

A Case Study of Workload vs Salary

Hani Athirah M. Hanafiah, Khairul Shahida Shabi, Mohd Farid Shamsudin
 Business School/ Universiti Kuala Lumpur, Malaysia

ABSTRACT: *The spectrum of satisfaction in workplace affect the behaviour of the employees, indicating distance of the engagement did by the organization. Without implementation of good organizational managerial, employees are expose to negative behavior, due to their attitudes of the certain scenario that are narrative to appreciation on both sides. Thus in this case describe employees' dilemma in workplace, in inclusive of the workload and salary. The issues related to the attitudes and behavior of the employees. In this case the symptoms describe the problematic area derived from the organization behavior.*

KEYWORDS – *job satisfaction, organizational managerial, reward, staff appreciation*

1. INTRODUCTION

The case is written for MBA or senior undergraduate courses on Management and Organizational Behaviour, leadership or strategy implementation. The case can be taught towards the end of a Management course to learn about organization and its behavior. This case can be used in the segment focusing on action and leadership. The inclusion of the job task given and completed, employees tend to become extrovert in gaining appreciation towards fostering the organizational behaviour. Then, the recognition may be enhanced productivity. Turnover is the key issues that breach the job satisfaction. It is important to take into account the reasons of the exodus in an organization and how they treat of workload and salary in conjunction of the attitudes and behaviour.

2. CASE STUDY

Mieka and Normah desired of having a job is not only to have a good pay but also to have working experience in different positions and cultures. Mieka received an offer for a better job at a new company. The offer salary is 50% higher than the current job she has. She decides to give up the telemarketing job and accept the new job in becoming the administrative at a car tint company. It is a well-established car tint company which offers the quality selected tint in many types and brands. The company make approximately minimum RM100,000.00 sales monthly for three branches. Since the company is a small company, Mieka and another administrator handle almost all the company management work including for the human resource and accountancy/finance which previously handled by only one administrator. After five months, Mieka workload had increased in following the resignation of a colleague who indicated that she found this role too stressful and left Mieka on her own.

Her boss is a local Chinese man who less ability in speaking neither local language nor English. This situation gives barrier to Mieka in certain area that required her to reallocate the task. Mieka is now under a workload and pressure cookers while more than 12hours of spectrum the narrative of serve the customer in the front office, stock, and well keeping efficiency in job done and closing achieved towards the daily. Especially when Malaysia's new government abolishing the goods and services tax (GST) as the increasing of customers. The company has eighteen technicians and few sales marketers who frequently would request for statements to follow up their outstanding customers. Usually they forced Mieka to prepare it immediately. Besides that, without acknowledge Mieka, her boss frequently took files for his own purpose. Those environment makes her sometimes unpleasant and argue with her colleague. However, the first three months after her partner left, her boss puts an increment for RM300.

Currently, the salary no longer motivates her in the company. Furthermore, she has been working far away from her home using train to work daily and late work off brings her trouble to use the public transportation. Mieka thinking of withdrawal but she realizes her action could affect the office management and brings the hardship to the boss. She complained about her jobs to her peers and how she's been dealing with. Then, new three workers are hired covering the HR department, Accountancy department and administration. Mieka has handover the appropriate job tasks to the other new workers and teach them of the current ongoing work system. Two days after that, she send her resignation in writing.

Contrary, Mieka case from a small company organization, Normah been hired by a well-known huge listed company. Normah is a fresh graduate from a government university with a master holder in education and have been assigned to admin and clerical work, and as a position of Secretary to the Executive Housekeeper in Hotel XYZ. She's started with the offer of salary RM1800 after deducted the EPF. For about 3 months she's survived with that amount of salary and been increased for RM200 after been confirmed. At the early stage of the working journey, she's struggling with understanding the work task assigned according the job scope. The culture of the staffs around her not promising. She's not been giving proper understanding regarding the job task, proper training or handover, thus this lead to stressfulness in handling and understanding the job assign.

Day after day, she has learn all the job assign by herself, by asking every single person that related to the job assign, as example in conducting procurement or ordering things, thus she's will go directly procurement office or by call and ask how to deal with this ordering steps, how to operate the SCM (supply chain management) software which this is the software that been using to order product and will generate purchase order. Besides understanding all the system provided in hard way, she's learn by mistake. In the early 3 months of the job, she has always counter the issue of doing the job and skip the flow of the job without noticing that, as example one of the routine job scope is to ensure the stock in the inventory such as the bath amenities (soap, shampoo, toothbrush, and etc.) as must be updated every single day, which this stock would be order internally weekly, to be supply to the room attendant in order to ensure the smoothness and minimize delaying time management of setting up the room. In this case, the mistake or skip of job flow by her will influence the other process flow in the other hotel operation.

As the time getting matured, she's becoming familiar with everything surround her, from the software involved, people to liaise with, dealing with the communications skills with all level of education and age, and managing the operations wisely and smoothly started from the early of the day till the end. Thus, the Executive Housekeeper giving the trust to her in handling the department budget such as handling the ordering and managing the monthly account according to the budget given based on the predicted occupancy by weekly and monthly arrival of the guest. The continuous

taking care of the budget wisely for the department will indirectly influence the department KPI (Key performance indicator) towards end of the year, which would be giving positive towards the bonus percentage. Her enthusiastic compressively of performance in result showing by Normah in her job assigned, make the boss keeping putting high trust on additional job from time to time which mainly beyond the job scope.

The moment she has have been assigned for a job actually are meant for the Linen Supervisor, but the boss has command her to understand and learnt the task due to the reason, the Linen supervisor is not IT savvy and the Linen supervisor refuse to do. The linen supervisor is considering senior to Normah in term of the service serve, which can consider of almost 20 years of service serve to the hotel. This is the turning point of Normah, where’s she once again manages to understand the task assign, at that time the management has sent Normah for undergo training for handling of software named of Bridge. It is involving the managing of discard linen and breakages of cutlery or utensils and involving with the department and liaises with the other branch of Hotel XYZ and VW hotel in case got any issues related with the system.

In conjunction of this variety of her persistence in taken up the task oriented, she’s tend to realize of getting of recognition received as satisfaction and appreciation towards the task she has gone through. The pressure is real, and she’s realized it might be same to the other company, but for about 2 years and half, all the hard work is only being recognized by the bonuses at the end of year and increment consider of 4% yearly which approximately consider as RM45 yearly and this hardly to be accept in the coming year. With the location of working in the City of Kuala Lumpur, monthly payment with the amount that the hotel pay does make Normah reconsider with the job task assign and slowly starting to send resume throughout Malaysia according to her highest of education. March 2018, is the moment when Normah submitted her resignation. It is not that easy to go as the boss ask her to rethink and willing to increase the salary immediately as the opponent are offering to her. Normah leave the Hotel two weeks earlier, as she clears all the annual leave and handover the task towards the coordinator of the department. Her perseverance in task oriented and face of obstacles had left her neuron in informative abbreviation of her own.

Due to Mieka and Normah experiences their attitudes contribute to their behaviour in provision of their job. According to Robbins & Judge (2019), attitude and behaviour are acquainted between each other. They are favourable significantly towards moderating having a direct personal experience. Fig. 1, clarify further of the relationship as if the manager have negative attitudes that creates job dissatisfaction among the employee’s effecting from argument either feelings, behaviour nor in handling the position.

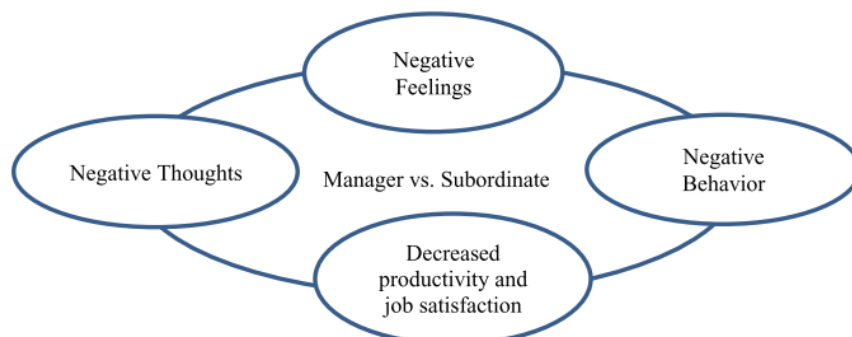


Fig.1. Negative attitude make employee’s job dissatisfaction
 (Source: Hemaloshinee et al., 2017)

3. DISCUSSION QUESTIONS

- 3.1. What advice can you give Mieka and Normah? How would this advice be supported or tempered by behavioral concepts and processes?
- 3.2. Is it possible to find an "ideal" place to work? Explain.
- 3.3. Show how role requirements change in different situations.
- 3.4. What are the best decision making can be made by their boss/manager to overcome their problem in organization?
- 3.5. How norms exert influence on an individual's behavior?

4. CONCLUSION

Understanding the heterogeneity dimensions which employees either voice response, exit response, loyalty response or neglect response resulting from job dissatisfaction. The syndrome of Counterproductive Work Behavior (CWB) such as behaviors that is destructive to organizations. Thus it is crucial for manager in fostering the job satisfaction and productivity in order to derive the harmony of organizational values. Ahead in solution when recognize the syndrome to the organizational problem. This case study highlighted the employees' satisfaction performing their routine task and job to be reflected to the company's performance and grow.

REFERENCES

Journal Papers:

- [1] Vasudevan, H., & Mahadi, N. (2017). A case study of Organizational Behaviour and Resistance to changes in Malaysia ' s Commercial Banking Industry. *IIUM Journal of Case Studies in Management*, 8(1), 24–34. Retrieved from <http://journals.iium.edu.my/ijcsm/index.php/jcsm/article/view/29/12>

Books:

- [2] Robbins, S. P., & Judge, T. (2019). *Organizational behavior* (18th ed.). New York, NY: Pearson

Websites:

- [3] Umar, F. M. (2017). Organizational Behaviour: A case study of Coca-Cola Company. Retrieved from http://www.academia.edu/8516165/Organisational_Behaviour_A_case_study_of_Coca-Cola_Company