

# A Case Study Analysis of the Impact of Satisfaction and Organizational Citizenship on Productivity

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## Abstract

Despite significant investment in capital improvements and training, a rod mill suffered from chronically low productivity. The authors conducted a survey to measure employee satisfaction and to determine the correlation between employee satisfaction and productivity. The study found a correlation between average job satisfaction, low motivation and the resulting low productivity. A direct correlation was also found between low productivity and poor communication between management, supervisors and employees. The article offers recommendations to improve productivity by increasing employee involvement and communication.

## Introduction

In the manufacturing industry, productivity is correlated with revenues and impacts the company's bottom line. Although an employee can increase productivity with technologically advanced equipment it does not necessarily mean that overall the company is more productive. Robbins (2001, p.20) suggests an organization is productive if it achieves its goal and does so by transferring inputs to outputs at the lowest cost. As such, productivity implies a concern for both effectiveness and efficiency. At Rodbec, a copper rod manufacturing company, productivity is defined by the ratio of productive hours over available hours of production. At 74%, the company's performance is below the industry's average of 80% and has not improved despite important investments in new state-of-the-art machinery and technical training. The objective is to study the causes of low productivity from an organizational behavior perspective.

The first section of this article (case study) describes the company and the problem. Next, the hypotheses are introduced based on variables that are critical for this problem and supported by a literature review. The methodology of the field work and data collection is explained, and the results are described and analyzed, with respect to the initial hypotheses. The final section presents alternatives to address the problem of Rodbec's low

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## **Table of Contents Organizational Behaviour Case Study With Solution**

1. Understanding the eBook Organizational Behaviour Case Study With Solution
  - The Rise of Digital Reading Organizational Behaviour Case Study With Solution
  - Advantages of eBooks Over Traditional Books
2. Identifying Organizational Behaviour Case Study With Solution
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Organizational Behaviour Case Study With Solution
  - User-Friendly Interface
4. Exploring eBook Recommendations from Organizational Behaviour Case Study With Solution
  - Personalized Recommendations
  - Organizational Behaviour Case Study With Solution User Reviews and Ratings
  - Organizational Behaviour Case Study With Solution and Bestseller Lists
5. Accessing Organizational Behaviour Case Study With Solution Free and Paid eBooks
  - Organizational Behaviour Case Study With Solution Public Domain eBooks
  - Organizational Behaviour Case Study With Solution eBook Subscription Services
  - Organizational Behaviour Case Study With Solution Budget-Friendly Options
6. Navigating Organizational Behaviour Case Study With Solution eBook Formats

- ePub, PDF, MOBI, and More
- Organizational Behaviour Case Study With Solution Compatibility with Devices
- Organizational Behaviour Case Study With Solution Enhanced eBook Features
- 7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Organizational Behaviour Case Study With Solution
  - Highlighting and Note-Taking Organizational Behaviour Case Study With Solution
  - Interactive Elements Organizational Behaviour Case Study With Solution
- 8. Staying Engaged with Organizational Behaviour Case Study With Solution
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Organizational Behaviour Case Study With Solution
- 9. Balancing eBooks and Physical Books Organizational Behaviour Case Study With Solution
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Organizational Behaviour Case Study With Solution
- 10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
- 11. Cultivating a Reading Routine Organizational Behaviour Case Study With Solution
  - Setting Reading Goals Organizational Behaviour Case Study With Solution
  - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Organizational Behaviour Case Study With Solution
  - Fact-Checking eBook Content of Organizational Behaviour Case Study With Solution
  - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
- 14. Embracing eBook Trends
  - Integration of Multimedia Elements
  - Interactive and Gamified eBooks

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