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

by Dr. Steven H. Appelbaum, Concordia University Research Chair In Organizational Development, Professor of Management, John Molson School of Business, Concordia University, 1455 De Maisonneuve Blvd. West, Montréal, Québec, Canada H3G 1M8; Jacques Adam, MBA; Nadeem Javeri, MBA; Michel Lessard, MBA; Jean-Pascal Lion, MBA, Ph.D.; Michel Simard, MBA; Silvana Sorbo, MBA

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

# **Organizational Behaviour Case Study With Solution**

Chris W. Clegg, Nigel J. Kemp, Karen Legge

#### **Organizational Behaviour Case Study With Solution:**

Fundamentals of Organisational Behaviour and Management Practices Dr. A. Lakshmi Priyanka ,Ms. Matsa. Prasanna, Mrs. Deepika Yerra,2025-04-10 Management and Organizational Behaviour , Organizational Behavior in Health Care Nancy Borkowski,2011 Organizational Behavior in Health Care was written to assist those who are on the frontline of the industry everyday healthcare managers who must motivate and lead very diverse populations in a constantly changing environment Designed for graduate level study this book introduces the reader to the behavioral science literature relevant to the study of individual and group behavior specifically in healthcare organizational settings Using an applied focus it provides a clear and concise overview of the essential topics in organizational behavior from the healthcare manager s perspective Organizational Behavior in Health Care examines the many aspects of organizational behavior such as individuals perceptions and attitudes diversity communication motivation leadership power stress conflict management negotiation models group dynamics team building and managing organizational change Each chapter contains learning objectives summaries case studies or other types of activities such as self assessment exercises or evaluation

Organizational Behaviour and Work Fiona Wilson,2010-01-21 This edition provides a critical approach to the study of work and organizational behaviour questioning what organizational behaviour is and how it has been researched and discussed Business Management And Organizational Behaviour Karam Pal,2011-07-13 Business Management and Organizational Behaviour is divided into two parts The first part contains the fundamentals of business management including management process and the second part deals with organizational behaviour The theories in the book are supported by many examples from different business sectors in the Indian scenario It is written in a simple self instructional style for easy understanding of the students Every chapter begins with an introduction followed by learning objectives of that chapter and is followed by a summary and review questions to help students structure their learning A glossary of key terms has also been appended at the end of the book to enable students to locate the relevant information quickly The book has been written in accordance with the UGC guidelines and provides comprehensive coverage of the subject

ORGANIZATIONAL BEHAVIOUR, SECOND EDITION CHITALE, AVINASH K.,MOHANTY, RAJENDRA PRASAD, DUBEY, NISHITH RAJARAM, 2019-07-01 For creating a balance in the organizational environment harmony amongst the employees and the employer is a prerequisite The factors that help in determining an organizational balance are the sociology of an environment psychology of the people working there channels of communication along with a sound and rational management The book highlights the fundamental concepts of organizational behaviour and its applications in the Indian organizational scenario The second edition of the book maintaining the same chapters organization as in the previous edition comprises 28 chapters based on the fundamental concepts of organizational behaviour and case studies from various Indian industry verticals These case studies reveal the authors experience in real life scenario as consultants as well as their

observations pertaining to the concepts of organizational behaviour Besides the text lays emphasis on some modern tools of management such as TQM BPR and Knowledge Management which is a unique feature of this book The book is designed for the students of management and psychology Moreover it is useful for the postgraduate students of commerce as well as it is of immense use to the personnel associated with technical commercial and IT based industries requiring human resource management KEY FEATURES Every chapter is concluded with a real life case study Appendices added to most of the chapters contain research based questionnaire instruments Discussion Questions on Case studies enhance learning among students NEW TO THE SECOND EDITION Includes three new sections on Case Study Method as an Important Pedagogy Classification of Case Studies and Steps of Solving a Case Incorporates 29 new short and sharp cases at the end of the book to make the reader aware of real life situations TARGET AUDIENCE MBA PGDM BBA BA Hons Psychology MCom

Artificial Intelligence Research and Development René Alquézar, Dr. Antonio Moreno, Josep Aguilar, 2010 13th International Conference of the Catalan Association for Artificial Intelligence CCIA 2010 held in L Espluga de Francolai on Management Concepts and Organizational Behaviour Mr. Rohit Manglik, 2023-11-23 In this book October 20 22 2010 Pref we will study about fundamental management principles and human behavior within organizations **Organizational** Behaviour: Text and Cases, 3rd Edition Singh Kavita, 2015 The third edition of Organizational Behaviour Text and Cases offers a concise yet comprehensive coverage of the theories that determine behaviour in organizations The relationship between effective organizational behaviour and the effective functioning of an organization is established through a clear and lucid style of presentation With the help of necessary concepts tools and techniques necessary for understanding behaviour in organizations this book attempts to unfold human behaviour at four levels starting from the individual processes and moving on to the interpersonal organizational and change processes It encourages active learning through exercises field projects and case studies and develops competencies that are essential for becoming successful managers and effective employees in organizations The three new chapters Career Planning and Management Performance and Reward Management and Gender Issues in Management help readers understand organizational behaviour in the current Indian business scenario better KEY FEATURES Classroom tested case studies pertaining to actual incidents from the workplace Several examples from BPCL HCL Technologies Wipro Infosys and SAP highlighting the best practices in the industry Caselets focusing on behavioural issues in organizations Field projects involving students in data collection and analysis Marginalia summarizing crucial points and serving as quick references A companion website featuring multiple choice questions learning objectives an instructor s manual and PowerPoint lecture slides enabling effective presentation of **Organizational Behaviour** David A. Buchanan, Andrzej Huczynski, 2019-07-29 Our target readers are students concepts who are new to the social sciences and to the study of organizational behaviour This is a core subject on most business and management degree diploma and masters programmes Accountants architects bankers computer scientists doctors

engineers hoteliers nurses surveyors teachers and other specialists who have no background in social science may find themselves studying organizational behaviour as part of their professional examination schemes **Consulting Skills** Charles J. Margerison, 2001 The advisory role in organizations is more important today than it has ever been To perform effectively managers and professionals need the skills of the consultant This manual is designed to provide practical help for all advisers whether working within or outside the organization It covers every aspect of the process from interpersonal skills to organizational context from planning to follow up This second edition reflects developments which have taken place since the publication of the first edition and now includes ten chapters on the impact that action learning has on change processes and the way that the Web is likely to influence consulting Each chapter concludes with guidelines summarizing the content and questions designed to help the reader to apply the material to his or her own activities Real life cases from Dr Margerison's own experience are included as well as examples drawn from the work of many well known consultants **Organizational Behaviour and Work** Fiona M. Wilson, 2013-12 This edition provides a critical approach to the study of work and organizational behaviour questioning what organizational behaviour is and how it has been researched Encyclopedia of Development Methods Andrzej Huczynski, 2018-05-08 This title was first published in 2001 and discussed This title was first published in 2001 The core of this thoroughly revised book is a directory of more than 700 methods Each entry typically comprises an explanation a bibliography and cross references Other features include a review of different approaches to classifying the methods and two valuable appendices the first is to help practitioners analyse their methods the second providing details of relevant books journals and other information sources Organizational Behaviour Paul E. Smith, Wendy Yellowley, Christopher J. McLachlan, 2020-10-26 Clear concise and written by experts currently lecturing in the field Organizational Behaviour focuses exclusively on what you need to know for success in your business course and today s global economy. The text brings together a vast range of ideas models and concepts on organizational behaviour from an array of fields such as psychology sociology history economics and politics This information is presented in bite sized digestible pieces to create an accessible and engaging style that makes it the perfect text for introductory courses covering organizations Key features include a clear and thought provoking introduction to organizational behaviour relevant cutting edge case studies with global focus hot topics such as eOrganizations ethics and diversity keeping you up to date with current business thinking further reading summaries activities key theme boxes and review guestions to help reinforce your understanding This textbook will be a valuable resource for students of business and management studies organization studies psychology and sociology Case Studies in Organizational Behaviour Chris W. Clegg, Nigel J. Kemp, Karen Organisational Behaviour Jack Maxwell Wood, Rachid M. Zeffane, Michele Fromholtz, Retha Wiesner, Rachel Legge,1985 R. Morrison, Aharon Factor, Tui McKeown, John R. Schermerhorn, Jr., James G. Hunt, Richard N. Osborn, 2015-08-31 Organisational Behaviour Core Concepts and Applications Fourth Australasian edition is the ideal resource for a one

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management to understand competitive advantage as well as flexibility in organizational boundaries It serves as a valuable reference resource in the area of VUCA markets An increase in the levels and types of uncertainty has important implications potentially for the durability of a company s advantages the way firms learn and adapt approaches for managing innovation and knowledge and the attractiveness of different strategies and organizational models In today s world strategic flexibility in VUCA is essential for business leaders to sustain market advantage and attain a clear vision amid the chaos Business leaders who stay focused and are aware of external volatility as the prevalent characteristic are successful while those who are not flexible in this VUCA world and lock themselves into fixed positions lose out The book includes empirical and conceptual research papers along with case studies and models discussing strategies for emerging markets in volatile and uncertain environments It also covers a variety of issues including innovation people and processes financial management and leadership and strategies in VUCA markets Apart from research fraternity and academia the contents of the book will be useful for practitioners as well as industry watchers

Organizational Change: Themes and Issues Jim Grieves, 2010-02-11 Organizational Change Themes and Issues presents a critical approach to organizational change viewing change as a series of critical reflections rather than a series of recipes or models

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