

Question 04

Job satisfaction

To analyze Rhett Stark's job satisfaction at Vertical Horizon, we can apply the **dimensions of job satisfaction [1]** that describe the factors determining job satisfaction. This concept covers various aspects, including the work itself, employee pay, promotional opportunities, supervision, and relationships with coworkers. Rhett's behavior and interactions with his coworkers provide insights into his level of job satisfaction in these areas.

Also, when we consider the analysis of Rhett Stark's job satisfaction we can consider about the **exit–voice–loyalty–neglect (EVLN) [2]** framework, which helps interpret Rhett's responses to job satisfaction or dissatisfaction.

Work Itself

Rhett's job as an outside sales representative might not truly satisfy him, even though he performs well. He consistently meets his sales targets because of his charm and product knowledge, but there are hints that he finds the work dull rather than exciting. His behavior like staying late at work and then going out to clubs suggests he might be trying to fill a gap of dissatisfaction [3]. While he meets the expectations of his role, his focus on socializing and influence outside of work might mean that the job itself doesn't provide the excitement he wants. Instead of feeling a strong sense of responsibility for his work, Rhett might be using his informal power to make his job feel more enjoyable and lively. This could explain why he builds close relationships with coworkers and seeks approval from others indications that, despite his skills, he may not feel truly fulfilled in his role.

Pay

Based on his reputation as an "undisputed master" and high-performing sales representative implies that he is well-compensated. Also, Rhett's status and informal power within the company may come with additional recognition, and it may further increase his satisfaction with pay and benefits. He likely perceives his payment as fair and reflective of his significant contributions, especially given his key role in supporting the company's product transition. This alignment between his performance and financial rewards may be a source of his job satisfaction.

Promotional Opportunities

Rhett's desire for informal influence suggests he feels his reputation in the company doesn't fully reflect his achievements. Although he's a skilled, experienced sales representative who is often consulted by management, he might feel his efforts aren't recognized with an official title or leadership role. This lack of formal acknowledgment could be a source of frustration. By gathering a following and shaping the team's social activities, Rhett appears to be seeking validation and respect beyond his designated role, and that indicate the desire of him for more recognition and appreciation than his current position provides.

Supervision

In terms of supervision, Rhett seems to receive a lot of support from his manager, which likely makes him feel more satisfied with his job. The manager's approval of Rhett's influence within the team may help him feel valued and recognized. However, this friendly but relaxed management style does not effectively address Rhett's disruptive behavior, showing a lack of control. While this weak oversight allows Rhett to act without limits, the manager's support still likely boosts Rhett's overall satisfaction in his position.

Coworkers

When we consider the Rhett's relationship with his coworkers, He seems to build close connections with some team members, mainly through after-work socializing, but his influence also creates division within the team. Some coworkers feel left out as shown by Malcolm's concerns about being excluded from Rhett's close set of friend. Rhett likely feels satisfied with his relationships because of the status and influence he has over certain team members, rather than promoting true teamwork. His behavior creates an "in-group" dynamic that makes him happy but can make others feel uncomfortable and unwelcome.

Application of the Exit–Voice–Loyalty–Neglect (EVLN) Framework

Voice

Loyalty

Neglect

Conclusion

References:

- [1] Rutherford, Brian, James Boles, G. Alexander Hamwi, Ramana Madupalli, and Leann Rutherford. "The role of the seven dimensions of job satisfaction in salesperson's attitudes and behaviors." *Journal of business research* 62, no. 11 (2009): 1146-1151.
- [2] Dowding, Keith, Peter John, Thanos Mergoupis, and Mark Van Vugt. "Exit, voice and loyalty: Analytic and empirical developments." *European Journal of Political Research* 37, no. 4 (2000): 469-495.
- [3] Maslach, Christina, and Michael P. Leiter. "Early predictors of job burnout and engagement." *Journal of applied psychology* 93, no. 3 (2008): 498.