, more satisfied with their jobs, and their performance is high.

When employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally “withdraw” from the organization. Thus, organizational commitment and job satisfaction are important attitudes in assessing employees’ intention to quit and the overall contribution of the employee to the organization. With academic and practitioner interest in the balanced scorecard (BSC), there has spawned a literature around the design (Kaplan & Norton, 1992).

As the tragic stories of Enron, Tyco and WorldCom attest, organizational ethics are considered to be one of the most important ingredients that affect not only organizational effectiveness but also survival (Bartels, Harrick, Martell & Strickland, 1998; Buller & McEvoy, 1999; Hunt, Wood & Chonko, 2005). In particular, much attention has been paid on ethical climate in organizational ethics literatures, because ethical climate is a critical factor influencing the employees’ perception of how their organization emphasizes the ethical aspect of business and encourages employees’ ethical work behaviours (Martin & Cullen, 2006; Schminke, Arnaud & Kuenzi 2007). Specifically, an ethical climate can be defined as the employees’ perception of what constitutes ethically right or wrong behaviour; thus,

ethical climate becomes a psychological mechanism through which ethical issues are managed in an organization (Martin & Cullen, 2006; Wimbush & Shepard, 2014).

A) **An organization's ethical climate and its financial performance**

Consistent with previous perspectives, an organization's ethical climate is expected to increase its financial performance. There are two major reasons for this: first, an organization's ethical climate can improve customer satisfaction by encouraging employees to make efforts to treat customers fairly and to satisfy them (Mulki, 2006). For example, employees who work in organizations with an ethical climate are likely to try to provide a high quality product to customers, because they think that it is ethically desirable to meet guidelines such as product safety. These employees' adherence to ethical guidelines will lead to a high quality of exchange relationship and/or trust with customers (Mulki, 2006). Because of this, customers would trust products or services provided by employees working in organizations with an ethical climate. In addition, customers may also perceive employees working for ethical organizations as more reliable (Mulki, 2006), and thus, customers may be more satisfied with customer service. In a related study, Gonzalez-Padron, Hult and Galantone (2008) proposed that an organizational climate emphasizing ethics would increase the trust and commitment between organization and transaction partners.

On the other hand, organizations with an ethical climate are likely to make best their effort to encourage their employees to behave ethically in order to maintain an ethical reputation (Weeks, Loe, Chonko & Wakefield, 2004). In this regard, organizations with an ethical climate may provide ethics-related training to employees. From this perspective, Weeks et al.

(2004) argue that organizations stressing ethics may train their employees to behave ethically when dealing with customers.

B) An organization's ethical climate and organization's innovation

Faced with globalization, an organization's ability to innovate becomes an indispensable ingredient for organizational effectiveness. In this regard, previous studies have tried to identify the factors increasing an organization's innovation capability (Hirst, Knippenberg & Zho, 2009; Mumford, Scott, Gaddis & Strange, 2002). For instance, slack resources, distinctive strategy, creative human capital, and innovative systems have been addressed as predictors of an organization's innovation (Mumford, 2000; Mumford & Gustafson, 2009).

What performance is measured? Whether it is for internal learning or external accountability, third sector performance measurement focuses on: outputs, outcomes and impact. MacIndoe and Barman, (2012) note that "the use of outcomes as the optimal sign of organizational performance replaced prior efforts to measure inputs [...] and outputs [...] as other indicators of organizational success" (p. 2).

C) Outputs, outcomes and impact Outputs

These are defined as the goods and services that the organisation produces (Controller and Auditor-General, 2008; New Zealand Institute of Chartered Accountants, 2007). Alternatively, a simple quantitative measure for outputs is the number of programmes and/or clients that are serviced. Efficiency can be defined as the relationship between an organization's inputs and outputs (Pollitt, 1986).

Outcomes are “the state, condition, impacts on, or consequences for the community, society, economy, or environment resulting from the existence and operations of the reporting entity” (Controller & Auditor-General, 2008, p. 41). As noted, outcomes are also referred to as “impact” and “social value”. Breckell, Harrison and Robert (2011) split outcomes by time with “impact” being the longer-term effects, and “outcomes” being the current effects. Pollitt (1986) asserted that effectiveness can be measured by the level of outputs utilised in producing outcomes, and the sustained production of benefit.

Gordon, Knock and Needy (2009) supported the move to include outcome data on the impact or accomplishments of charities but considered that this was not practical as “no one has found a way to measure and report on effectiveness and quality of services”. Independent assurance on TSOs’ performance indicators is likely to be costly, no matter the type of indicator or who undertakes it and it may be of limited benefit (Pendlebury, Jones & Karbhari, 1994).

2.1.4 Employee Engagement

Employee engagement is a good tool in helping every organization strive to gain competitive advantage over the others. Employees or human capital are one factor that cannot be duplicated or imitated by the competitors and is considered the most valuable asset if managed and engaged properly. Baumruk (2004) emphasised that employee engagement is considered to be the most powerful factor in measuring a company’s vigour. Katz and Kahn (1966) have referred to the concept of engagement in their work related to organisational effectiveness. However, it was mentioned in general as one of the needs that had to be

developed to provide an innovative and co-operative work environment leading to performance and effectiveness.

Other significant definitions include that from Hewitt Associates LLC (2004) who defined employee engagement as “the state in which individuals are emotionally and intellectually committed to the organisation or group, as measured by three primary behaviours: Say; stay; strive”. Schaufeli and Bakker (2010) define work engagement as “the psychological state that accompanies the behavioural investment of personal energy” (p. 2).

The above descriptions of the concept depict that an engaged employee is intellectually and emotionally bound with the organisation, feels passionately about its goals and is committed to live by its values. Gallup researchers Fleming and Asplundh (2007) went a step further and presented employee engagement as: “the ability to capture the heads, hearts, and souls of your employees to instil an intrinsic desire and passion for excellence” (p. 2), thus adding a spiritual element to Gallup’s established cognitive and emotional aspects of engagement. According to Gallup (2002) there are three types of people:

- engaged employees;
- not engaged employees; and
- Actively disengaged employees.

Engaged employees are builders who consistently strive to give excellence within their roles. While not engaged employees focus on the tasks spelled out to them rather than the goals of the organization. They do what they are told to do. Furthermore, actively disengaged

employees are dangerous individuals who not only do not perform well but demotivate the performer in the organization as well.

Six management functions emerged in order of importance as critical determinants of executive's engagement, according to Joshi and Sodhi (2011), namely:

- Job content (autonomy, challenging opportunities for learning);
- Compensation/monetary benefits (attractive salary vis-a-vis qualifications and responsibility, adequate compensation for the work and intra-organisation parity);
- Work-life balance (appreciative of personal needs and able to spend time with family);
- Top-management employee relations (approach ability of top management, their values and ethical conduct, equality in treatment, respecting the views of subordinates and providing an environment of working together);
- Scope for advancement and career growth (well-designed policy, adequate opportunities for career growth and advancement, clearly laid down career growth paths, implementation of the promotion policy in a fair and transparent manner and help to the employees in achieving growth); and
- Team orientation/team work (importance, cooperation in inter- and intra-department teams).

Tools used to develop engagement

Evidently, there is no easy way to achieve employee engagement but according to the CIPD (2009) there are methods that can increase engagement levels. The most frequently

mentioned in reference to McBain (2007) were action planning at team level, around the results of the engagement surveys. A well-crafted employee engagement survey enables an understanding of current levels of engagement (Pritchard, 2008). In addition, organizations are realizing the importance of encouraging two-way communication that is seen as a key driver of employee engagement.

Furthermore, although measurement is a prerequisite to identifying issues, managing an engaged workforce also requires “soft skills” and the creation of a culture based on mutual respect between managers and employees (CIPD, 2009). Organizations use leadership development programmes and other support for line managers to enhance engagement (McBain, 2007). In addition, the Involvement and Participation Association (2007) has found that there are five key steps to engagement:

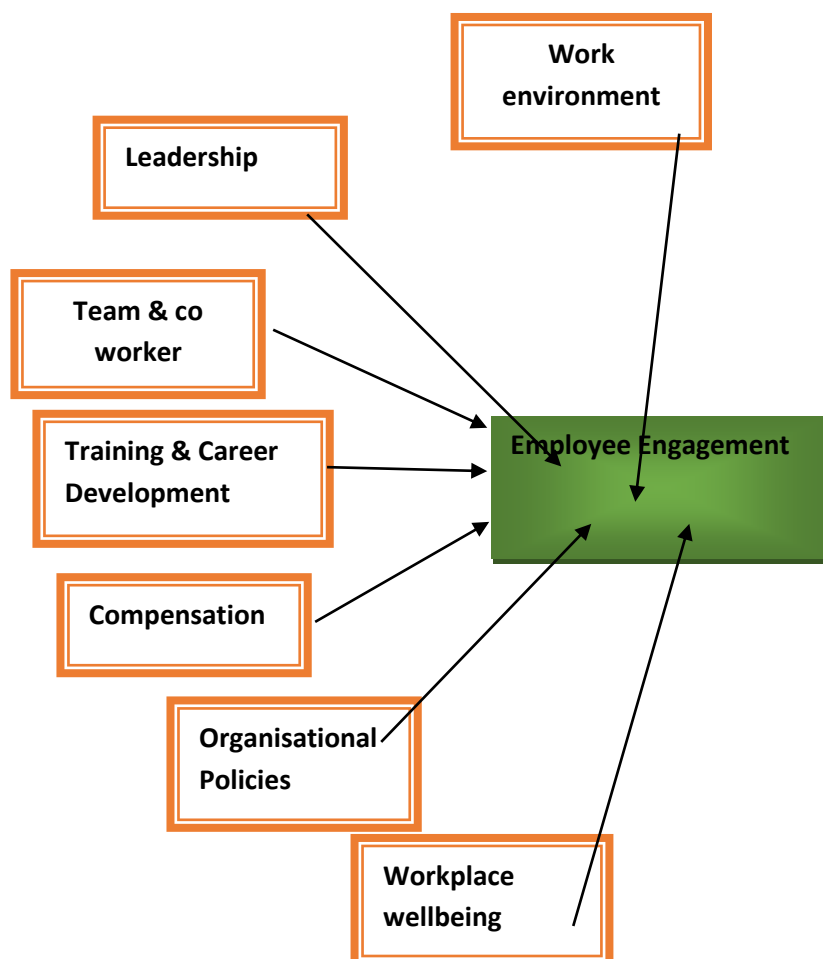
1. Bringing employees closer to strategic decisions made by senior management;
2. Creating buy in to the strategic decision;
3. The what, the why and the else? (Dealing with suspicion);
4. Continued improvement in employee satisfaction and building trust, and
5. Creating a positive and credible employee voice in a culture where employees want to contribute and get involved.

2.1.5 Determinants of employee engagement

Various factors that facilitate these three dimensions of employee engagement were identified and were empirically tested and found to be valid determinants of employee engagement.

The factors are represented in Figure 1:

Figure 1: Factors affecting employee engagement



Work environment was found to be one of the significant factors that determine the engagement level of an employee. Studies by Miles (2001); Harter, Schmidt and Keyes (2002); Holbeche and Springett (2003); May, Gilson and Harter (2004); Rich, Lepine and Crawford (2010) show that employee engagement is the result of various aspects of the workplace. Therefore, a meaningful workplace environment that aids employees for focused work and interpersonal harmony is considered to be a key determinant of employee engagement.

Leadership was the second main criteria identified as a fundamental factor to inform employee engagement. Effective leadership is a higher-order, multi-dimensional construct comprising self-awareness, balanced processing of information, relational transparency and internalised moral standards (Walumbwa, Avolio, Gardner, Wernsing & Peterson, 2008). Research studies by Wallace and Trinka (2009) show that engagement occurs naturally when leaders are inspiring. Leaders are responsible for communicating that the employees' efforts play a major role in the overall business success. When employees work is considered important and meaningful, it leads obviously to their interest and engagement.

Team and co-worker relationship is another aspect that emphasises explicitly the interpersonal harmony aspect of employee engagement. Kahn (1990) found that supportive and trusting interpersonal relationships, as well as a supportive team, promote employee engagement. An open and supportive environment is essential for employees to feel safe in the workplace and engage totally with their responsibility. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990).

Training and career development is another important dimension which is to be considered in the process of engaging employees since it helps the employees to concentrate on a focused work dimension. Training improves service accuracy and thereby impacts service performance and employee engagement (Paradise, 2008). When the employee undergoes training and learning development programmes, his/her confidence builds up in the area of training that motivates them to be more engaged in their job. Alderfer (1972) even suggested that when an organization offers employees a chance to grow, it is equivalent to rewarding people. He emphasized that "satisfaction of growth needs depends on a person finding the

opportunity to be what he or she is most fully and become what he or she can". The career path ladder through training and development need to be given importance by management, which leads to timely opportunities for growth and development, as this improves automatically the level of engagement.

A study by Saks and Rotman (2006) revealed that recognition and rewards are significant antecedents of employee engagement. When employees receive rewards and recognition from their organisation, they will feel obliged to respond with higher levels of engagement (Saks & Rotman, 2006). Kahn (1990) observes that employee's level of engagement is a function of their perceptions of the benefits they receive.

Organisational policies, procedures, structures and systems decide the extent to which employees are engaged in an organisation. It has been evident from previous research that amiable organisational policies and procedures are extremely important for employee engagement and the eventual achievement of the business goals. Important policies and procedures may include fair recruitment and selection, flexi-timing, aid in balancing work and life, and fair promotional policies. Studies by Schneider, Macey and Barbera (2009) show that the recruitment policies of an organization have a direct impact on future employees' engagement and commitment. Richman, Civian, Shannon, Hill and Brennan (2008) argue that an organization's flexible work-life policies have a notable positive impact on employee engagement.

Woodruffe (2005); Devi (2009) have emphasized the importance of organizational policies and procedures that best support flexible work arrangements which help in balancing

employee work and home environments; and organizations that have such arrangements are more likely to have engaged employees.

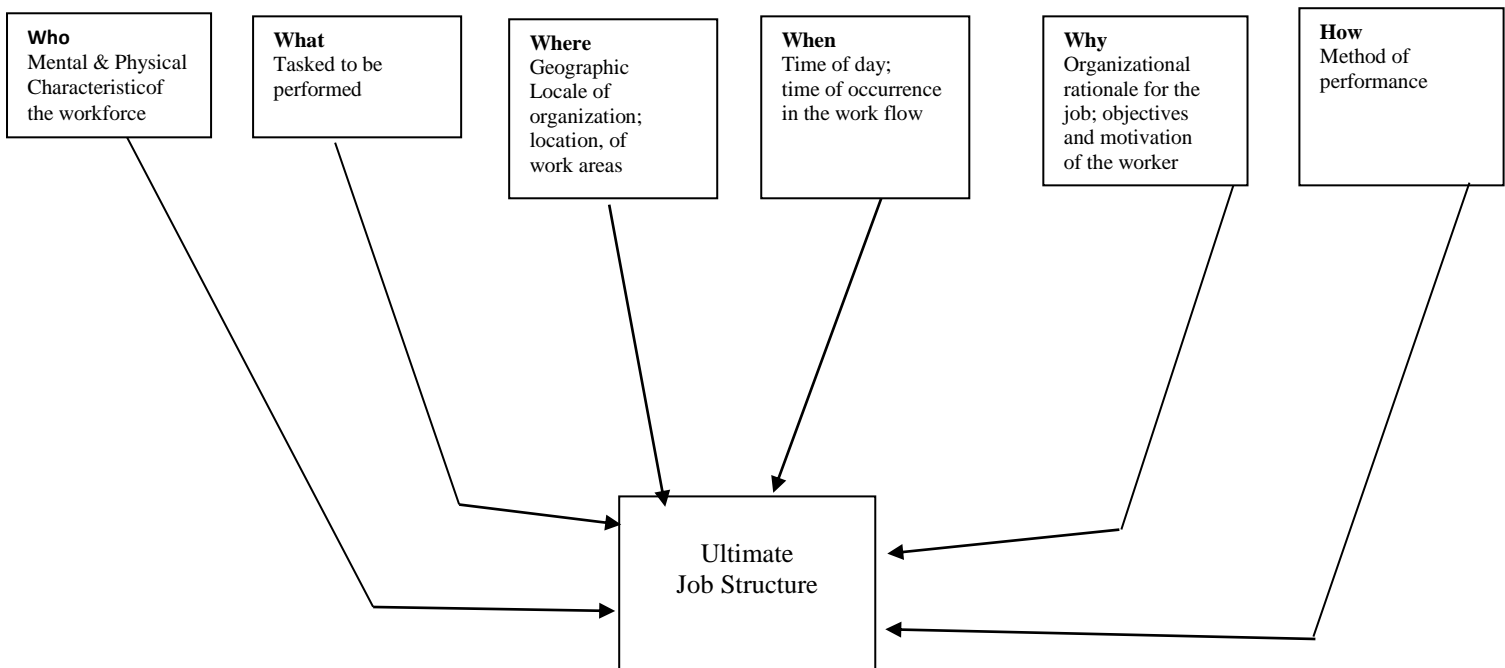
Workplace wellbeing is a holistic measure that enhances employee engagement. Wellbeing is defined as “all the things that are important to how we think about and experiencing in our lives” (Rath & Harter, 2010, p. 142). Therefore, wellbeing becomes the most important measure for gauging the influence organisation has on employees. The importance of wellbeing is further reinforced by researchers at Towers Perrin Talent Report (2003) who found out that the most important driver of engagement was senior management’s interest in employee wellbeing. Perceived Organisation Support is covered in this variable.

Employee performance indicates the financial or non-financial outcome of the employee that has a direct link with the performance of the organization and its success. A number of studies show that an important way to enhance employee performance is to focus on fostering employee engagement. Research by Christian, Garza and Slaughter (2011); Fleming and Asplund (2007); Rich, Lepine and Crawford (2010); Richman (2006); Macey and Schneider (2008); Holbeche and Springett (2003); Leiter and Bakker (2010) also suggests that the presence of high levels of employee engagement enhances job performance, task performance and organizational citizenship behaviour, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate and customer service. As the impact of employee engagement on employee performance was already shown in these earlier studies, this study intended to study the strength of impact employee engagement has on employee performance.

2.1.6 Job Design and Job Characteristics

When discussing job satisfaction, job design is the initial issue that must be evaluated. Job design is defined as an outgrowth of job analysis and is concerned with structuring jobs to improve organizational efficiency, and employee job satisfaction (Shearman, Snell & Bohlander, 2011). A job is considered to be a set of all tasks that must be performed by a given employee (Chase & Aquilano, 1992) and jobs must be clearly defined and distinct to help employees not misunderstand or misinterpret what is required of them (Shearman, Snell & Bohlander, 2011). There are many aspects that affect the ultimate job structure or design. Figure 1 is a representation of some of the factors in job design and what managers need to anticipate when deciding on how to structure not only their job requirements, but the positions they are filling as well.

Figure 2: Factors in Job design



Source: (Chase & Aquilano, 1992).

Hackman (1977) defined five job dimensions or task characteristics: skill variety, task identity, task significance, autonomy and feedback. He also found that meaningfulness of work, responsibility and knowledge of actual results of work activities could contribute to work performance and job satisfaction. Hackman concluded that the greater the extent of all the task characteristics in a job the more likely it is that the employee will be highly motivated and experience job satisfaction.

2.1.7 Measurement of Job Satisfaction

There are five different components or divisions of job satisfaction defined by Smith, Kendall and Hulin (2000) which were as follows:

Satisfaction with opportunities for promotion, pay, supervision, the work itself and co-workers. Some of the other components that they found which can affect job satisfaction are: attitudes toward life in general, health and age, level of aspiration, social status and self-concept.

Over the years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are significant reasons why companies should be anxious with employee job satisfaction, which can be confidential according to the focus on the employee or the organization. First, the civilized perspective is that people are worthy to be treated literally and with respect. Job satisfaction is the indication of a good treatment. It also can be measured as a pointer of emotional well-being or psychological health. Second, the utilitarian perception is that job satisfaction can lead to behaviour by an employee that affects organizational functioning. Furthermore, job satisfaction can be a mirror image of

organizational performance. Differences along with organizational units in job satisfaction can be investigative of potential trouble spots. Each cause is sufficient to justify concern with job satisfaction. Collectively they explain and give reason for the attention that is paid to this important variable. Managers in most organizations share the same sentiments with researches on job satisfaction of employees. The evaluation of job satisfaction is a common movement in many organizations where management feels that employee well-being is important (Spector, 1997).

Kaplan and David (1996) highlighted that job satisfaction is the most studied field of organizational behaviour. It is important to distinguish the level of satisfaction at work for many reasons and the results of the job satisfaction studies have an effect on both the worker's and the organization. In the workers' position of view it is apparent that people like to be treated reasonably. If employees feel respected and satisfied at work it could be a reflection of a good treatment. In the organization's point of view, good job satisfaction can guide to better performance of the workers which affects the result of the isolation. Employee satisfaction is generally well thought-out as the driver of employee retention and employee productivity. Satisfied employees are a prerequisite for increasing output, awareness, and quality customer service.

Furthermore, Kaplan and David (1996) acknowledge that, companies normally measure employee satisfaction with an annual survey, or a rolling survey in which an individual percentage of randomly chosen employees is surveyed each month. Interviews would offer wider and better answers but they are time and wealth consuming, and questionnaires are easier to arrange, deliver and analyse. Elements in an employee satisfaction survey could include participation with decision making, recognition for doing a good job, admittance to

sufficient information to do the job well, active back-up to be creative and use of initiative, support level from staff functions and overall satisfaction with company.

One of the core reasons organizations should give attention to is the concept of job design, is that it helps to function and produce better (Lyman, Gregory & Richard 2003). The main principle of job design is to increase both employee enthusiasm and efficiency. Increased productivity can be seen in different forms, for example, the focus can be that of improving quality and quantity of goods and services, decrease operational costs, or decrease turnover and training costs. On the other hand, rising employee's motivation can be achieved through increased job satisfaction.

Work simplification is the analysis of a job's most basic components to streamline and accomplishing more tasks within a given amount of time, to make the job more resourceful. Additional aspects to consider when analysing and designing a job are the policies, incentives and criticisms that certainly affect the efficiency and motivation of the employee responsible to the job.

The level of job satisfaction is exaggerated by intrinsic and extrinsic motivating factors, the quality of direction, social relationships with the work group and the degree to which persons succeed or not succeed in their work. It is assumed that the behaviour that helps the firm to flourish is most likely to happen when the employees are well motivated and feel faithful to the organization, and when the job gives them a high level of satisfaction. The study showed that the key factors affecting job satisfaction are career opportunities, job influence, job challenge and team work.

2.1.8 Job Satisfaction Theory

Situational theories assume that the interaction of variables such as task characteristics, organizational characteristics and individual characteristics influences job satisfaction (Hoy & Miskel, 1996). The individual evaluates the situational characteristics before commencement of employment Hoy (1996) whereas situational occurrences are evaluated afterwards. According to Hoy (1996) overall satisfaction is a function of a combination of situational characteristics and situational occurrences. The situational characteristics commonly proposed as key factors in job satisfaction are: the work itself, pay, promotion, supervision and co-workers (Smith, Kendall & Hulin 2010) although other variables such as employee involvement and organizational commitment may impact as well. There are empirical studies showing that the association between job satisfaction and JP (Job Performance) is weak. However, the results of a meta-analytic study show that the average corrected correlation between the two constructs is 0.30. Such findings indicates that the correlation between the two constructs is not trivial, that is, there is a positive association between job satisfaction and job performance that is not spurious.

In an examination of a UK grocery “superstore” retailer, Silvestro and Cross (2000); Silvestro (2002) found the link between employee satisfaction and business performance (as measured by store-level profitability) actually to be negative. In a later study using data from 75 stores of a UK home improvement store chain, Pritchard (2008) found little support for the proposed linkages. Other studies have found a positive link between employee measures and customer satisfaction or performance.

2.1.9 Human Resource Leadership

Human Resources refer to the people that work in a company and the involvement they build with their skills, information and competence (Dransfield, 2000). Managing people at work is concerned with making plans and deciding on approaches to use to encourage employees perform in a way that will help the company to achieve their goals. Today effective Human Resource Management (HRM) is more important than ever because people and their intelligence are the most important factors of knowledge based economy in which intelligent organizations are the key aspects of economic growth in the global economy. Human Resources is also important because people tend to change their working places often. People are changing their working places to gain more respect and to feel more valued in their jobs. Management teams have a much better understanding in HR policies and practices than before. HRM typically includes planning and implementing Human Resources policies, recruiting and selecting of occupation force, training and development, labour force planning, ensuring fair action of employees and formation of work contracts.

2.1.10 Work Environment

It makes sense that people who are comfortable within their working environment will work far more successfully and will enjoy the working process more than those who are uncomfortable. Therefore, the management/organization should think about certain aspects of the employee workspace moderately carefully. There are several issues that affect the ease of the working atmosphere, but the initial issue is noise. If it appears that there might be a problem with the amount of noise within the workplace then special actions should be implemented, such as the measurement of noise levels by a knowledgeable person. Noise can

be the basis of irreversible hearing damage and also lead to amplified levels of stress. It is usually caused by noisy machines and is necessary to check the noise emission levels when the business procures plant or equipment. The remedies are typically quite simple, for case in point providing the employees with hearing protection, revolving staff who works close to loud machinery to decrease their exposure times, and clearly marking any elevated noise areas to inform people of the hazard (Hughes, 2009).

2.1.11 Motivation of employees

Increased motivation, commitment and engagement levels are key organizational aspects nowadays. The progress of compensation policies has an important role in motivating workforce to distribute high levels of performance, flexible effort and contribution. The procedure of motivation usually starts with someone recognizing and unfulfilled need. The purpose is established to be reached and that way to satisfy the need. Rewards and incentives can be established for people to better accomplish the given goal. The social context will also affect the motivation level. This context consists of organizational values and culture but it also includes leaderships and management as well as the influence of the group or team in which a person works. Motivation can be intrinsic or extrinsic.

Essential motivation can be described as the process of motivation by work itself in so far as it satisfies the personal needs of the employee. Fundamental motivation is self-generated and it is attention that people seek for a job they think will most satisfy their needs. The factors upsetting intrinsic motivation comprise of responsibility, autonomy to act, daring to use and widen person's own skills, fascinating tasks and opportunities for improvement. Extrinsic enthusiasm is the amount of effort other people give to the person to motivate them. Extrinsic

motivation includes pay rise, praise or promotion. Extrinsic motivators are efficient but the influence does not last long however, intrinsic motivators tend to have a longer effect as they are inherent and not imposed from outside. The effect of wealth as a motivator is discussed presently in this article (Armstrong 2007). As the needs of individuals differ a lot, it is important to concentrate carefully on the attachment of goals and incentives given when goals are consummate. Motivation theories help to identify with different motivators and impulse theories have been examined for decades. These theories can be implemented to the company's human resource policies to get the finest out of the workforce.

Cottringer (1999) argued that creating and managing fairness is important for work organization because it has an impact on employee attitudes and performance (p. 13) Cottringer concluded that:

The first rule of good management is fundamental fairness. This is the management gold rule: Treat employees the way you want to be treated. This requires an attitude of openness and a keen sensitivity to know when you are approaching the point of no return in crossing over the line. Fundamental fairness means achieving a workable balance between opposing behaviors, such as: 1) giving vs. taking, 2) autocracy vs. democracy, 3) autonomy vs. supervision, 4) change vs. stability, 5) aloofness vs. approachability, 6) idealism vs. realism, 7) talking vs. listening, 8) simplicity vs. complexity, 9) organization vs. individual, and 10) thinking vs. acting.

The second sub-component is superior-subordinate communication. Developing an effective communication system which facilitates the daily interactions between the employees and their supervisors is essential for work organizations. More specifically, the employee-

immediate supervisor communication is assumed to have an impact on the employee's loyalty and performance (Tang & Sarsfield-Baldwin, 1996, p. 50). Therefore, two-way communication is an important factor in today's workplace. Arguing that "creating a work environment that is open, honest and responsive to all employees is critical to establishing employee ownership", Kane (1996) suggested that having an effective two-way communication system within the organization fosters greater loyalty and performance. Likewise, Sanchez (1999) argued that two-way communication is an important factor in today's business environment (p. 9). He suggested some strategies for creating successful employee communication in the information age. Sanchez (1999) concluded that:

In today's business environment, communicators face the complex challenges of developing strategies and processes to manage the communication function in ways that enhance the organization's success. Broad-based communication must win the attention and co-operation of employees. To meet these challenges, communicators and senior management must work to establish proactive, well-defined communication strategies that engage and align employees with the organization's business goals.

2.1.12 Alternative Solutions to address problems and challenges

Employees are a vital key to the success of an organization and a productive workplace. Proper communication between managers and employees is the first and best way to keep performance and satisfaction high while maintaining a low turnover rate. Research concerning communication between managers and employees has shown how to create a work environment conducive for employees to be productive. Many researchers believe that when the management participate and communicate with the employees, positive outcomes

are considerable and job satisfaction is greatly increased (Jackson, 1983; Hoerr, 1989; Peterson & Hillkirk, 1991; Bluestone & Bluestone, 1992; Bernstein, 2011).

Soonhee (2002) states that, “effective communications between supervisor and employee are a significant factor in informing employees of the objectives and job expectations under an existing or, particularly, new organizational structure” (p. 235). Effective communication cannot only empower employees by encouraging them, but can lessen turnover and absenteeism as well. This creates a better working environment for employee’s increases performance levels (Eby, Freeman, Rush & Lance, 1999; Pierce, Rubinfeld & Morgan, 1991; Thomas & Velthouse, 2010). Another major benefit of good communication between employees and managers can often result in not only superior employee satisfaction, but a high level of quality customer satisfaction as well. “Through communication channels that develop with employees as a result of total quality management ideas for product design will emerge as employee’s feedback information received from the guest” (Bowen, 1997, p. 349).

2.1.13 Summary

Does employee satisfaction produce performance at Woermann Brock Supermarkets? The literature review shows that there are many different aspects that impact upon satisfaction and performance. However, the literature does demonstrate that having the proper tools, equipment, training, motivation and good communication from managers foster employee satisfaction.

Employee Satisfaction

The employees are satisfied because they are able to make decisions that directly affect their job. The proper design and layout of Woermann Brock supermarkets is also a determinant of employee satisfaction. If Woermann Brock supermarkets are not ergonomically designed, the job is likely to be more difficult to execute. There is, or there can be physical pain involved in the daily activities that are required of Woermann Brock employees, which affects the performance.

Employee Motivation

Furthermore, when employees are not motivated and empowered to make decisions that directly affect their work environment, they can show dissatisfaction and become less productive. As long as employees have the correct tools and design at Woermann Brock Supermarkets, the employee can have a better more productive and work experience.

Communication

Finally, communication is a vital key in the satisfaction and performance of employees. The use of employee surveys, meetings, and employee evaluations are key methods of communication with employees.

CHAPTER THREE

METHODOLOGY

3 INTRODUCTION

1.1 Research Design

This study took on a quantitative research approach. The quantitative approach explains that research must be limited to what we can observe and measure objectively (Welman, Kruger & Mitchell, 2005). According to Aliaga and Gunderson (2000) quantitative research methods explain phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics). The quantitative approach aims to obtain objective information which does not include feelings and attachments, but facts. Descriptive statistics was utilised in the course of this study to present the findings. The aim of descriptive research is to describe and document aspects of situations they naturally occur (Polit & Hungler, 1999).

1.2 Population of the study

The target population for this study was 600 respondents from the 5 Woermann Brock Supermarkets stores in Windhoek which have 120 employees per supermarket. They were chosen as the target population because they are tasked with the responsibility of working together as a team.

1.3 Sample

Simple random sampling was used to obtain a total sample of 112 employees taking 22 employees from 4 supermarkets and 24 from 1 supermarket. Moore, David and McCabe (2006) define simple random sampling of as a size consisting of individuals from the population chosen in such a way that every set of individuals has an equal chance to be the sample actually or selected.

The sample size was calculated as follows

$$n = \frac{Z^2 * pq / e^2}{1 + (Z^2 * pq / e^2 N)}$$

Where:

N= Population = 600

n= Sample size

e= 5% = 0.05

p = proportion of population with desired characteristics = 0.9

CL = 95%

α = 0.05

Z α = 1.96

Therefore:

$$n = \frac{Z^2 * pq / e^2}{1 + (Z^2 * pq / e^2 N)}$$

$$n = \frac{1.96^2 * (0.9 * 0.1) / (0.05^2)}{1 + [(1.96^2) * (0.9 * 0.1) / (0.05^2 * 600)]}$$

$$n = \frac{3.8416 * (0.09) / (0.0025)}{1 + [(1.96^2) * (0.9 * 0.1) / (0.05^2 * 600)]}$$

$$1 + [(3.8416) * (0.09) / (0.0025 * 600)]$$

$$n = \frac{138.2976}{1.230496}$$

$$1.230496$$

$$n = 112.3917509687$$

n = 112

Sample Size= 112 employee's

1.4 Research Instrument

An existing research instrument on employee satisfaction and performance called **Job Satisfaction Survey (JSS)** was used. The **JSS** is a questionnaire used to evaluate nine dimensions of job satisfaction related to overall satisfaction. In order to take the test, the participants were asked to respond to 36 items, or 4 items for each of the nine sub-scales. For each item, there were choices between "strongly disagree" to "strongly agree," six choices in all, with which the participants were supposed to respond (Spector, 2009). The questionnaire format and sections used from previous studies on employee satisfaction and performance of employees in an organization was adapted and modified for the use of this study. After gathering the data, it was entered and analysed into the Statistical Package for Social Sciences (SPSS) and presented using charts, graphs, and tables where applicable.

1.5 Procedures

Data was collected using a standard self-administered questionnaire taken by 22 employees from 4 supermarkets of which 24 were randomly selected from 1 supermarket. The questionnaires were collected after two weeks. The researcher wrote a letter to the 5 HR

Managers of the Woermann Brock supermarkets to ask them whether they would permit employees to participate in a study on employee satisfaction and performance. After the permission had been granted, the researcher visited the 5 supermarkets and distributed the questionnaires to the employees.

1.6 Administration of the questionnaires

The questionnaires were handed to individual supervisors in their work stations at 5 Woermann Brock supermarkets Windhoek by the researcher. Face to face administration of questionnaires assists in clarifying questions for the respondents, while also ensuring that the questionnaires are completed in full. Ethical issues of participants' rights, privacy and confidentiality of information were emphasized to the respondents during the data collection process.

1.7 Data Analysis

After the collection of data, the researcher carefully checked the completed questionnaires for consistency, accuracy and completeness of data collected. Collected data was then coded and prepared for entry in the SPSS programme. The data was analysed by using descriptive statistics and presented in the graphs, tables and charts. It is from these results that conclusions and recommendations were drawn regarding the effectiveness of employee satisfaction and performance among the employees of Woermann Brock in Namibia.

1.8 Research Ethics

Permission to conduct the study was obtained from Woermann Brock Regional Manager after approval by the UNAM Committee. Informed consent was sought and explained to the respondents. The study upheld all ethical principles of integrity and respect of the respondent dignity throughout the entire study. The researcher ensured that all questionnaires were accompanied by a statement of intent where the researcher assured the respondents that the information and data collected would be used solely for the research and the respondents would have open access to the results once published. Anonymity of all respondents' characteristics was also highly maintained. The researcher did not intentionally mislead subjects either by withholding or giving incorrect information that would have influenced them to participate in the study. The researcher correctly acknowledged the work of others and also adhered to the all rules pertaining to plagiarism by referencing and appropriately indicating all quoted texts from all sources. The information and data collected was kept in a lock safe cabinet in the researcher's office, to be destroyed at a later stage.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

4 INTRODUCTION

Chapter 4 is a presentation of the findings drawn from the questionnaires that were administered to the employees of Woermann Brock. A total number of 112 questionnaires from Ombili supermarket, Hyper supermarket main branch, Eros supermarket, Olympia supermarket and Klein Windhoek supermarket were entered into SPSS and analysed to produce the results presented in this chapter.

4.1 Demographic Characteristics

Figure 3: Gender of the respondents

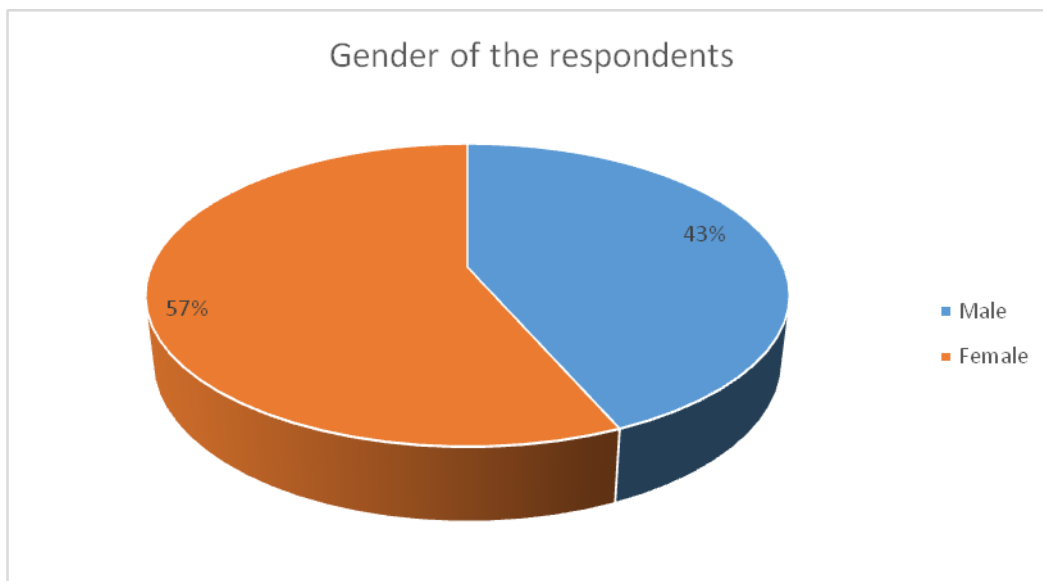
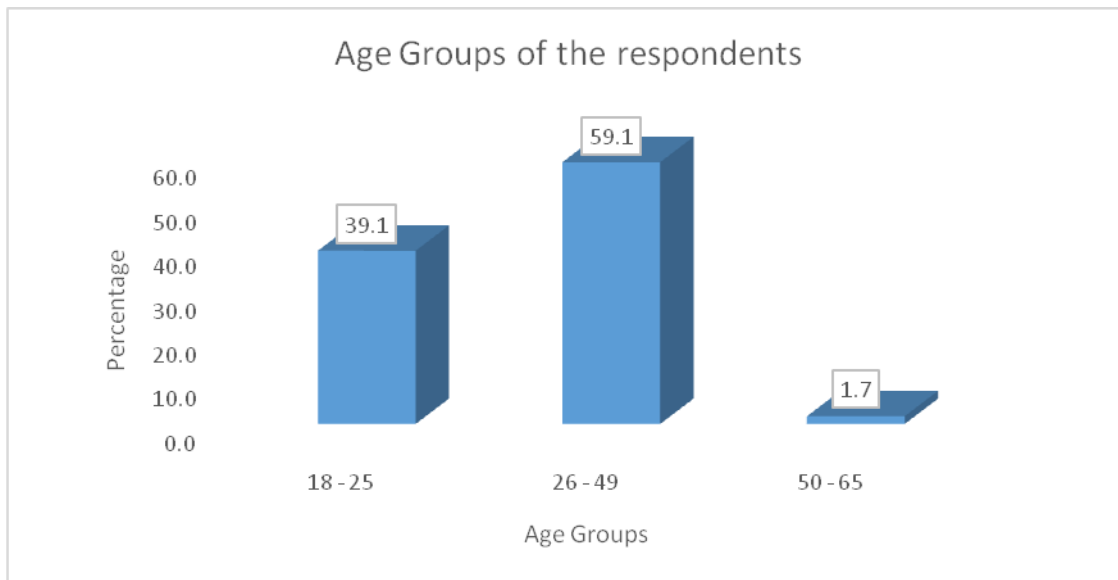


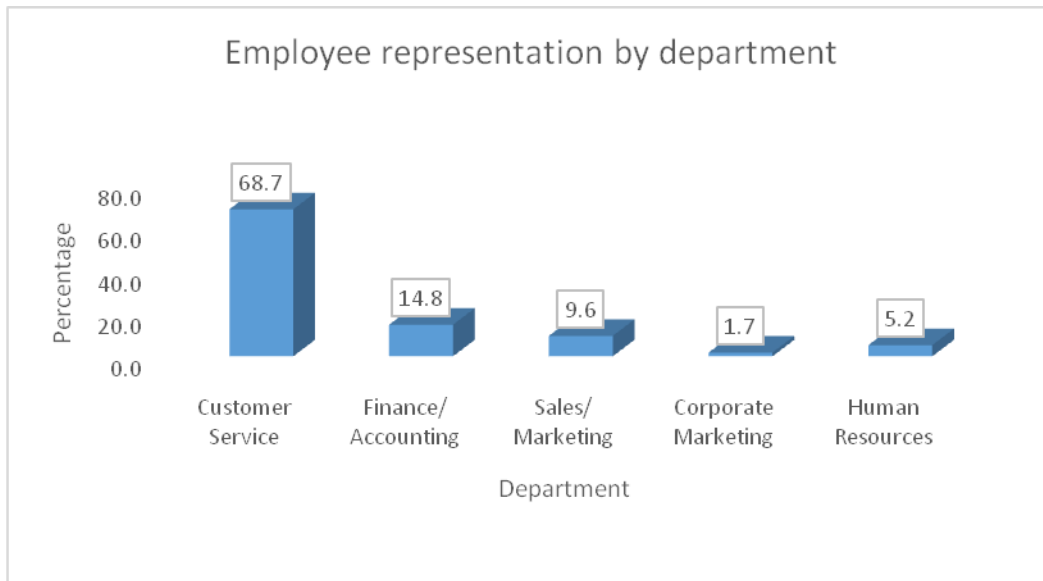
Figure 3 above shows that the study comprised of 57% female and 43% male employees. This shows that at Woermann Brock supermarkets, there is a gender gap between male and female employees.

Figure 4: Age Groups of the respondents



In figure 4 above, it is seen that 59.1% of respondents were aged between the ages of 26 - 49, 39.1% were aged between 18 - 25 while only 1.7% were aged between 20 - 65. The majority of Woermann Brock employees included in the study was middle-aged and perhaps these represented the age groups of all Woermann Brock employees since the sample of 112 employees was deemed as representative of the whole population.

Figure 5: Employee Representation by department



From figure 5 above, one can see that the majority 68.7% of the employees were from the Customer Service department, 14.8% were from the Finance/Accounting department, 9.6% were from Sales/Marketing department, 5.2% were from the Human resources department and only 1.7% was from the Corporate Marketing department. Results above show that the majority of the respondents were from the customer services department and this makes sense that Woermann Brock has more personnel on the said department, since it is a retail shop dealing with a lot of people who need grant and quality service delivery.

Figure 6: Length of Employment at Woermann Brock

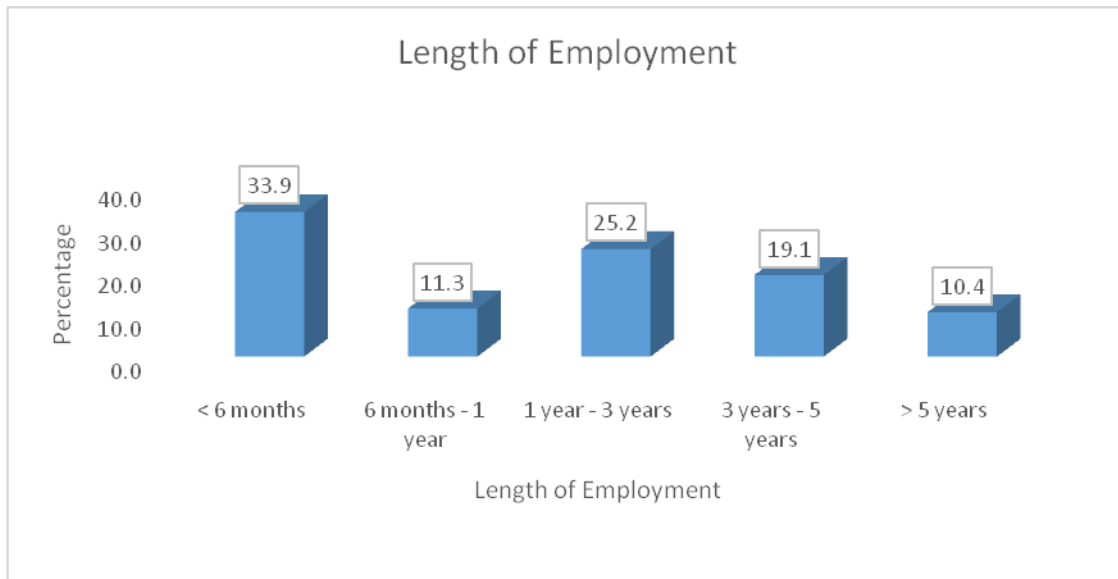


Figure 6 above shows that of the respondents, 33.9% had been employees of Woermann Brock Supermarkets for less than 6 months, 25.2% for 1 year - 3 years, 19.1% for 3 years - 5 years, 11.3% for 6 months - 1 year, and 10.4% for over 5 years. This shows that Woermann Brock supermarket has more fresh blood among its employees but however, failure by this shop to retain older and experienced employees might be as a result of employee dissatisfaction such that they leave the organization without serving it for many years.

4.2 Team satisfaction and performance among workers at Woermann Brock Supermarkets in Windhoek

In this section:

SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree and SA = Strongly Agree.

VS = Very Satisfied, S= Satisfied, N = Neutral, D = Dissatisfied, VD = Very Dissatisfied and

NA = Not Applicable.

Figure 7: Personal Accomplishment from Work

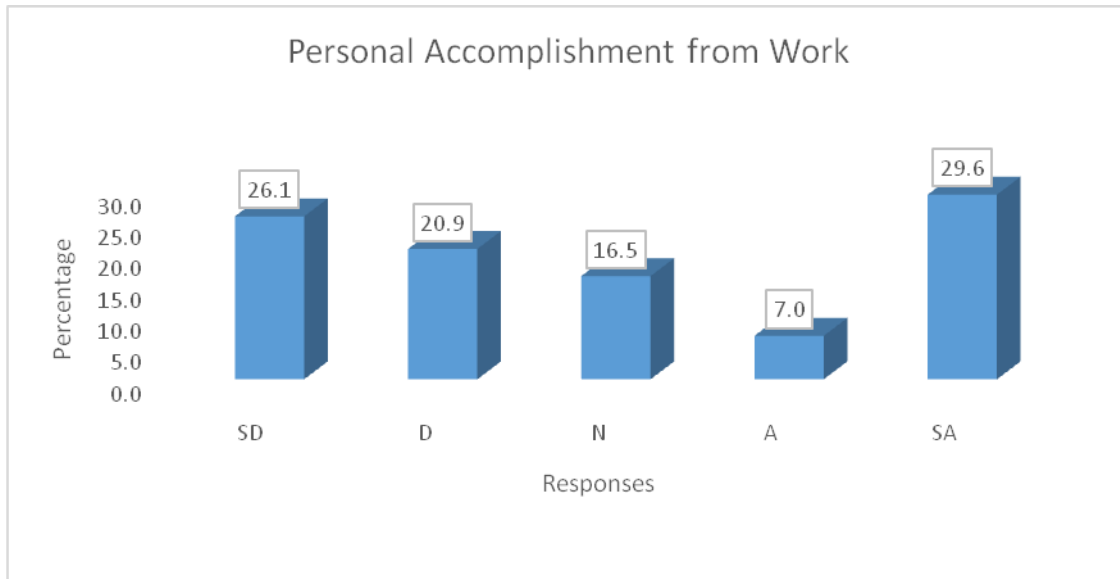
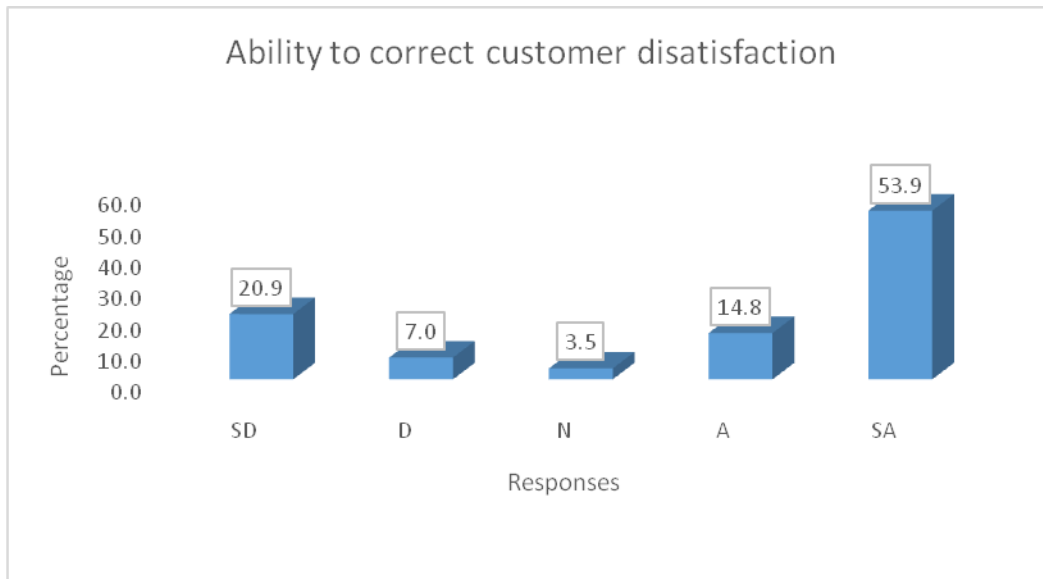


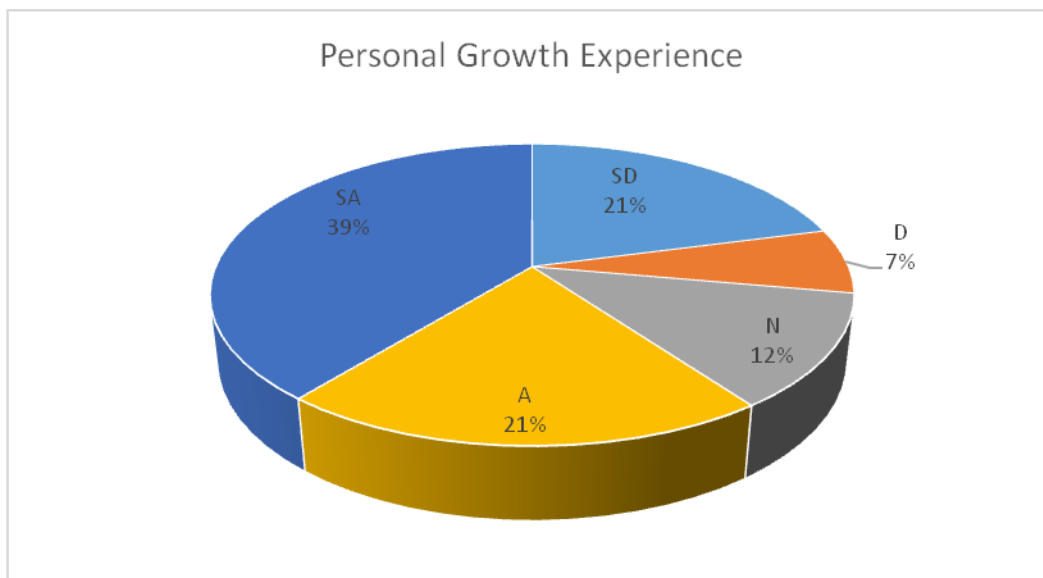
Figure 7 above is a representation of the how the employees feel about their personal accomplishment from work. It can be seen that 26.1% of respondents or employees strongly disagreed that work gave them a feeling of personal accomplishment, 20.9% Disagreed, 16.5% were neutral, 7.0% Agreed and 29.6% strongly agreed that they felt some form of personal accomplishment from work. From the results above, there were mixed feelings among workers as to whether they felt some personal accomplishment comparing the percentage of those who strongly agreed (29.6%) and those who strongly disagreed (26.1%).

Figure 8: Ability to correct customer dissatisfaction



In figure 8 above, it is shown that 53.9% strongly agreed that they had the ability to correct customer dissatisfaction, 20.9% of the respondents strongly disagreed, 14.8% agreed, 7.0% disagreed while only 3.5% were neutral. Most employees had the ability to correct customer dissatisfaction as shown by the high percentage (53.9%) of respondents who strongly agreed to the notion above.

Figure 9: Personal Growth Experience



In figure 9 above, we see the personal growth experience of the employees. 39% strongly agreed that they had made some personal growth while under employment at Woermann Brock, 21% agreed, 12% are neutral, 7% disagreed and 21% strongly disagreed to making personal growth within their time at Woermann Brock. From the above statistics, it can be denoted that most employees in Woermann Brock felt that they had made some personal growth and that showed a sign of employee satisfaction.

Figure 10: Management looks to me for suggestions and leadership

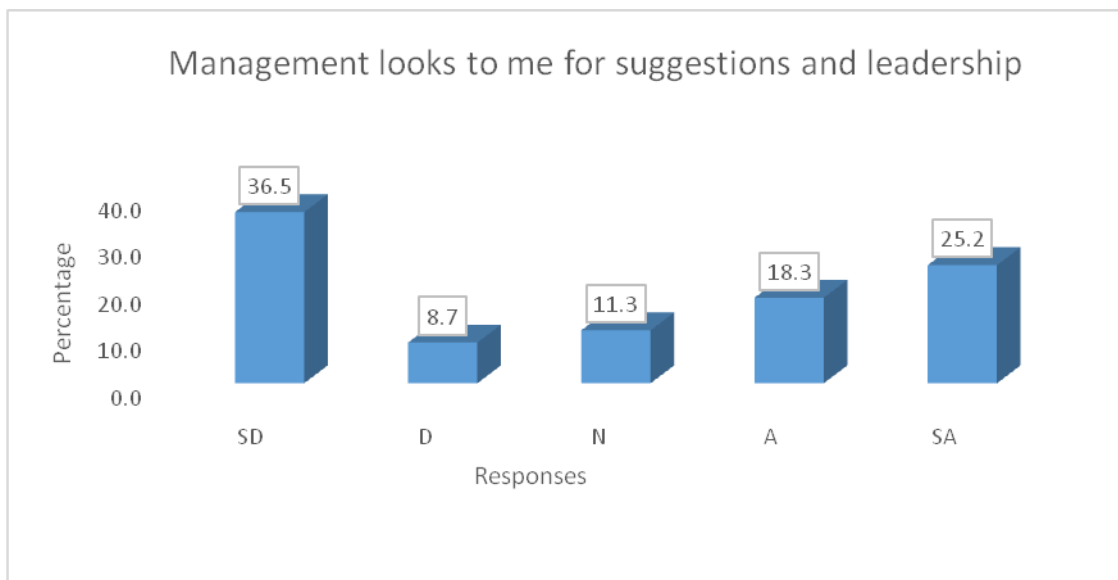


Figure 10 above shows the responses of employees when asked if management looked to them for suggestions and leadership. About 36.5% of respondents/employees strongly disagreed, 25.2% strongly agreed, 18.3% agreed, 8.7% disagreed while 11.3% were neutral that management looks to them for suggestions and leadership. Most employees were not confident with their managers looking up to them as shown by the percentages of employees who strongly disagreed (36.5%) and those who disagreed (8.7%) totalling to 45.2%.

Figure 11: Supervisor Encouragement

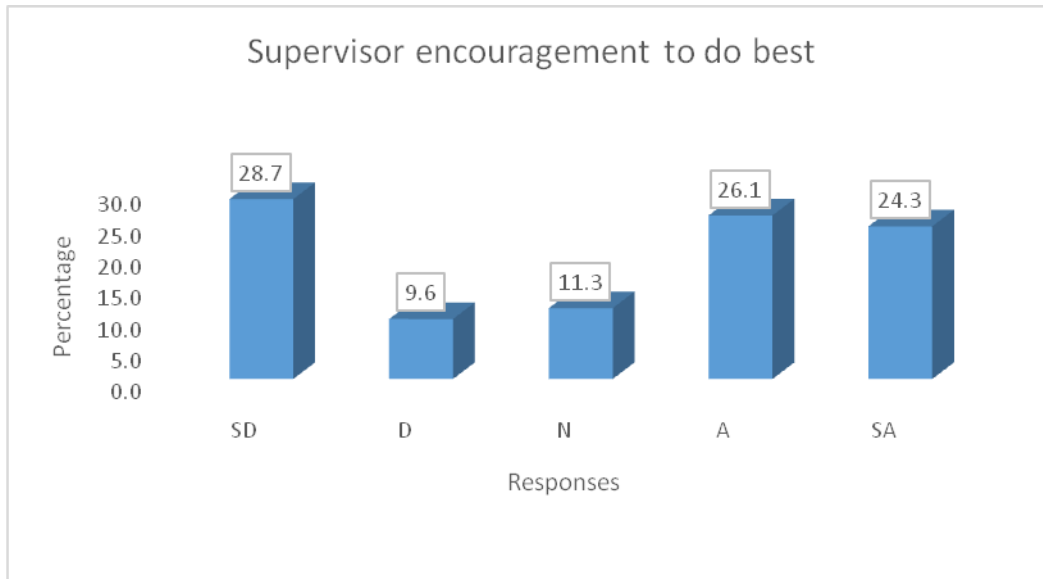


Figure 11, shows that 28.7% strongly disagreed to receiving any encouragement from supervisors, 9.6% disagreed, 11.3% were neutral, 26.1% agreed and 24.3% strongly agreed that they received some kind of encouragement from their supervisors. Comparing those who generally agreed (50.4%) and those who generally disagreed (38.3%) it can be depicted that most employees agreed to receiving encouragement from their supervisors which in turn fosters employee satisfaction and performance.

Figure 12: Valued by supervisor

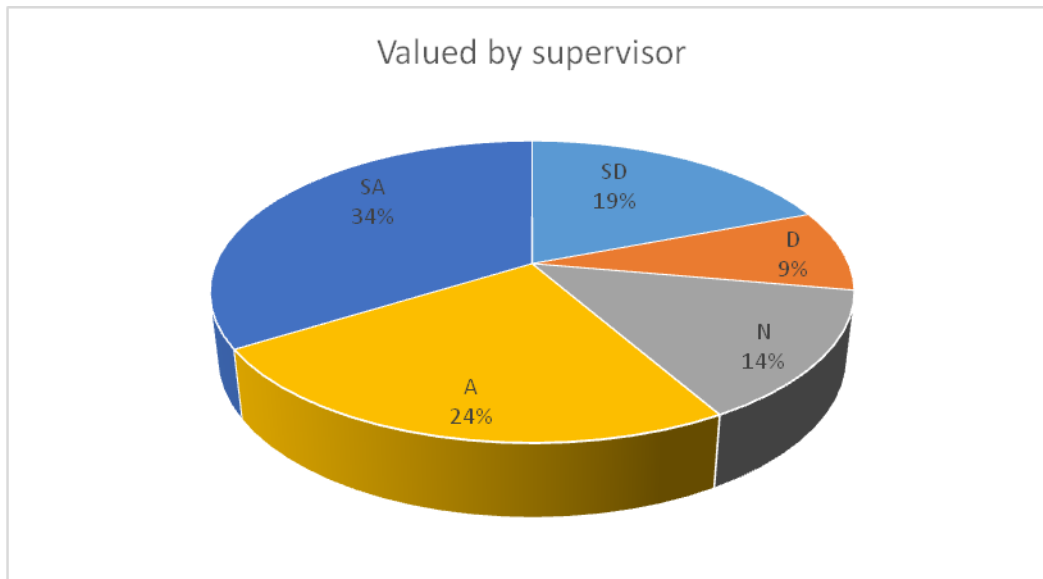


Figure 12 above shows the responses of the respondents when asked if they felt valued by their supervisors. About 34% of respondents/employees strongly agreed, 24% agreed, 14% were neutral, 19% strongly disagreed while 9% disagreed that they were valued by their supervisors. From the results, there is evidence that most employees (58%) agreed that they felt valued by their supervisors meaning that there were some traces of employee satisfaction along their employment service.

Figure 13: Solving Customer Problems

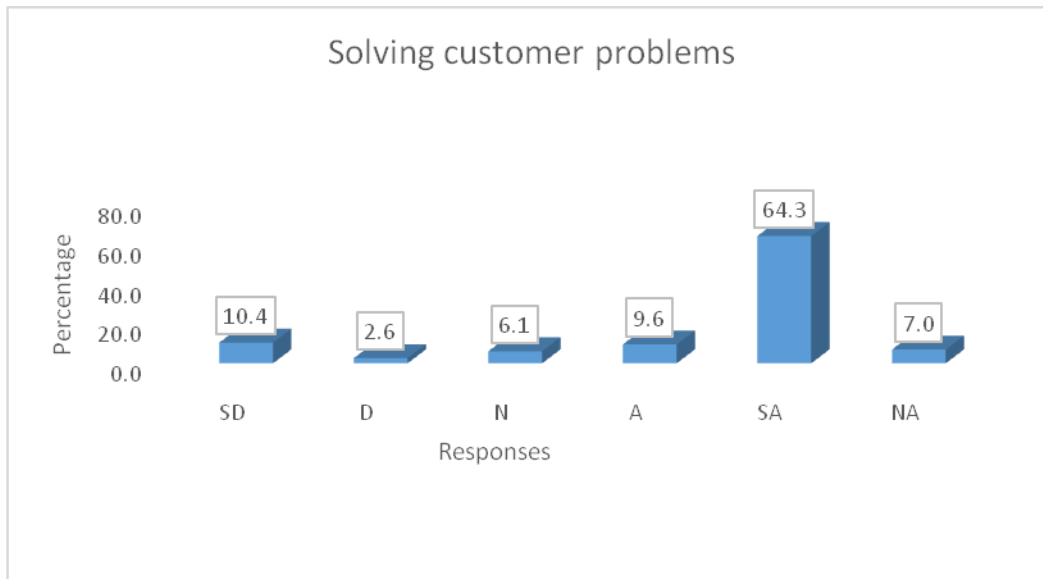
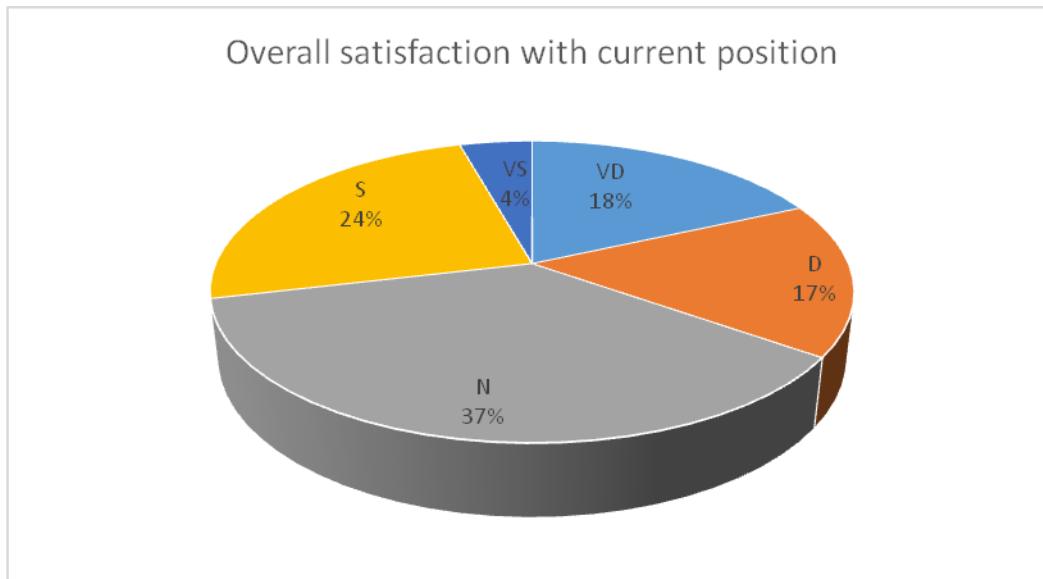


Figure 13 presents the responses of the employees when asked whether they solved customer problems. The majority 64.3% strongly agreed that they solved customer problems, 9.6% agreed, 6.1% were neutral, 10.4% strongly disagree, 2.6% disagree and 7.0% said this was not applicable to them. It can be picked from the responses above that the majority of employees (73.9%) generally agreed that they solved customer problems. If employees feel that they can be autonomous they become satisfied with work and their performance improves.

Figure 14: Overall Satisfaction with current position



In figure 14 above, the employees overall satisfaction with their current position was identified. 24% are satisfied with their current position, only 4% of the employees were very satisfied, 37% (majority) were neutral, 17% were dissatisfied and 18% were very dissatisfied with their current position. Most employees were neutral on whether or not they were satisfied with their current position. This neutrality can perhaps be brought by the fact that employees were protecting themselves from victimization and loss of jobs even though the researcher emphasized how ethical she was going to be by not revealing any information to their management.

Figure 15: Clear Career Path

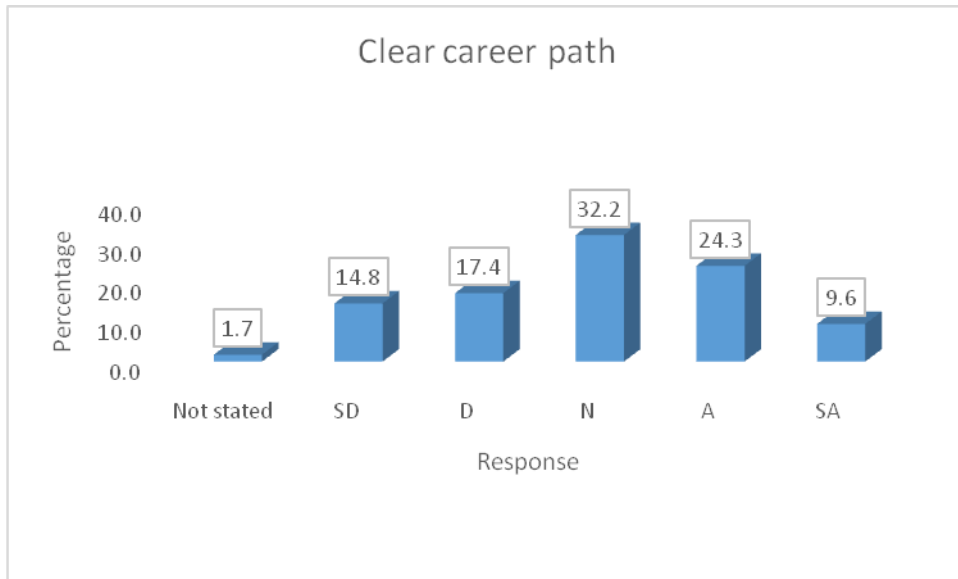
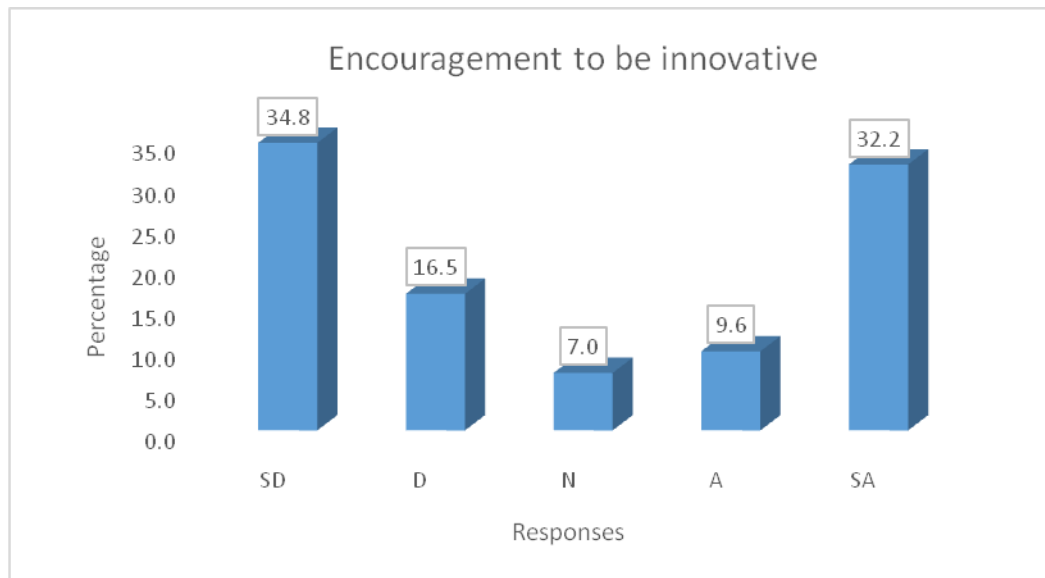


Figure 15 above shows whether the employees agreed or disagreed to having a clear career path at Woermann Brock. Surprisingly, 32.2% were neutral, 14.8% strongly disagreed, 17.4% disagree, 24.3% agreed, 9.6% strongly agreed while 1.7% did not state whether or not they had a clear career path. This neutrality can perhaps be brought by the fact that employees were protecting themselves from victimization and loss of jobs even though the researcher emphasized how ethical she was going to be by not revealing any information to their management. Secondly, the neutrality can depict that they employees did not know where they stood regarding the notion of having a clear career path at Woermann Brock. Most importantly, 32.2% of respondents generally disagreed that they had a clear career path and this shows that at Woermann Brock, employees are not sure and do not have faith that their career path may be clear.

4.3 Mechanisms and relationships that enhances team satisfaction and performances of employees at Woermann Brock

Figure 16: Encouragement to be innovative



In figure 16 above, it is shown that 34.8% of the employees strongly disagreed to receiving encouragement to be innovative, 16.5% disagreed, 7.0% were neutral, 9.6% agreed and 32.2% strongly agreed. The majority (51.3%) generally disagreed that they received encouragement to be innovative while a sizeable number 41.8% agreed with the above notion. Mixed feelings were brewing as to whether or not they received encouragement to be innovative.

Figure 17: Tools and Resources required to do work available

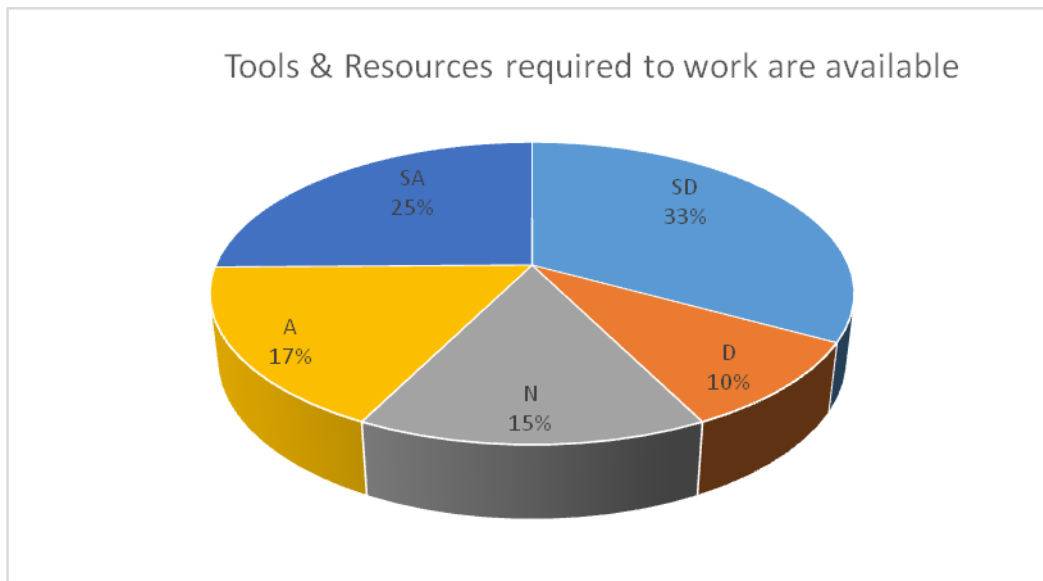
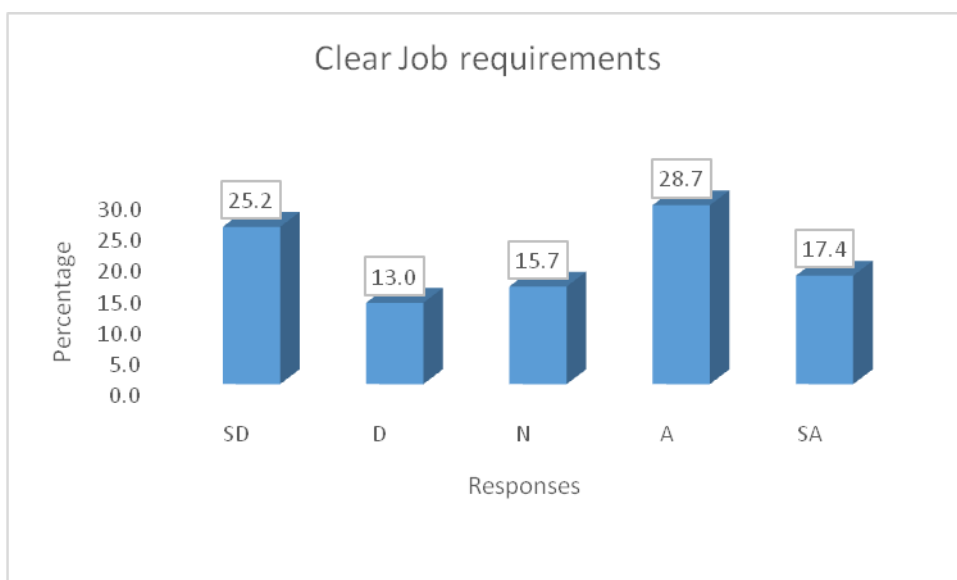


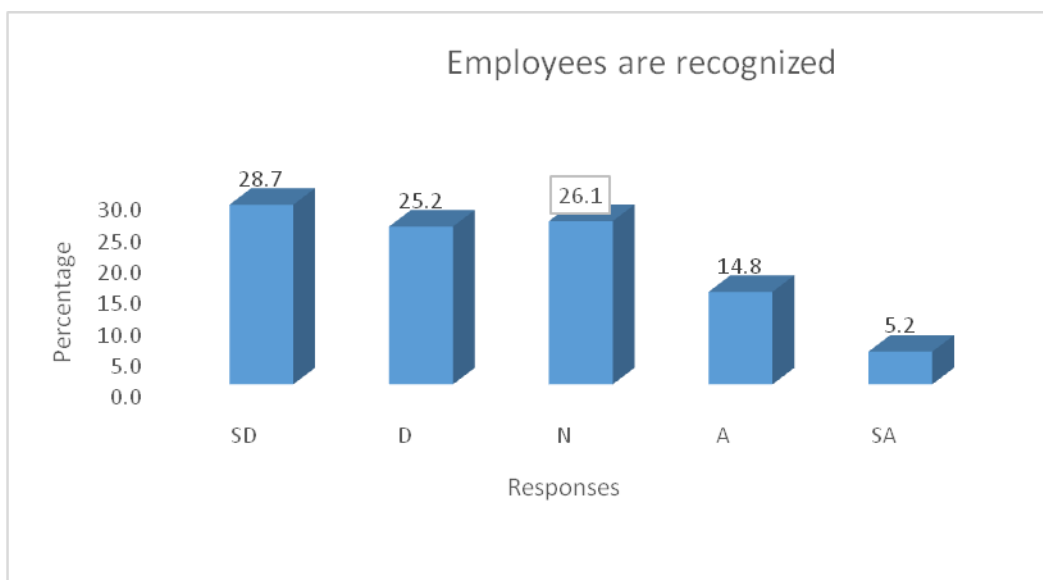
Figure 17 shows that 33% strongly disagreed and 10% disagreed that tools and resources required to work were available, 25% of the employees strongly agreed, 17% agreed and 15% were neutral. The majority (43%) generally disagreed with the notion above while 42% generally agreed. This shows that there were almost 50-50 chances that employees thought that resources and tools requires to work were available or were not available.

Figure 18: Clear Job Requirements



In figure 18, results show that 28.7% agreed and 17.4% strongly agreed that clear job requirements were stated, 25.2% of the employees strongly disagreed, 13.0% disagreed and 15.7% were neutral. This means that the majority 41% of employees agreed that job requirements were stated while 38.2% generally disagreed. The sizeable neutral figure of 15.7% can depict that employees did not know where they stood regarding clear job requirements or perhaps they wanted to protect themselves from victimization.

Figure 19: Employee Recognition



In figure 19 above, it is shown that 28.7% strongly disagreed that they were recognized, 25.2% disagreed, surprisingly 26.1% were neutral, 14.8% agreed and 5.2% strongly agreed. The high neutrality of the respondents (26.1% can depict that employees did not know where they stood regarding being recognized at work or perhaps they wanted to protect themselves from victimization although the researcher emphasized that their views and opinions were going to be protected and made anonymous.

Figure 20: Company Flexibility to Employee Family Responsibilities

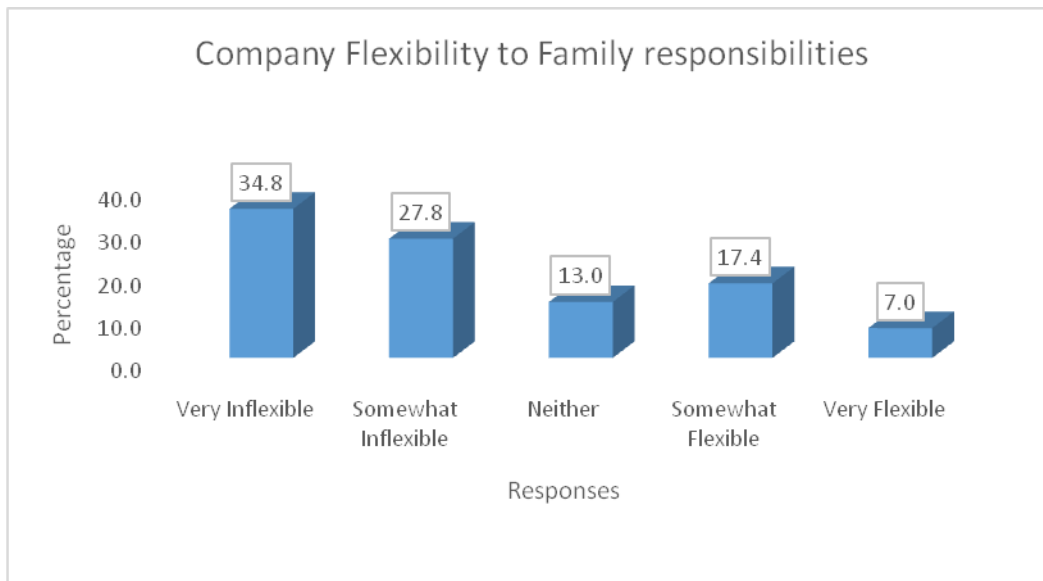
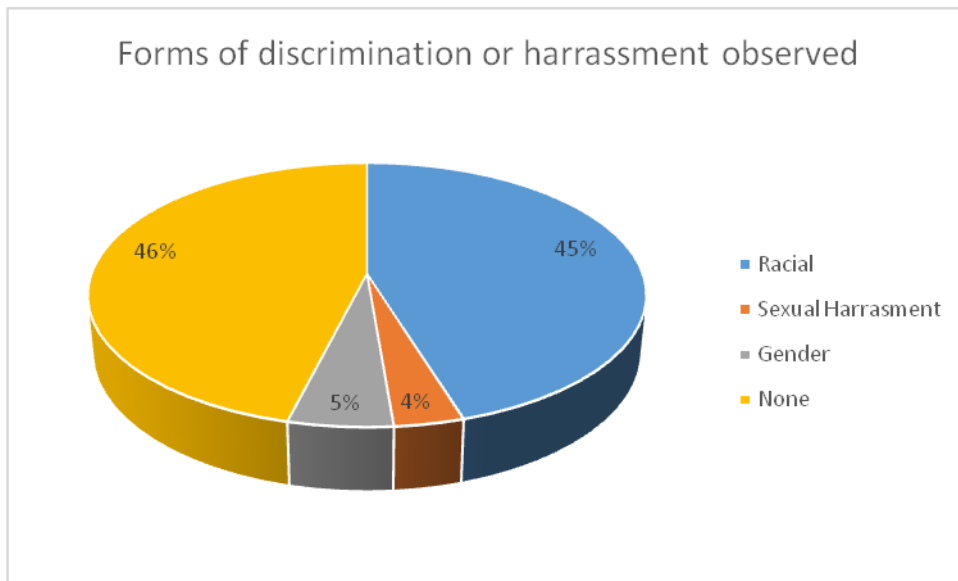


Figure 20 above shows that 34.8% of the employees stated that Woermann Brock Supermarkets were very inflexible towards the family responsibilities of employees, 27.8% stated that the company was somewhat inflexible, 13.0% were neutral, 17.4% stated that the company was somewhat flexible and 7.0% stated that the company was very flexible. The majority (62.6%) said that the retail shop was generally inflexible towards the family responsibilities of employees.

Figure 21: Forms of Discrimination or Harassment Observed



In figure 21, it is shown that 46% of the employees did not observe or suffer any discrimination or harassment, 45% suffered or observed racial discrimination, 5% suffered or observed gender discrimination and 4% suffered or observed sexual harassment in the workplace. There were mixed feelings as to whether the employees suffered or did not suffer from some forms of discrimination and harassment.

Figure 22: Adequate interaction opportunities received

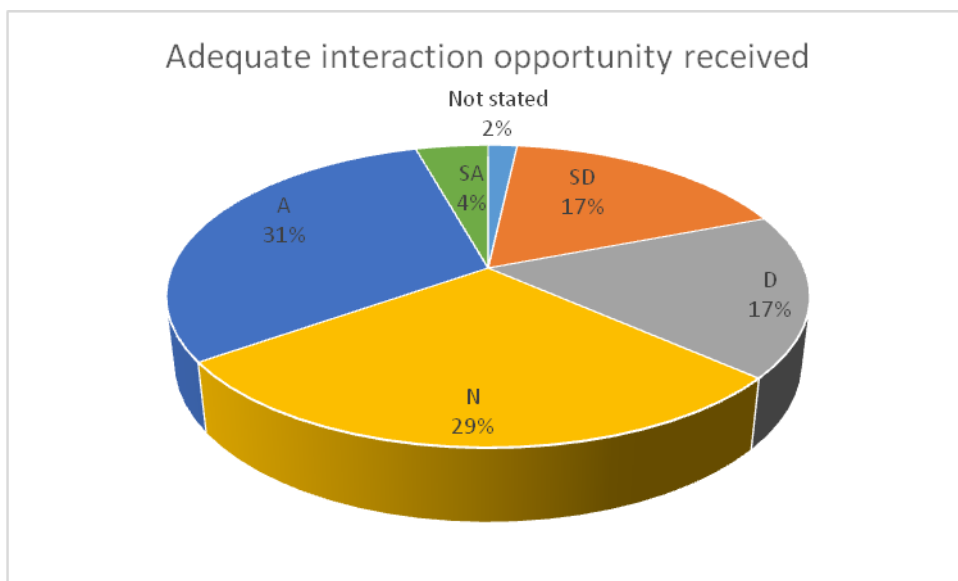


Figure 22 shows that 29% of respondents were neutral to the notion that they were awarded adequate interaction opportunity, 17% of the employees strongly disagreed, 17% disagreed, 31% agreed, 4% strongly agreed and 2% did not state any response. The neutrality can depict that employees were not quite sure whether or not they were awarded adequate interaction opportunity at work. However, there were also mixed feelings as to whether or not the employees were awarded adequate interaction opportunity as shown by 34% of employees who generally disagreed and 35% of those who generally agreed with the notion above.

Figure 23: Motivation to see company succeed



In figure 23, it can be observed that 30.4% of the employees were very motivated to see the company succeed, 20% are not very motivated, 17.4% were somewhat motivated, 13.9% were not at all motivated and 18.3% were not sure as to whether they were motivated to see the company succeed. The majority (47.8%) were generally motivated to see the company succeed, while 33.9% of respondents were generally not motivated. This shows that most

employees wished for Woermann Brock to succeed and grow meaning that they were somehow satisfied with their employer.

Figure 24: Advice friend to apply for employment

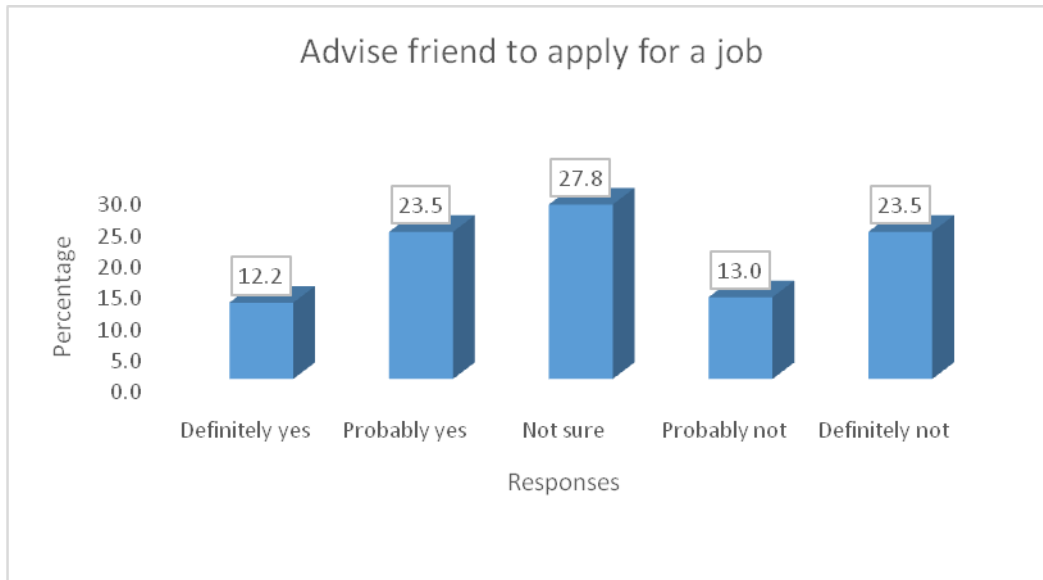


Figure 24 above indicates that 12.2% of the employees would definitely advise a friend to apply for a job at Woermann Brock, 23.5% probably would, 27.8% are not sure, 13% would probably not and 23.5% would definitely not advise a friend to apply to work for Woermann Brock. There were fluctuations in percentages on whether or not employees would advise a friend to apply for a job at any Woermann Brock supermarket. This means that employees are divided, not sure and are not that confident that they would advise their friend to apply for a job at any WB supermarket.

4.4 Employee performance

Table 1: Overall Employee Performance

	Upper 5%	Upper 10%	Upper 20%	Upper 30%	Middle 50%	Lower 30%	Bottom 20%	Total %
Productive time spent working on tasks	11.3	6.1	4.3	22.6	53.9	0	1.7	100
Productive time spent meeting quotas and goals	12.2	8.7	2.6	30.4	40	4.3	1.7	100
Overall productivity in getting job done	7	2.6	15.7	22.6	47.8	2.6	1.7	100
Going beyond expectation to make client happy	8.7	3.5	15.7	17.4	47	4.3	3.5	100
Responding quickly to satisfy customer needs	3.5	6.1	7.8	23.5	52.2	1.7	5.2	100
Overall quality of service provided	7	1.7	12.2	20.9	47.8	1.7	8.7	100

Table 1 above displays the responses of the employees regarding their overall performance. Notably, majority of the respondents indicated average performance with 53.9% spending their time working on tasks, 40% meeting quotas and goals, 47.8% ensuring their work is done, 47% going out of their way to make clients happy, 52.2% responding quickly to client needs and 47.8% ensuring that an overall good quality service is provided.

4.5 Discussion

A total of 112 employees answered questionnaires from which results were drawn on team satisfaction and performance, mechanisms and relationships that enhance team satisfaction

and employee performance at Hyper super market, Ombili super market, Eros super market, Klein Windhoek super market and Olympia super market. Of the employees that took part in the study, 57% were female and 43% male. The bulk of the respondents were aged between 26 and 49 years old and the department with the most employees was the customer service department. Other departments represented are Finance & Accounting, Sales/ Marketing, Corporate Marketing and Human Resources department. Of all employees that took part in the study, only 10.4% had been employed for more 5 years, the other 33.9% had been employees of Woermann Brock Supermarkets for less than 6 months, 11.3% for 6 months – 1 year, 25.2% for 1 year - 3 years and 19.1% for 3 years – 5 years. Organization commitment lacked at Woermann Brock as evidenced by the figures above which shows that the organization was failing to retain old employees. Organizational commitment reflect one's feelings toward an entire organization not just a specific job (Garland, McCarty & Zhao, 2009). In addition, according to Meyer and Allen (1991) commitment is a psychological state that has three separate components reflecting the: (1) desire (affective commitment); (2) need (continuance commitment); and (3) obligation (normative commitment) to maintain employment in an organization.

Team satisfaction and performance

Only about 37% of the employees expressed that they gained some personal satisfaction from their work. Regardless of this low percentage, about 69% of these employees have been able to correct customer dissatisfaction in their work place. In the same vein, 60% of the respondents experienced some significant personal growth while working for Woermann Brock. Job satisfaction elements can be considered in relative terms, as proposed in equity theory (Adams, 2013; Vecchio, 1982), in which employees evaluate the fairness of exchange

and base their satisfaction-related elements on the comparison of the ratio of personal outcomes (pay, recognition, job satisfaction, opportunity and advancement) and personal inputs (time, effort, knowledge and skills) with the ratio of reference group outcomes and inputs.

Important to note is that each employee joins the organization with different expectation and needs, because of the diversity of needs across all employees, it becomes almost impossible to meet all employee needs and make them all satisfied. However, supervisor interaction with employees could bridge the gap and identify specific employee needs. About 45% of the respondents were not looked for suggestions and leadership by management however, 50% were encouraged by their supervisors to perform to the best of their abilities. An additional 58% of the employees felt valued by their supervisors. Interaction levels are highly dependent on the structure of the organizational structure. While not all employee expectations can be met, meeting one expectation will go a long way in meeting the employee feeling relevant. Gorenak and Pagon (2006) claimed that a person is satisfied when their needs have been fulfilled, when their acts have been approved or commended and when they feel needed and important. It appears that supportive workplace relationships have been found to be important predictors of engagement by various studies (Maslach, Schaufeli & Leiter, 2001; May, Gilson & Harter, 2004).

About 74% of the employees successfully solved clients' problems even though only 28% were satisfied with their current positions. On the same breath, only 34% had clear career path. The comparison of the personal outcomes like the remuneration, recognition, job satisfaction, encouragement, career development opportunity and personal inputs like time,

effort, knowledge and skills showed a mismatch with employees seemingly putting in more than they get out.

Mechanisms and relationships

The quality of leadership in an organization contributes to its success or downfall. With only 20% of the 5 participant stores of Woermann Brock employees feeling recognized, the leadership of the organization needs to restructure and develop strategies to make all employees feel relevant. Extensive research both in the academic and business communities indicate clear links between highly engaged individuals and overall organizational performance, specifically with bottom line results, job and customer satisfaction, absence, staff turnover and resilience to change (Stakeholder Magazine, 2009).

About 42% of the employees were encouraged to be innovative in their various work departments and had the required tools and resources to execute their tasks respectively. However, 46% of the respondents stated that they had clearly stipulated job requirements.

The relationships and situation in the workplace and values of employees and of the organization are an important aspect of the mechanism in place in the organization. In Woermann Brock, racial discrimination is a great concern standing at 45% (observed and experienced) and followed by Gender and Sexual harassment at 5% and 4% respectively. Employees need to feel respected and valued which in turn creates a sense of satisfaction to turn increasing productivity in the work place.

Around 63% of the employees felt that the company was not flexible towards their family responsibilities. About 34% of the respondents stated that they had adequate interaction opportunities. Increased interaction creates a platform to share ideas on how to move forward and perform better as a team. Even though 47.8% of the employees were motivated to see the company succeed, only 35% advised friends to apply for a job mostly because of dissatisfaction with the limited growth and other factors that are crucial to employee needs.

Employee performance

Notably, the majority of the respondents indicated average performance with 53.9% spending their time working on tasks, 40% meeting quotas and goals, 47.8% ensuring their work is done, 47% going out of their way to make clients happy, 52.2% responding quickly to client needs and 47.8% ensuring that an overall good quality service is provided. This however can be improved if contributing factors to employee personal fulfilment and satisfaction and job satisfaction are improved.

4.6 Conclusion

Objective 1- To determine team satisfaction and performance among the workers at Woermann Brock Windhoek was answered by the following variables: personal accomplishment from work, ability to correct customer dissatisfaction, personal growth experience, management looking up to employees for leadership & suggestions, supervisor encouragement, feeling of being valued by supervisor solving customer problems, overall satisfaction with current position and clear career paths.

Objective 2- To determine the mechanism and relationship that are in place which enhances team satisfaction and performances of employees at Woermann Brock, was answered by the following variables: encouragement to be innovative in the work place, tools and resources required to do work, clear job requirements, employee recognition, company flexibility towards employees family responsibilities, forms of discrimination or harassment observed/ suffered, adequate interaction opportunities, motivation to see company succeed, advise/ encourage others to apply for employment at Woermann Brock.

Objective 3- To define employee satisfaction, measure it, and examine how it can affect employee performance, was answered by looking at the overall performance scores of employees which indicate that majority of the respondents indicated average performance with 53.9% spending their time working on tasks, 40% meeting quotas and goals, 47.8% ensuring their work is done, 47% going out of their way to make clients happy, 52.2% responding quickly to client needs and 47.8% ensuring that an overall good quality service is provided. From the data analysis and presentation the study concluded that the satisfaction and employee performance was low because employees were not motivated and recognised for their efforts in the achievement of the company they worked in.

4.7 Summary of the Chapter

This chapter presented findings of the study, which included the demographic information of the respondents, employee representation by department, length of employment, and personal accomplishment from work.

It also covered the personal growth experience of respondents, their supervisor's encouragement and their overall satisfaction with their current positions. The findings regarding the tools and resources required to do work available, company flexibility to employee family responsibilities and forms of discrimination, harassment observed and the employees overall performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5 Introduction

Chapter 5 presents the conclusion and a list of recommendations based on employee responses and in line with existing literature.

Conclusion

Objectives

The researcher used the findings to answer the objectives that guided this study as indicated below:

Objective 1: To determine team satisfaction and performance among the workers at Woermann Brock Supermarkets, Windhoek

Objective 2: To determine the mechanisms and relationships that are in place which enhances team satisfaction and performance of employees at Woermann Brock.

Objective 3: To define employee satisfaction, measure it, and examine how it can affect employee performance.

From the study, it is safe to conclude that at Woermann Brock Supermarkets specifically Ombili, Hyper, Eros, Olympia and Klein Windhoek branches, employees could perform better if their job satisfaction levels were higher. It is true that regardless of them being unsatisfied with their current job and not gaining any personal satisfaction, the employees strive to serve customers to the best of their abilities.

Evidently, there is minimal communication and engagement between management and employees and this is observable in the job satisfaction outcomes. Notably, most employees have minimal opportunities for interaction, unclear career paths and feel that the company is inflexible towards their family responsibilities. Regardless of this, they still strive to excel and are highly motivated to see the company succeed.

In this study, employee dissatisfaction manifests itself in the length of employment of the employees. Most of the employees that took part in the study were employed for less than 6 months indicating there is a high staff turnover at Woermann Brock. The few employees that have served for long are somewhat passively loyal.

The comparison of the personal outcomes like the remuneration, recognition, job satisfaction, encouragement, career development opportunity and personal inputs like time, effort, knowledge and skills needs to strike a balance such that employees get out as much as they put in this way increasing the chances of better service provision.

To maintain well satisfied and high performing employees, Woermann needs to incorporate factors such as leadership opportunities, employee and management relationships, reward and

remuneration system, opportunities for professional development, job security, internal and external communications and concern towards employees' family responsibilities.

In order to maximise employee engagement, the work environment needs to be suitable, welcoming and comfortable but all of this is only possible with good leadership. Co-workers can only respond to their different roles if they are fully aware of the contribution they make to the organization and their role in the organization appreciated. While salary and added material benefits keep employees motivated, career advancements and respect are key players in ensuring that employees are kept satisfied. Organizational policies are instrumental in ensuring that equal treatment of employees is upheld and observed. Such policies should take into cognisance career development, discrimination and harassment in the work place, remuneration and added benefits and leadership.

Comparisons of the findings with other past studies in the literature review

- **To determine team satisfaction and performance**

To determine team satisfaction and performance among the workers at Woermann Brock supermarkets .Team satisfaction is another aspect that emphasises explicitly the interpersonal harmony aspect of employee engagement. Kahn (1990) found that supportive and trusting interpersonal relationships, as well as a supportive team promote employee engagement. An open and supportive environment is essential for employees to feel safe in the workplace and engage totally with their responsibility. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990)

The research concludes that, there is minimal communication and engagement between management and employees at Woermann Brock supermarkets, and this was observable in the Job satisfaction outcomes.

Notably, employees have minimal opportunities for interaction, unclear career paths and feel that the company is inflexible towards their family responsibilities. Training and career development is another important dimension which is to be considered in the process of engaging employees since it helps the employees to concentrate on a focused work dimension. Training improves service accuracy and thereby impacts service performance and employee engagement (Paradise, 2008). When the employee undergoes training and learning development programmes, his/her confidence builds up in the area of training that motivates them to be more engaged in their job.

This is in support with one of the recommendations made that, Woermann Brock supermarkets in Windhoek should urgently provide strategies that emphasizes access to advanced equipment in order to improve the productivity and performance of the company.

- **To determine employee performance**

A number of studies show that an important way to enhance employee performance is to focus on fostering employee engagement. Research by (Christian, Garza & Slaughter (2011); Fleming and Asplund, (2007); Cottringer (1999), argued that creating and managing fairness is important for work organization, because it has an impact on employees' attitudes and performance (p. 13). He concluded:

The first rule of good management is fundamental fairness. This is the management gold rule: Treat employees the way you want to be treated. This requires an attitude of openness and a keen sensitivity to know when you are approaching the point of no return in crossing over the line. Fundamental fairness means achieving a workable balance between opposing behaviors, such as: 1) giving vs. taking, 2) autocracy vs. democracy, 3) autonomy vs. supervision, 4) change vs. stability, 5) aloofness vs. approachability, 6) idealism vs. realism, 7) talking vs. listening, 8) simplicity vs. complexity, 9) organization vs. individual, and 10) thinking vs. acting.

Most employees who had worked for more than 2 years at Woermann Brock felt that the company was supposed start treating the employees fairly and with respect taking into considerations that they are human beings without discriminating them of their skin color, gender, and so forth.

Therefore, a two-way communication is an important factor in today's workplace. Arguing that "creating a work environment that is open, honest and responsive to all employees is critical to establishing employee ownership", Kane (1996) suggested that having an effective two-way communication system within the organization fosters greater loyalty and performance.

- **To determine the mechanism and relationship that are in place which enhances team satisfaction and performance of employees at Woermann Brock**

Organizational policies, procedures, structures and systems decide the extent to which employees are engaged in an organization. It has been evident from previous research that

amiable organizational policies and procedures are extremely important for employee engagement and the eventual achievement of the business goals. Important policies and procedures may include fair recruitment and selection, flexi-timing, aid in balancing work and life, and fair promotional policies. Studies by Schneider, Macey and Barbera (2009) show that the recruitment policy of an organization has a direct impact on future employees' engagement and commitment.

Many employees at Woermann Brock want the company to increase their salaries and start receiving bonuses and overtime, as this is one of the main issues as to why the employees are not performing to their best. There is a recommendation for this issue to be looked into.

The quality of leadership in an organisation contributes to its success or downfall. It was found that, 20% of the 5 participant stores of Woermann Brock employees felt recognised, but the leadership of the organization needed to restructure and develop strategies to make all employees feel relevant.

Around 63% of the employees felt that the company was inflexible towards their family responsibilities. About 34% of employees stated they had adequate interaction opportunities. Increased interaction creates a platform to share ideas on how to move forward and perform better as a team. Even though 47.8% of the employees were motivated to see the company succeed only 35% advised friends to apply for jobs elsewhere because of dissatisfaction with the limited growth and other factors that are crucial to employee needs.

- **To define employee satisfaction, measure it, and examine how it can affect employee performance**

There are five different components or divisions of job satisfaction defined by Smith, Kendall and Hulin (2010) satisfaction with opportunities for promotion, pay, supervision, the work itself, and co-workers. Some of the other components that they found which can affect job satisfaction are: attitudes toward life in general, health and age, level of aspiration, social status, and self-concept.

Over the years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are significant reasons why companies should be anxious with employee job satisfaction, which can be confidential according to the focus on the employee or the organization. First, the civilized perspective is that people be worthy off to be treated literally and with respect. Job satisfaction is the indication of a good treatment. It also can be measured as a pointer of emotional well-being or psychological health. Second, the utilitarian perception is that job dissatisfaction can lead to behaviour by an employee that affects organizational functioning. Furthermore, job satisfaction can be a mirror image of organizational performance. Employee satisfaction is the most studied field of organisational behaviour. In the workers position of view, it is apparent that people like to be treated reasonably. If employees feel respected and satisfied at work it could be a reflection of a good treatment. In an organisation's point of view employee satisfaction can guide to better performance of the workers which affects the result of the isolation (Kane 1996).

Recommendations

Based on the results of the study and in line with existing literature, the researcher made the following recommendations to the 5 Woermann Brock Supermarkets management.

Basic salary should be offered to all employees regardless of position. There should be sustained efforts to encourage all employees to arrive at work on time for them to finish their tasks; Woermann Brock should provide uniforms for its employees.

Woermann Brock should provide employees with transport since some of the employees come late to work; Salary increment, bonuses and overtime allowances to be awarded to the employees. The company should treat the workers as human beings and fairly without discriminating them of their skin colour, gender and so forth.

Another demand was that the medical aid and pension fund which Woermann Brock's retailers in Namibia are providing to their employees were insufficient. Woermann Brock needs an urgent strategy that emphasizes access to advanced equipment in order to improve the productivity and performance of the company. Coffee Bar for employees should be allowed and time to have lunch.

Clear and timely communication from management. Respect must be exercised towards one another and cashiers should be regarded as relevant members of the team. Recruitment of more till & trolley assistants should be considered.

Moving with technology advancements. Correctly labelling of items and arranging neatly this will create an improvement of company image. Provision of study loans should be made and as well as promotion of team building activities; and introduction of within the week off days.

REFERENCES

- Adams, J. S. (2013). Toward the understanding of inequality. *Journal of Abnormal and Social Psychology, Vol 67 (3)*, 422-36.
- Ahmad, K., & Al-Borie, H. M. (2012). Impact of internal marketing on job satisfaction and organizational commitment: A study of teaching hospitals in Saudi Arabia”, *Business and Management Research, 1 (3)*, 82-93
- Aliaga, M., & Gunderson, B. (2000). *Interactive statistics*. Thousand Oaks: Sage.
- Alimo-Metcalfe, B., & Bradley, M. (2008). A leadership style that switches on engagement can make staff radiate productivity. *People Management, Vol 4 (2)*, 38-41.
- Alie, R. E., Beam, H., & Carey, T. A. (2011). The use of teams in an undergraduate management program. *Journal of Management Education, 22 (6)*, 307-590.
- Alderfer, C. P. (1972). *Human needs in organisational settings*. New York: Free Press of Glencoe.
- Anderson, C. H. (2009). Job design: Employee satisfaction and performance in retail stores. *Journal of Small Business Management, 22 (4)*, 9-16.
- Armstrong, M. (2009). *A handbook of human resource management practice*. (11th ed.). London: Kogan Page.

- Bartels, L. K., Harrick, E., Martell, K., & Strickland, D. (1998). The relationship between ethical climate and ethical problems within human resource management. *Journal of Business Ethics, 17* (7), 799-804.
- Bass, B. M., & Bass, R. R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*. New York: Free Press.
- Baumruk, R. (2004). The missing link: The role of employee engagement in business success. *Workspan, Vol 47* (11), 48-52.
- Belbin, M. (2008). *Team roles at work*. Oxford: Oxford University Press.
- Bernstein, A. (2011). Making teamwork work and appeasing Uncle Sam. *Business Week, January 25*, 101.
- Bigliardi, B., Dormio, A., Galati, F., & Schiuma, G. (2012). The impact of organizational culture on the job satisfaction of knowledge workers. *VINE: The Journal of Information and Knowledge Management Systems, 42* (1), 36-51
- Blau, G. (1993). Operationalizing direction and level of effort and human performance. *Journal of Management Education, 55* (8), 152-70.
- Bluestone, B., & Bluestone, I. (1992). *Negotiating the future: A Labour perspective on American business*. New York: Basic Books.

- Bowen, J. (1997). Responsive communication: The key to business development and service improvement. *International Journal of Contemporary Hospitality Management*, 9 (7), 345-349.
- Breckell, P., Harrison, K., & Robert, N. (2011). *Impact reporting in the UK charity sector*. London: Charity Finance Directors Group & Cass Business School. Retrieved June 19, 2016 from: [http://cfg.org.uk/resources/./media/Files/Resources/Impact%20Reportin%20in%20the%](http://cfg.org.uk/resources/./media/Files/Resources/Impact%20Reportin%20in%20the%20)
- Brunetto, Y., & Farr-Wharton, R. (2003). The commitment and satisfaction of lower-ranked police officers. *An International Journal of Police Strategies & Management*, Vol 26 (1), 43-63.
- Bulmer, M. (2001). Social measurement: What stands in its way? *Social Research*, Vol. 68 (2), 455-480.
- Buller, P. F., & McEvoy, G. M. (1999). Creating and sustaining ethical capability in the multi-national corporation. *Journal of World Business*, Vol. 34 (4), 326-343.
- Burns, L., & Grove, M. (2005). *The practice of nursing research: Conduct, critique and utilization*. New York, Elsevier/Saunders.
- Chase, R. B., & Aquilano, N. J. (1992). *Production and operations management: A life-cycle approach*. (4th ed.). Homewood: Richard Irwin.

Chaudron, D. (2003). Assessing and improving your organization: symptoms, diagnosis and cures.

Organized Change, Retrieved August 27, 2008, from

<http://www.organizedchange.com/pdfs/assess.pdf>

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative

review and test of its relations with and contextual performance. *Personnel*

Psychology, Vol 64 (1), 89-136.

CIPD. (2008). *Research insight: Employee engagement in context*. London: CIPD.

CIPD. (2009). *Employee engagement fact sheet*. Retrieved June 29, 2016 from:

www.cipd.co.uk

Cottringer, W. (1999). Managing fairness. *Executive Excellence*, Vol 16 (10), 13.

Controller & Auditor-General. (2008). *The Auditor-General's Observations on the Quality of*

Performance Reporting. Wellington: Office of the Auditor-General. Retrieved May

16, 2016 from www.oag.govt.nz/2008/performance-reporting/docs/performance-reporting.pdf

Cooper, R. G. (1984). The Strategy-performance link in product innovation. *Journal*

Of Management Education, 14 (4), 247-259.

Davar, S. C. (2008). Relationship between job satisfaction and job performance: A meta-

analysis. *Indian Journal of Industrial Relations*, 15 (3), 301-309.

De Mello, C., Wildermuth, S., & Pauken, P. D. (2008). A perfect match: Decoding employee engagement – Part 1: Engaging cultures and leaders. *Industrial and Commercial Training, Vol 40* (3), 122-8.

Dransfield, R. (2000). *Human resource management*. UK: Heinemann Educational Publisher.

Duel, J. (2010). *Teamwork in action: Military teams preparing for, and conducting peace support operations*. Oxford: Oxford University Press.

Eby, L., Freeman, D., Rush, M., & Lance, C. 1999. Motivational bases of affective organizational commitment: A partial test of an Integrative Theoretical Model. *Journal of Occupational and Organizational Psychology, Vol 72* (4), 463-483.

Fleming, J. H., & Asplund, J. (2007). *Human sigma*. New York, NY. Gallup Press.

Garland, B. E., McCarty, W. P. & Zhao, R. (2009). Job satisfaction and organizational commitment in prisons: an examination of psychological staff, teachers and unit management staff. *Criminal Justice and Behaviour, Vol 36* (2), 163-183.

Gelade, G. A., & Young, S. (2005). Test of a service profit chain model in the retail banking sector. *Journal of Occupational and Organizational Psychology, Vol 78*, 1-23.

Gallup. (2002). The high cost of disengaged employees. *Gallup Business Journal*, Retrieved April 15, 2016 from: <http://businessjournal.gallup.com/content/247/the-high-cost-of-disengaged-employees.aspx>

George, J., & Jones, G. (1999). *Understanding and managing organizational behaviour*. (2nd Ed.). Addison Wesley, Reading.

Gonzalez-Padron, T., Hult, G. T. M., & Calantone, R. (2008). Exploiting innovative opportunities in global purchasing: An assessment of ethical climate and relationship performance. *Industrial Marketing Management*, 37 (1), 69-82.

Gordon, T. P., Knock, C. L., & Neely, D. G. (2009). The role of rating agencies in the market for charitable contributions: An empirical test. *Journal of Accounting & Public Policy*, 28 (6), 269-484.

Gorenak, I., & Pagon, M. (2006). Vpliv organizacijskega komuniciranja na zadovoljstvo policistov pridelu. *Organizacija*, 39 (4), 247-253.

Griffin, M. L., Hogan, N. L., Lambert, E. G., Tucker-Gail, K. A., & Baker, D. N. (2010). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Criminal Justice and Behaviour*, 37 (2), 239-255.

Hackman, J. R. (1990). *Groups that work and those that don't: Creating conditions for effective team-work*. San Francisco, Calif: Jossey-Bass.

- Hackman, J. R. (2009). Work design, In J. R. Hackman & J. L. Suttle (Eds.), *Improving life at work: Behavioural science approaches to organizational change*. 96-162. Glenview, IL: Scott, Foresman.
- Hamlyn-Harris, J. (2006). Predictors of team work satisfaction. *Journal of Technology Education, 5*, 300-311.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2002). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies, in Keyes, C. L., & Haidt, J. (Eds), *flourishing: The positive person and the good life*. Washington DC: American Psychological Association.
- Hewitt Associates. (2004). *Research brief: Employee engagement higher at double-digit growth companies*. Retrieved May 16, 2016 from: www.hewitt.com
- Hirst, G., van Knippenberg, D., & Zhou, J. (2009). A cross-level perspective on employee creativity: Goal orientation, team learning behaviour, and individual creativity. *Academy of Management Journal, 52* (2), 280-293.
- Hoerr, J. (1989). The payoff from teamwork: The gains cue substantial-so why isn't it spreading faster? *Business Week*, July 10, 58-59.
- Holbeche, L., & Springett, N. (2003). *In search of meaning in the workplace*. Horsham: Roffey Park Institute. ISBN: 0907416527.

- Howard, W. G., Howard Donofrio, H., & Boles, J. S. (2004). Inter-domain work-family, family-work conflict and police work satisfaction. *An International Journal of Police Strategies & Management*, 27 (3), 380-39.
- Hoy, W. K., & Miskel, C. E. (1996). *Educational administration: Theory, research, and practice*. New York: McGraw- Hill.
- Hughes, L. W. (2009). Leadership Perspectives: Knowledge into Action. *Leadership & Organization Development Journal*, 30 (2), 292 – 294.
- Hunt, S. D., Wood, V. R., & Chonko, L.B. (2005). Corporate ethical values and organizational commitment in marketing. *Journal of Marketing*, Vol. 53 (3), 79-90.
- Ibraheem, S., Al-Hawary, S., Al-Qudah, K., Abutayeh, P., Abutayeh, S., & Al-Zyadat, D. (2013). The impact of internal marketing on employee's job satisfaction of commercial banks in Jordan. *Interdisciplinary Journal of Contemporary Research in Business*, 4 (9), 811-826.
- Ingram, H. (2000). Linking teamwork with performance. *Journal of Team Performance Management*, 2 (4), 5-10.
- IPA. (2007). The five key steps to engagement, involvement and participation. *Association Bulletin*, 67, 1- 4.
- Jackson, S. (1983). Participation in decision making as a strategy for reducing job-related strain. *Journal of Applied Psychology*, 68 (1), 3-19.

- Jon, R., Katzenbach, K., & Douglas, K. S. (1993). *Wisdom of teams*. Harvard: Harvard Business School Press.
- Jones, K. (1996). Trust as an affective attitude: Ethics. *Journal of Team Performance Management, 107* (1), 4-25. doi: 10.1086/233694.
- Joshi, R. J. & Sodhi, J. S. (2011). Drivers of employee engagement in Indian organisations. *The Indian Journal of Industrial Relations, 47* (1), 162-182.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33* (4), 692-724
- Kane, P. (1996). Two-way communication fosters greater commitment. *HR Magazine*.
- Kanyurhi, E. B. (2016). Internal marketing, employee job satisfaction, and perceived organizational performance in microfinance institutions. *International Journal of Bank Marketing, 34* (5), 773 – 796
- Kaplan, S., & David P. N. (1996). *The balanced scorecard: Translating strategy into action*. Boston: Harvard Business School Press.
- Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley.

Khaleque, A. (2011). Job facets and overall job satisfaction of industrial managers. *Indian Journal of Industrial Relations*, 20 (1), 55-64.

Kornhause, A. (2010). *Mental health of the industrial worker: A Detroit study*.
New York: Wiley.

Kothari, C. R. (2003). *Research methodology methods and techniques*. New Delhi:
New Age International.

Kraft, R. (1999). *Utilizing self-managing teams*. Hamden: Garland.

Lambert, E. G., Edwards, C., Camp, S. D., & Saylor, W. G. (2005). Here today, gone tomorrow, back again the next day: antecedents of correctional absenteeism. *Journal of Criminal Justice*, 33 (2), 165-175.

Landy, F. J. (1989). *Psychology of Work Behaviour*. (4th ed.). Belmont: Wadsworth.
Hall.

Leedy, P. D., & Ormrod, I. E. (2010). *Practical research*. New Jersey: Pearson Prentice.

Leiter, M. P., & Bakker, A. B. (2010). Work engagement: Introduction, In Bakker, A. B., & Leiter, M. P. (Eds), *Work engagement: A handbook of essential theory and research*.
Psychology Press.

- Locke, E. A. (1997). The motivation to work: what we know. In Maehr, M. L., & Pintrich, P. R. (Eds), *Advances in Motivation and Achievement, 10*, JAI Press, Greenwich, 375-412.
- Loveman, G. W. (1998). Employee satisfaction, customer loyalty, and financial performance: An empirical examination of the service profit chain in retail banking. *Journal of Service Research, 1*, 18-31.
- Luthans, F., & Peterson, S. J. (2002). Employee engagement and manager self-efficacy. *Journal of Management Development, 21* (5), 376-87.
- Lyman, P., Gregory, B., & Richard, M. S. (2003). *Motivation and work behaviour*. (7th Ed.). Mc Craw-Hill/Irwin.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology, Vol. 1* (1), 3-30.
- Marshall, C., & Rossman, G. B. (2006). *Designing qualitative research*. (4th ed.). Thousand Oaks: Sage Publications.
- McShane, S. L., & Von Glinow, M. A. (2007). *Organizational behaviour*. (2nd ed.). New York. McGraw-Hill.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology, Vol. 52* (1) 397-422.

- Martin, K. D., & Cullen, J. B. (2006). Continuities and extensions of ethical climate theory: A meta-analytic review. *Journal of Business Ethics*, Vol. 69 (2), 175-194.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organisational Psychology*, 77 (1), 11-37.
- McBain, R. (2007). The practice of engagement: Research into current employee engagement practice. *Strategic HR Review*, 6 (6), 16-19.
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology*, 89 (6), 991-1007.
- Meyer, J. P. & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1 (1), 61-89.
- Mihalic, R. (2008). *Povec v ajmozadovoljstvo in pripadnost zaposlenih*. Založba Mihalic in Partner, Škofja Loka.
- Mumford, M. D., Scott, G.M., Gaddis, B., & Strange, J. M. (2002). Leading creative people: Orchestrating expertise and relationships. *Leadership Quarterly*, 13 (6), 707-750.

Mumford, M. D. (2000). Managing creative people: Strategies and tactics for innovation. *Human Resource Management Review, 10* (3), 313-351.

Mumford, M. D., & Gustafson, S. B. (2009). Creativity syndrome: Integration, application, and innovation, *Psychological Bulletin, 103* No. 1, pp. 27-43.

Murphy, M (2007). *Why employee surveys fail (and how to fix them)*. Retrieved October 28, 2008, from Leadership IQ Web site: <http://www.leadershipiq.com/survey.pdf>

Mulki, P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management, 26* (1), 19-26.

Miles, R. H. (2001). Beyond the age of Dilbert: Accelerating corporate transformations by rapidly engaging all employees. *Organisational Dynamics, 29* (4), 313-321.

Moore, P., David S., & George, P. M. (2006). *Introduction to the practice of statistics*. 5th (ed.). Freeman.

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology, 79*, 475-80.

- Mowday, R. T., Porter, L. W., & Steers, R. M. (2009). *Employee-organization linkages: The psychology of commitment, absenteeism and turnover*. New York: Academic Press.
- Neville, J. J. (2003). Effective team work and performance appraisals. *Journal of Working in Teams*, 40 (12), 7594.
- New Zealand Institute of Chartered Accountants. (2007). TPA-9 Service Performance Reporting, NZICA, Wellington. Retrieved June 25, 2016 from: www.nzica.com
- Owen, W. F. (1984). Interpretive themes in relational communication. *Quarterly Journal Of Speech*, 70, 274-287.
- Paradise, A. (2008). Influences engagement. *ASTD, Training and Development*, 62 (1), 54-59.
- Pendlebury, M., Jones, R., & Karbhari, Y. (1994). Developments in the accountability and financial reporting practices of executive agencies. *Financial Accountability & Management*, 10 (1), 33-46.
- Petty, M. M., McGee, G. W., & Cavender, J. W. (2005). A meta-analysis of the relationships between individual job satisfaction and individual performance. *Academy of Management Review*, 9 712–21. [ISI].
- Peterson, D., & Hillkirk, J. (1991). A better idea: *Redefining the way American companies work*. Boston: Houghton Mifflin.

- Pierce, J. L., Rubinfeld, S. A., & Morgan, S. (1991). *The academy of management Review*, 16 (1), 121-144.
- Pfaff, E., & Huddleston, P. (2003). Does it matter if I hate teamwork? What impacts student attitudes toward teamwork. *Journal of Marketing Education*, 6 (9), 310-330.
- Polit, D. F., & Hungler, B. P. (1999). *Journal of Nursing Research*, 7 (2), 201-209.
- Pollitt, C. (2010). Beyond the managerial model: the case for broadening performance assessment in government and the public services. *Financial Accountability & Management*, 2 (3), 155-170.
- Poor, R., Akhlaq, M., & Akhavan, M. (2013). Evaluate the effect of internal marketing on employees behavior case study: Guilan private insurance companies, *IJRRAS* , 16 (1), 134-146
- Pritchard, K. (2008). Employee engagement in the UK: Meeting the challenge in the public sector. *Development and Learning in Organisations*, 22 (6), 15-17.
- Procter, S., & Mueller, F. (2000). *Team working*. Great Britain: Macmillan Press.
- Rama Devi, V. (2009). Employee engagement is a two-way street. *Human Resource Management International Digest*, 17 (2), 3-4.
- Rath, T., & Harter, J. K. (2010). *Wellbeing: The five essential elements*. New York: Gallup Press.

- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53 (3), 617-635.
- Richman, A. L., Civian, J. T., Shannon, L. L., Hill, E. J., & Brennan, R. T. (2008). The relationship of perceived flexibility, supportive work-life policies and use of formal flexible arrangements and occasional flexibility to employee engagement and expected retention. *Community, Work and Family*, 11 (2), 183-197.
- Robbins, S. P., & Coulter, M. (2002). *Management*. (6th ed.). New Jersey: Prentice Hall.
- Robbins, S. P. (1991). *Organizational behaviour*. Englewood Cliffs: Prentice Hall International.
- Rucci, A. J., Kirn, S. P., & Quinn, R. T. (1998). The employee-customer profit chain at sears. *Harvard Business*, 76, 82-97.
- Sakanovic Ź, J. (2006). Nekaterividikivodenjainnjihovvplivnaorganizacijskoklimo in zadovoljstvozaposlenih v slovenskipoliciji. *Organizacija*, 39 (4), 247-253.
- Saks, A. M., & Rotman, J. L. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21 (7), 600-619.
- Salas, D. (2005). Is there a "big five" in teamwork? *Small Group Research, Journal of Knowledge Management* 7 (36), 555-599. Doi: 10.117711046496405277134.

- Sanchez, P. (1999). How to craft successful employee communication in the information age. *Communication World, 16* (7), 9-15.
- Sattar, S., & Ali, N. (2014). Level of job satisfaction among employees of banking industries at Bahawalpur. *Developing Country Studies, 4* (3), 1-6.
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: bringing clarity to the concept. In Bakker, A. B., and Leiter, M. P. (Eds). *Work engagement: A handbook of essential theory and research*. Hove: Psychology Press.
- Schneider, B., Macey, W. H., & Barbera, K. M. (2009). Driving customer satisfaction and financial success through employee engagement. *People and Strategy, 32* (2), 23-27.
- Schminke, M., Arnaud, A., & Kuenzi, M. (2007). The power of ethical work climates. *Organizational Dynamics, 36*, 2171-186.
- Shearman, A. W., Snell, S., & Bohlander, G. W. (2011). *Managing human resources* (11th ed.). Cincinnati: South-Western Publishing.
- Sheng, C., & Tian, Y. (2010). Relationships among teamwork behaviour, trust, perceived team support, and team commitment. *Journal of Social Behaviour and Personality, 38* (10), 1297-1306. doi: 10.2224/sbp.2010.38.10.1297.

Siegel, J. P., & Brown, D. (1971). Satisfaction and performance: Casual relationships and moderating effects. *Journal of Vocational Behaviour*, 9 (1) 263-269.

Silvestro, R. (2002). Dispelling the modern myth: employee satisfaction and loyalty drive service profitability. *International Journal of Operations & Production Management*, 22 (1), 30-49.

Silvestro, R., & Cross, S. (2000). Applying the service profit chain in a retail environment. *International Journal of Service Industry Management*, 11 (3), 244-68.

Smith, P. C., Kendall, L. M., & Hulin, C. L. (2010). *The Measurement of Satisfaction in Work and Retirement: A strategy for the study of attitudes*. Chicago: Rand McNally.

Soonhee, K. (2002). Participative management and job satisfaction: Lessons for management leadership. *Public Administration Review*, 62 (2), 231-242.

Spears, M. (2000). *A managerial and systems approach*. Food Service Organisations.

Spector, P. E. (2003). *Industrial and organizational psychology: Research and practice*. (3rd ed.). New York. John Wiley & Sons.

Spector, P. E. (2009). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13, 693-713.

Spector, P. E. (2011). *Job satisfaction: Application, assessment, causes, and consequences*. Cape Town: Sage Thousand Oaks.

Stakeholder Engagement Magazine (2003). Stakeholder satisfaction. *Stakeholder Magazine*, January Upper Saddle River, New Jersey: Prentice Hall.

Tang, L., Sarsfield-Baldwin, L. (1996). Distributive and procedural justice as related to satisfaction and commitment. *SAM Advanced Management Journal*, 61 (3), 25-31.

Thomas, K., & Velthouse, B. (2010). Cognitive elements of empowerment: An interpretative model of intrinsic task motivation. *Academy of Management Review*, 15 (4), 666-681.

Towers Perrin Talent Report (2003). Working today: understanding what drives employee Engagement Retrieved July 20, 2016 from: www.towersperrin.com/hrservices/webcache/towers/United_States/publications/Reports.

Vazifehdooost, H., Hooshmand, S., & Dehafarin, E. (2012). The effects of internal marketing and organizational commitment on bank's success. *International Journal of Business and Commerce*, 1 (9), 1-15.

Vecchio, R. P. (1982). Predicting worker performance in inequitable settings. *Academy of Management Review*, 7 (1), 103-10.

Vroom, V. H. (1964). *Work and motivation*. (2nd ed.). New York: Prentice- Hall Inc.

- Wallace, L., & Trinka, J. (2009). Leadership and employee engagement. *Public Management, 91* (5), 10-13.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management, 34* (1) 89-126.
- Weeks, W. A., Loe, T. W., Chonko, L. B., & Wakefield, K. (2004). The effect of perceived ethical climate on the search for sales force excellence. *Journal of Personal Selling & Sales Management, 24* (3), 199-214.
- Weiss, H. (2008). Deconstructing job satisfaction: Separating evaluations, beliefs, and affective experiences. *Human Resource Management Review, 12* (2), 173-194.
- Welman, C., Kruger, F., & Mitchell, B. (2005). *Research methodology*. (3rd ed.). Cape Town: Oxford University.
- Whitehead, J. T. (1989). *Burnout in probation and corrections*. New York: Praeger.
- Wimbush, J. C., & Shepard, J. M. (2014). Toward an understanding of ethical climate: Its relationship to ethical behaviour and supervisory influence. *Journal of Business Ethics, 13* (8), 637-647.
- Woermann Brock. (2013-2014). *Woermann Brock stakeholder engagement. Staff Paper. Business for Social Responsibility (BSR)*.

Woodruffe, C. (2005). Employee engagement: The real secret of winning a crucial edge over your rivals. *Manager: British Journal of Administrative Management*, 50 (1), 28-29.

Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15 (1), 6-28.

Zorn, T. E., & Ruccio, S. E. (2010). The use of communication to motivate college sales teams. *The Journal of Business Communication*, 35 (4), 468-499.

APPENDICES

Annex 1: Questionnaire

Demographical Questions:

What is your Gender?

Male	
Female	

How old are you?

Age group

18-25 yrs	
26-49 yrs	
50-65 yrs	

1. **Please take a few minutes to tell us about your job and how the organization assists you.**

Strongly Disagree Somewhat Disagree Neither Agree nor Disagree Somewhat Agree Strongly Agree

I feel encouraged to come up with new and better ways of doing things.

My work gives me a feeling of personal accomplishment.

I have the tools and resources to do my job well.

When a customer is dissatisfied, I can usually correct the problem to their satisfaction.

2. Employee Job Satisfaction—Job Passion and Self-Evaluation .We would like to ask you about the kinds of positive experiences you have in your organization.

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I experience personal growth such as updating skills and learning different jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management looks to me for suggestions and leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervisors encourage me to be my best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am valued by my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I solve customers problems					

3.

Which of the following best describes the department you work in?

- Customer Service
- Finance/Accounting
- Sales/Marketing
- Corporate Marketing
- Human Resources

4. How long have you worked at (Woermann Brock)?

- Less than 6 months
- 6 months – 1 year
- 1-3 years
- 3-5 years
- More than 5 years

5. Overall, how satisfied are you with your position at (Woermann Brock)?

- Very Dissatisfied
- Dis-satisfied
- Neutral
- Satisfied
- Very Satisfied

6. Do you feel that employees are recognized as individuals?

- Strongly Disagree
- Dis-agree
- Neither Agree nor Disagree
- Agree
- Strongly Agree

7. How motivated are you to see the company succeed?

<input type="radio"/> Very motivated <input type="radio"/> Somewhat motivated <input type="radio"/> Not very motivated <input type="radio"/> Not at all motivated <input type="radio"/> Not sure
8. How flexible is the company with respect to your family responsibilities?
<input type="radio"/> Very inflexible <input type="radio"/> Somewhat inflexible <input type="radio"/> Neither <input type="radio"/> Somewhat flexible <input type="radio"/> Very flexible
9. Would you advise a friend to apply for a job at this company?
<input type="radio"/> Definitely <input type="radio"/> Probably <input type="radio"/> Not sure <input type="radio"/> Probably not <input type="radio"/> Definitely not
10. Have you ever observed or experienced any of the following forms of discrimination or harassment at this company?
<input type="radio"/> Racial discrimination <input type="radio"/> Sexual harassment <input type="radio"/> Gender discrimination <input type="radio"/> Sexual orientation discrimination <input type="radio"/> None Observed

11. Next, we are interested in how you believe you perform on the job.

	Upper 5%	Upper 10%	Upper 20%	Upper 30%	Middle 50%	Lower 30%	Bottom 20%
Productive time spent working on the tasks assigned to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting target quotas and goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall productivity in getting the job done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Going beyond what is expected of me to make customers happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I respond quickly and courteously to fulfil customers' needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The overall quality of service that I provide	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please indicate your level of agreement with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I receive adequate opportunity to interact with other employees on a formal level.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a clear path for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

career advancement.					
My job requirements are clear.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. What 2-3 things do your company need to work on to improve (Woerman Brock)'s performance?

14. What other issues not included in this survey need to be addressed in Woermann brock?
