**Question 04**

**Job satisfaction**

To analyze Rhett Stark’s job satisfaction at Vertical Horizon, we can use key dimensions of job satisfaction that help define the factors influencing an employee's overall contentment. Research indicates that job satisfaction depends on various aspects, such as salary, supervision, and promotion opportunities. As Kahuhira (2018) notes,

“*Employees are dissatisfied with low salaries, poor supervision, and lack of promotion*” (Kahuhira, B. 2018, Salary, promotion, supervision and motivation of employees in Kisinga Sub-County-Kasese District).

When evaluating Rhett’s job satisfaction, it’s essential to consider these dimensions, which encompass aspects like the nature of the work, employee pay, opportunities for advancement, supervision, and relationships with coworkers. Rhett’s behavior and interactions with his team reveal his level of satisfaction within these areas.

In analyzing Rhett Stark’s job satisfaction, we can also consider insights from the Impact of Exchange Variables on Exit, Voice, Loyalty, and Neglect. This study indicates that,

“*high satisfaction and investment encouraged voice and loyalty, and discouraged exit and neglect*.” Moreover, it highlights that satisfaction and investment interact, with higher levels of investment strongly promoting voice, especially when satisfaction is high *(Rusbult, C. E., Farrell, D., Rogers, G., & Mainous III, A. G., 1988. Impact of exchange variables on exit, voice, loyalty, and neglect: An integrative model of responses to declining job satisfaction. Academy of Management Journal, 31(3), 599-627).*

So, it is important to apply the Exit-Voice-Loyalty-Neglect (EVLN) framework, which helps interpret Rhett's responses to job satisfaction or dissatisfaction more accurately.

**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**.** 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 livelier. This could explain why he builds close relationships with coworkers and seeks approval from other 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, it 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 indicates 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 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 friends. 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**

The Exit–Voice–Loyalty–Neglect (EVLN) model (Hirschman ,1970), is a framework often used to analyses an employee's reaction to dissatisfaction at work. This model reveals the employee responses using four possible actions. In the case of Rhett Stark, his behaviors suggest a low level of job satisfaction, even though he is a high performer and more valuable to the company. Analyzing his behaviors through the EVLN framework, it indicates his underlying attitudes toward Vertical Horizon.

**1. Neglect**

The entire success of Vertical Horizon depends on Rhett, which proves he surpasses quotas and does well in his job. But his disruptive impact on colleagues, such as pressuring them into doing too many late-night activities and ignoring their personal issues, shows a lack of concern for the team's welfare and the culture of the business. His actions also reveal a lack of accountability, especially when he interacts with female colleagues from his own team, whom he manipulates without considering their career or personal welfare. This implies that he is not entirely committed to the company's principles or his colleagues' well-being, which is indicative of job **Neglect** (Withey & Cooper, 1989).

**2. Voice**

Although Rhett uses "voice," he does it in a negative and selfish way. He ignores the organization's objectives and core values in favor of using his informal power for personal benefit rather than trying to constructively address his dissatisfaction. He needs to establish his social control over the team, which alienates and devalues Malcolm and other staff members who feel excluded because they refuse to participate in Rhett's social activities. This strategy reduces the possibility of a cohesive, inclusive workplace culture by fostering divisions rather than improving the working environment.

**3. Loyalty**

According to the EVLN model, true loyalty is alignment with the company's essential principles and a commitment to its success. Even though Rhett has worked for Vertical Horizon for more than eight years, which may indicate that he has a certain amount of commitment to the company, it will not directly indicate his pure loyalty. His behavior compromises the morally upright and encouraging workplace that is vital to the company's culture. Rhett seems to be more devoted to his job and the advantages it affords him than to the business or its goals.

**4. Exit**

Rhett hasn't left the company physically. But it appears that he may be somewhat psychologically "checked out" based on his lack of true devotion, disrespect for team unity, and failure to put Vertical Horizon's interests first. If he loses his influence or no longer finds the rewards of his job personally fulfilling, he shows behaviors that may eventually result in turnover. His performance may protect him from immediate consequences. However, his behavior on team spirit and workplace culture can eventually make him or others consider quitting.

**Conclusion**

According to the EVLN model, Rhett Stark's actions most closely resemble **Neglect** since he keeps up his sales duties regardless of compromising team morale and workplace ethics. He has a sense of invincibility due to his success and unofficial influence, which could worsen his behavior and increase workplace toxicity. Although he performs well in sales, his clearly visible disregard for the team's unity and well-being reflects a lack of job satisfaction and commitment to the organization's long-term goals.

**References:**

[1] *Kahuhira, B. 2018,* Salary, promotion, supervision and motivation of employees in Kisinga Sub-County-Kasese District

[2] Rusbult, C. E., Farrell, D., Rogers, G., & Mainous III, A. G. (1988). Impact of exchange variables on exit, voice, loyalty, and neglect: An integrative model of responses to declining job satisfaction. *Academy of Management journal*, *31*(3), 599-627..

Hirschman, A. O. (1970). *Exit, voice, and loyalty: Responses to decline in firms, organizations, and states*. Harvard university press.

Withey, M. J., & Cooper, W. H. (1989). Predicting exit, voice, loyalty, and neglect. *Administrative science quarterly*, 521-539.