



GROUP 3

Organisational Behaviour - A case study of Google

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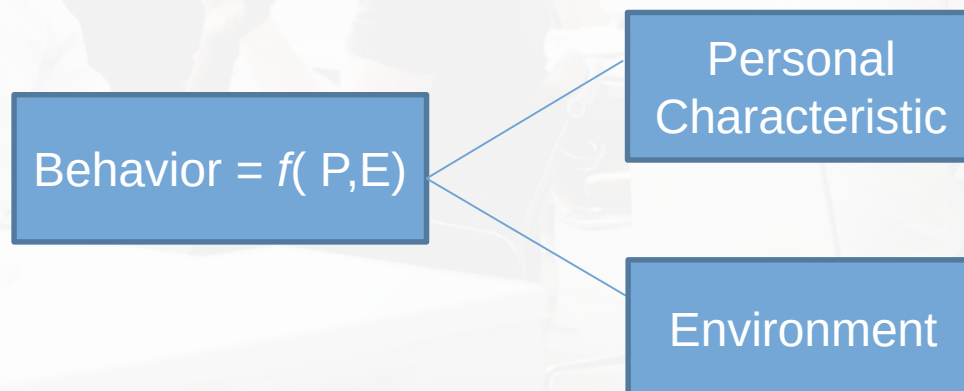
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Learning Objectives

- ✓ To gain knowledge of Job Satisfaction (JS)
- ✓ Understand the importance of JS in the work place
- ✓ Understand the theories supporting Job Satisfaction
- ✓ The Google experience
- ✓ Be able to identify good and bad JS practices
- ✓ Be able to recommend and practice ways to improve JS

What is Organisational Behavior?

- ❖ A field of study concerned with the understanding of individuals and groups within the organizations and managing them to work efficiently (Johns & Saks, 2008)
- ❖ How people act inside the organisations as individual and within groups
- ❖ Focus on three levels : Individual; Group and Organisation.



Source: John and Saks (2008)

WHY?

Globalization

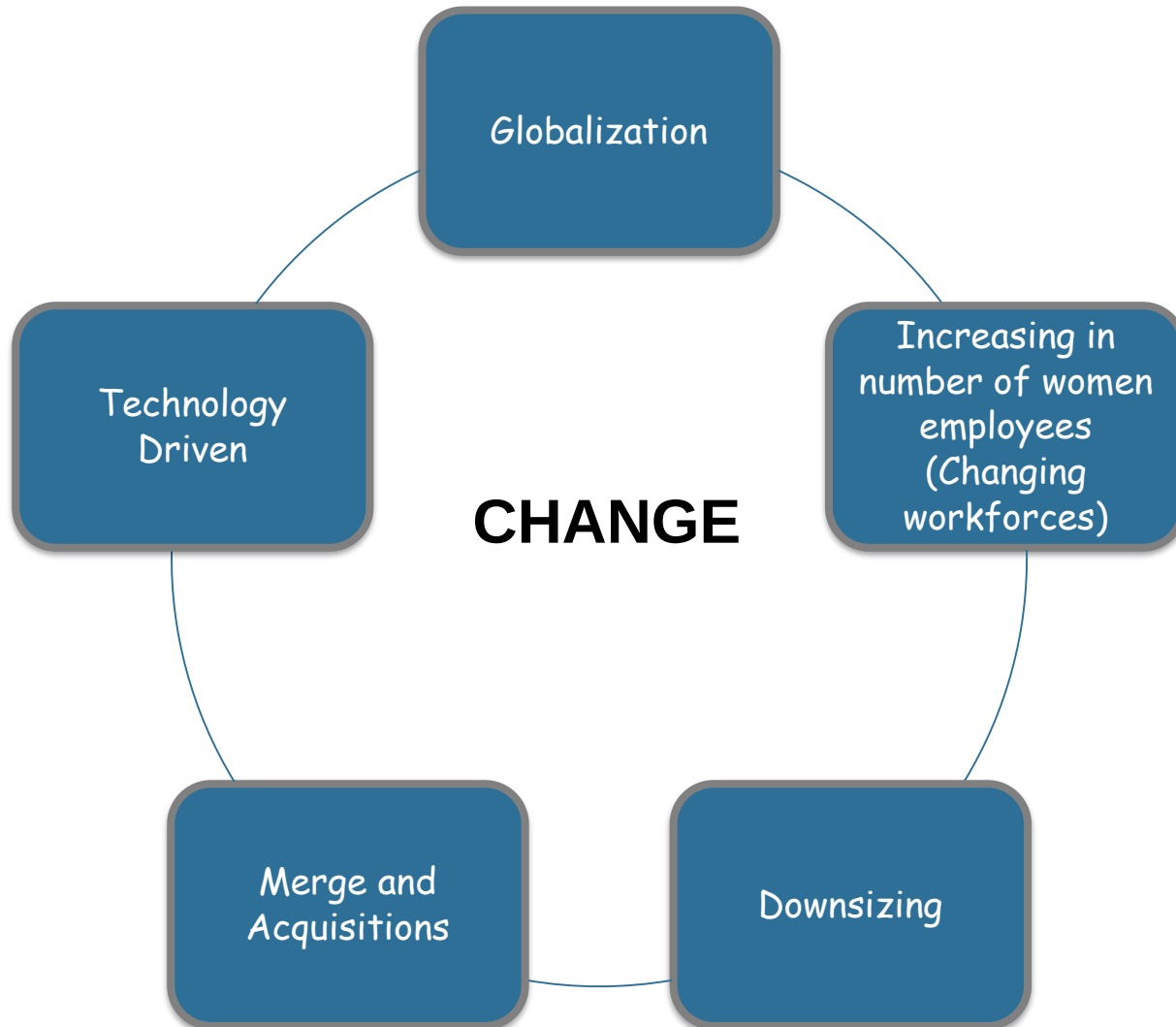
Increasing in
number of women
employees
(Changing
workforces)

CHANGE

Technology
Driven

Merge and
Acquisitions

Downsizing





What is Job Satisfaction?

- ◆ The positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976).
- ◆ The extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997).

Job Satisfaction in the UK

Figure 1: The rate of considering moving job next year in UK (by %)

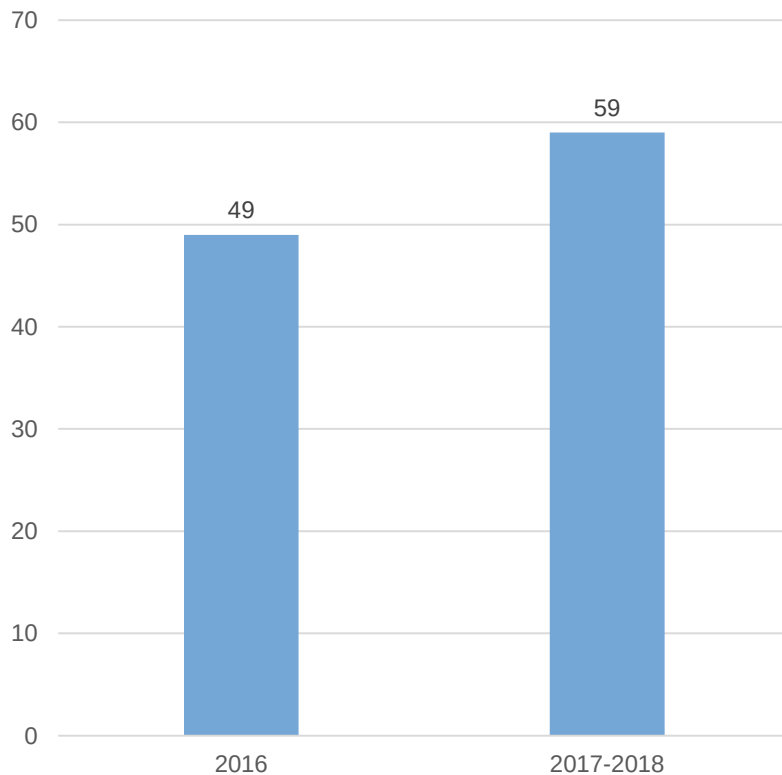
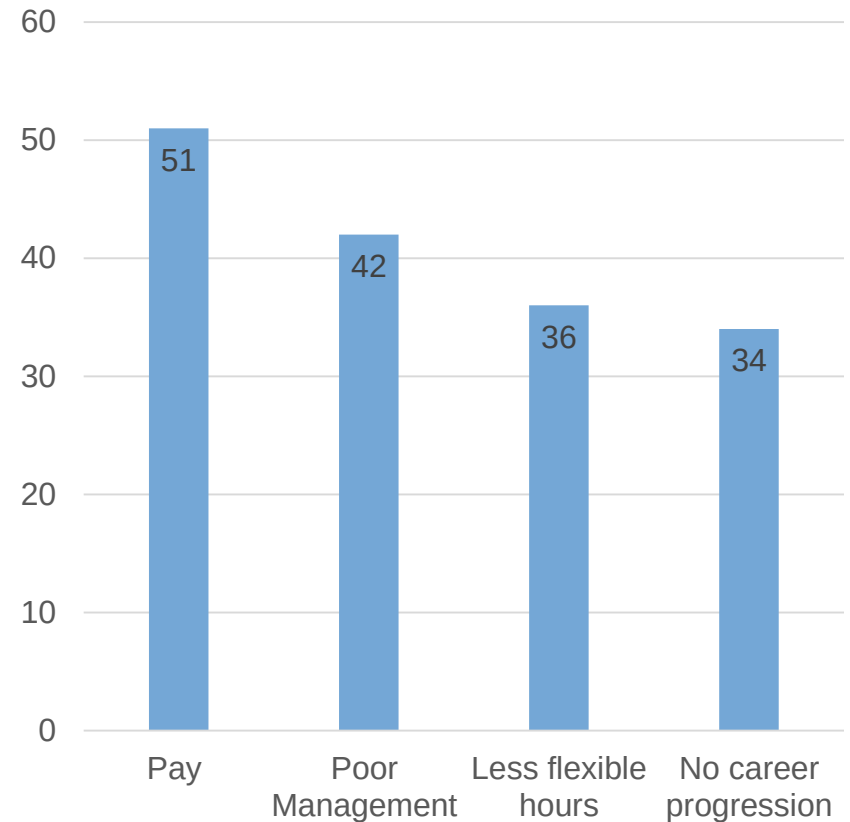


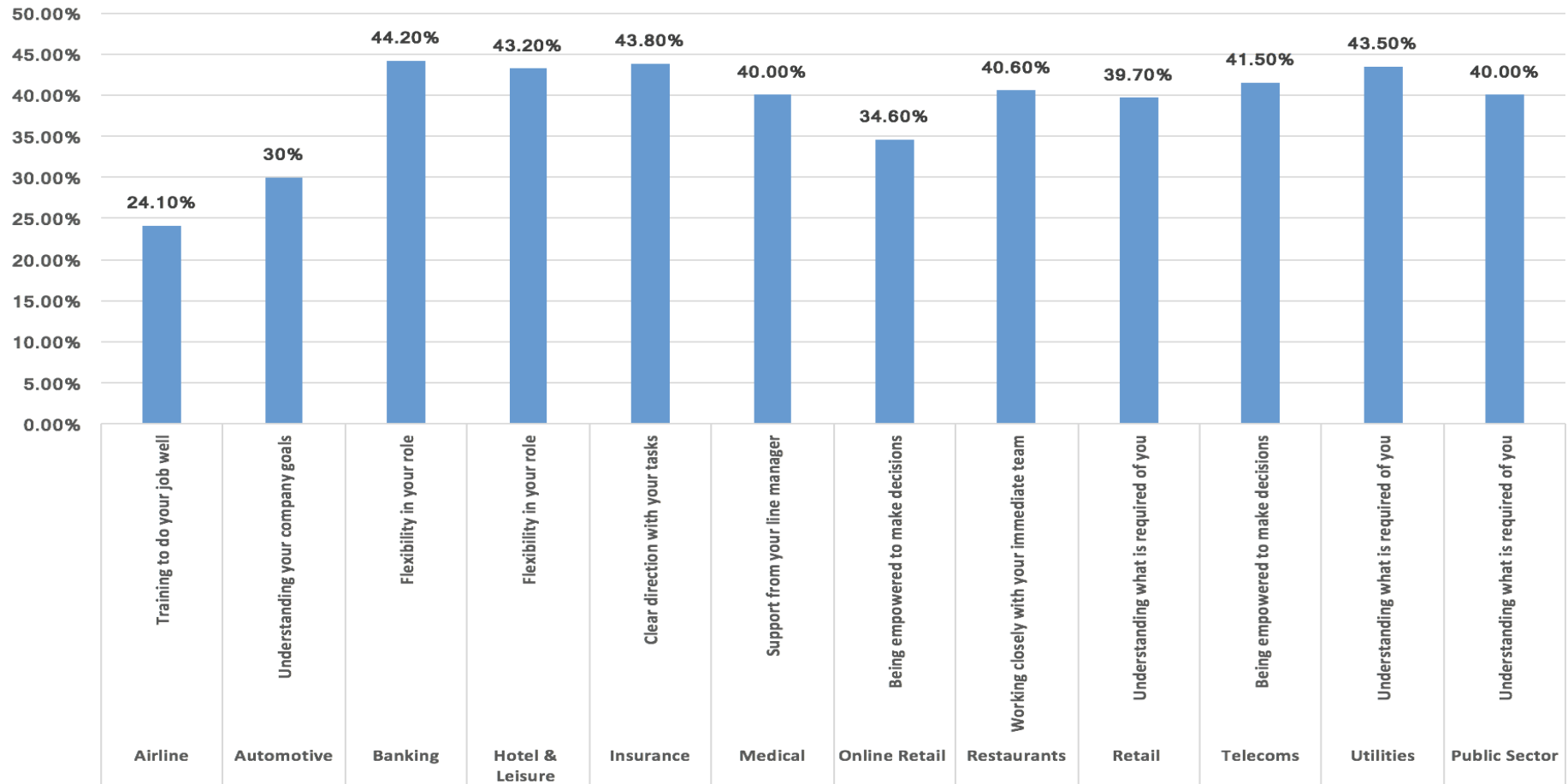
Figure 2: Factors lead to dissatisfied employees in 2017-2018 (by %)



Source : IIP (2018)

Job Satisfaction in the UK

Figure 3: Primary Engagement Factors at work by sectors in UK in 2018



Factors affect Job Satisfaction

Individual factors

- ⑩ Values
- ⑩ Emotions
- ⑩ Cognition
- ⑩ Beliefs
- ⑩ Personality

Job-related factors

- ⑩ Nature of work
- ⑩ Task identity
- ⑩ Autonomy
- ⑩ Flexibility
- ⑩ Working conditions

Organizational factors

- ⑩ Supervisors and co-workers
- ⑩ Job security
- ⑩ Career growth
- ⑩ Compensation
- ⑩ Individual-organization fit

Source : Fisher, 2001 ; Herberg, 1968 ; Spector, 1997 ; Vroom, 1982

Potential Consequences of Job Satisfaction

Job Performance

Organizational
Citizenship Behaviors

Employees Well-Being

Customers
Satisfaction

Absenteeism

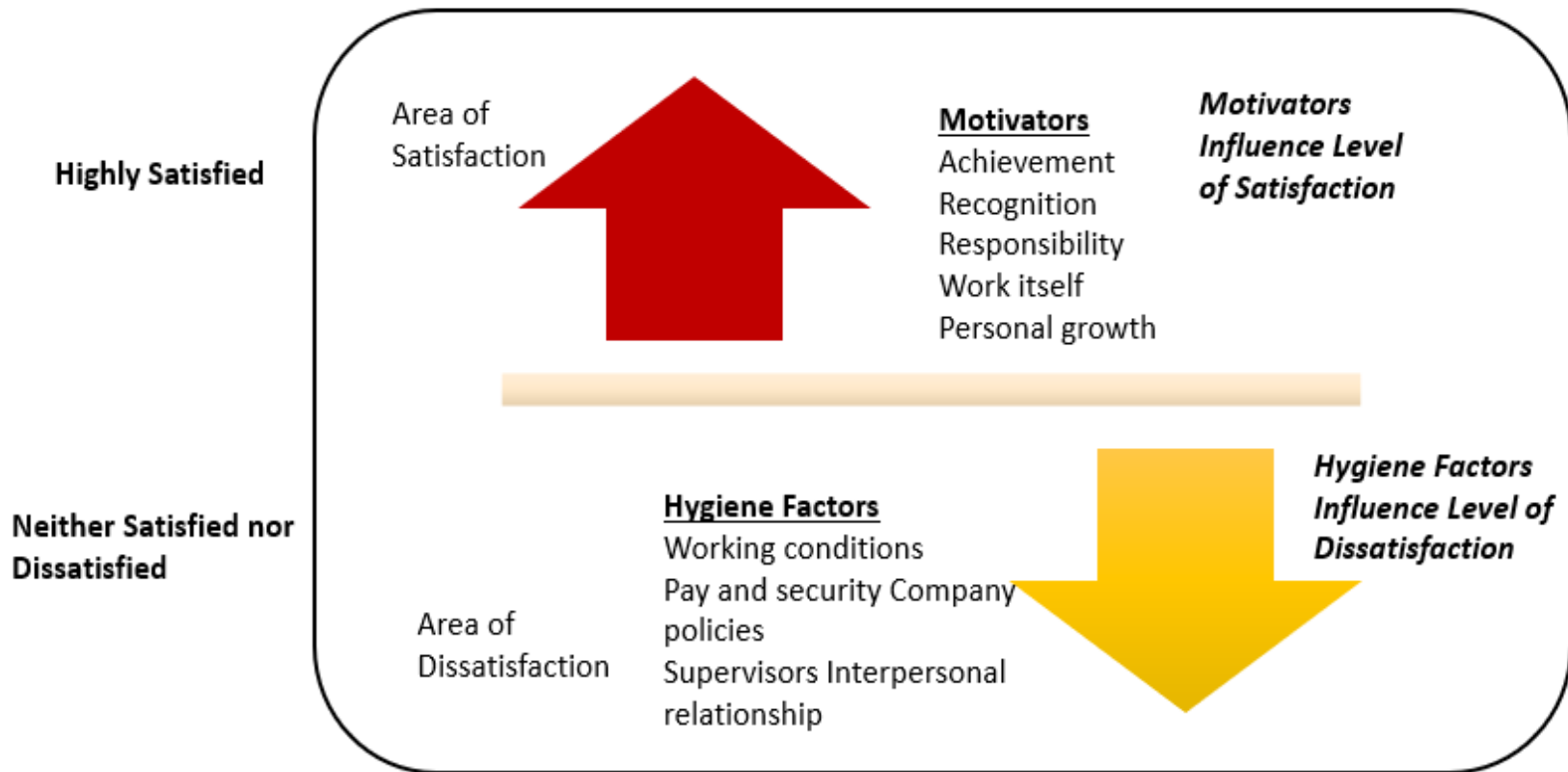
Employee Turnover
Intention

Job Satisfaction Theory - Maslow's Hierarchy of Needs



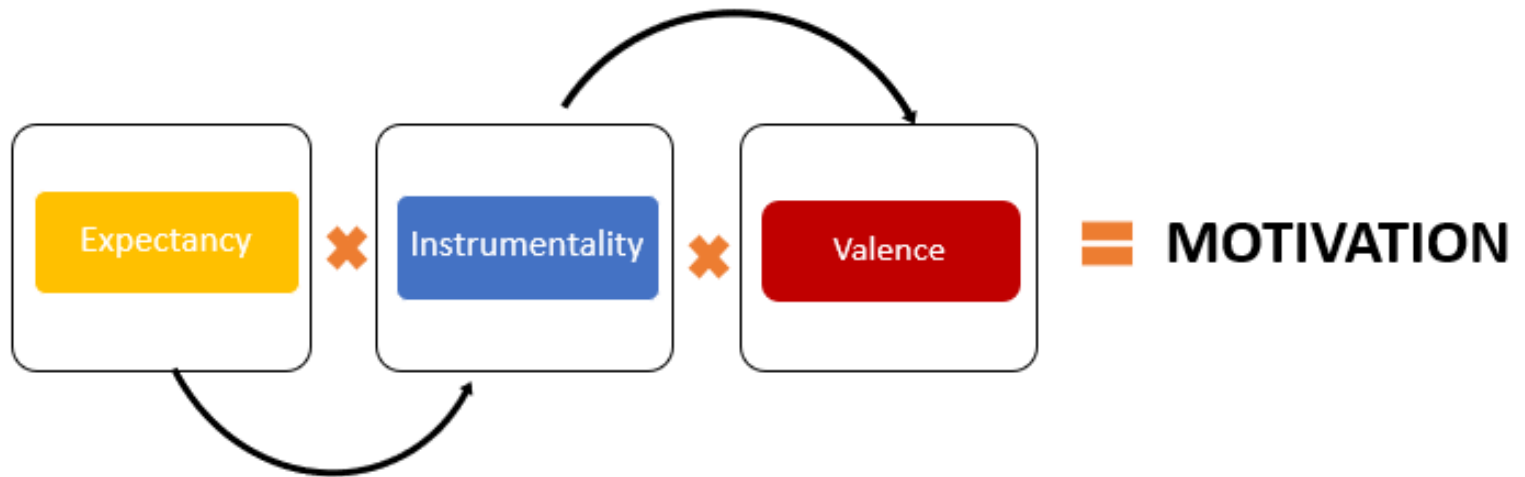
Source: Adapted from Ozguner, Z. (2014)

Herzberg's Two-Factor Theory



Source: Adapted from Ozguner, Z. (2014)

Vroom's expectancy theory

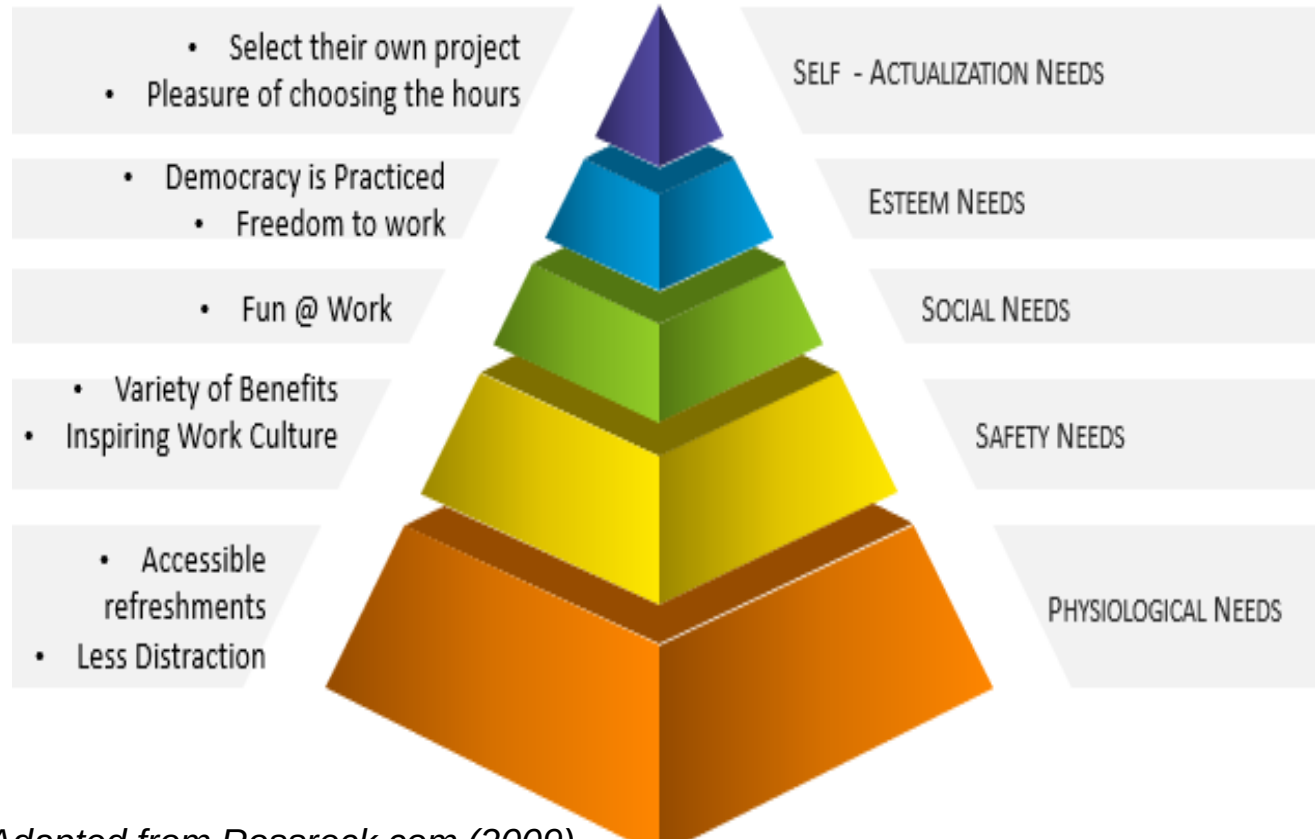


Source: D.Thiagaraj and D.A.Thi (2017)



Google

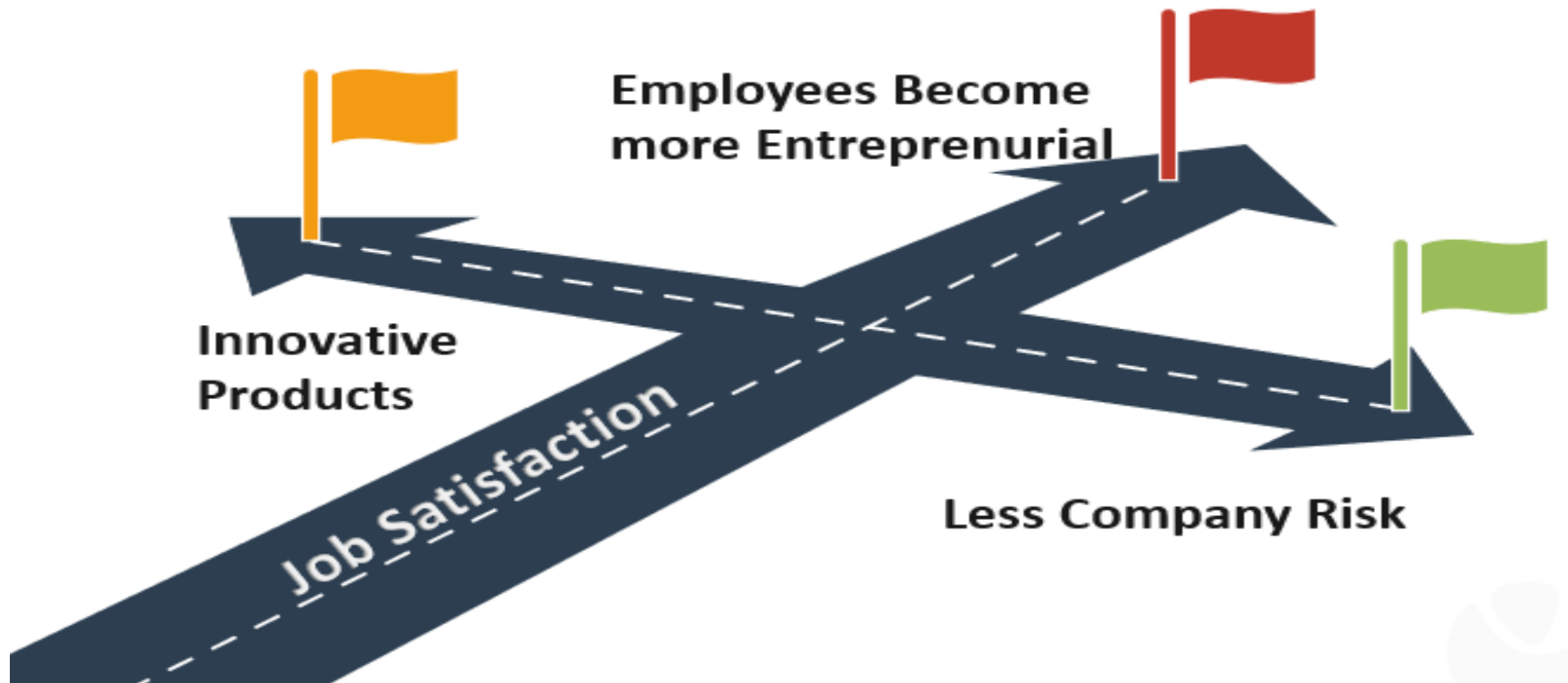
Case Study- The Google Way



Source: Adapted from Rossreck.com (2009)

Benefits of Job Satisfaction

Google



Source: Adapted from Fast Company (2003)

Conclusion

Signs of Disengaged or Dissatisfied Employee

No initiative in the employee performance

Unhealthy Activities during work time, i.e.
frequent coffee break

Silence indicates a problem in the workplace

Lack of Learning + Lack of work motivation

Wasted Weekends

Recommendations

Be realistic with expectations

Appreciates with good work of employees

Focus on the long term

Keep communication flowing

Management should care for the well-being of staff

Provide training to employees

Provide regular feedback, 1 to 1 supervision

Ways to improve Job Satisfaction

Perks should not be focused on too much. Give flexible time instead

Create enabling environment for work relationships.
I.e. team socials

Offer on the job career route, mentoring and coaching

Provide employees with workplace empowerment, independence and autonomy , trusting your employees.

Ways to improve Job Satisfaction Cont.

Engaged Employees

Companies have or claimed they have "customer-first mind set"

People hired are good as the organizations.

An employee oriented organization may be right way to go

Satisfied employees lead to happy customers , happy customers generate more profit.



Thank You!

"Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do."

Steve Jobs



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