

Employee Engagement And Customer Satisfaction

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Such research project paper, entails employee engagement and customer satisfaction. The focus of this research study is to determine the impact of the perception of employee engagement and the sense of community at Osborne Association, located in the borough of Bronx, New York. The Osborne Association is a non-profit organization founded by Thomas Mott Osborne. The Osborne Association has been in existence for over eight decades. Such mission statement of Osborne Association is to offer opportunities for individuals who have been in conflict with the law to transform their lives through innovative, effective and applicable programs that serve the community by reducing crime and its human and economics costs.

Although, this may be true with such mission statement pertaining to Osborne Association, it has been observed that there are numerous differential issues with the company's mission statement, in relations to employee engagement and customer satisfaction, in regard, to a sense of community, within such organization. For such matter, this study will determine the facet(s) at Osborne Association, within the structure of employee engagement and explore as to weather or not such relations of said mission statement has a positive or negative effect on employee engagement and customer satisfaction. Therefore, it is imperative to equate such organizational culture and values, motivation and organizational behavior into the equation to enhance employee engagement and customer satisfaction, within such organization.

For any person who operates a business, company or an organization one standard rule must be followed, in relations to organization and culture values, within an organization. For a person to

understand the meaning of organizational cultures an individual must define such definition. In accordance, to What is Organizational Culture @ gothamculture.com stated, “Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting which contribute to the unique social and psychological environment of an organization”. Whereas, an organizational culture includes an organization’s expectations, experiences, philosophy as well as the values that guide such employees behavior. Wherefore, such value(s) within an organizational culture setting is directly express in such member(s) self image, inner workings, interactions with the outside world and future expectations. Such standard of organizational culture and value, entail communication. Unfortunately, for numerous companies, corporations and organizations like Osborne Association such culture value(s), within such organization lack the ability to effectively use communication skill set(s). The issue, which pertained to Osborne Association has numerous differential issues, in relations to employee engagement and customer satisfaction, in regard to a sense of community. As much as, an individual would imagine to embrace a culture of compassionate love between employee and community. The reality is far from today’s social settings. The Osborne Association standard of culture values has diminished over the years, due to the inadequate quality to present compassion and love for such community. According to (Walster and Walster , 1978; Reis and Aron, 2008) “Love” is a word rarely found in the modern management literature, yet for more than half a century, psychologists have studied compassionate love defined as feelings of affection, companion, caring and tenderness for others as a basic emotion fundamental to human experience”. The Osborne Association, no longer display such characteristics of organizational culture(s) and values in conversion with the necessity for

such community and opportunities for prison reform, substance abuse users and rehabilitation for such clientele(s), through public education, advocacy and alternatives to incarceration that respect the dignity of diverse individuals, in relation to employee engagement and customer satisfaction. Therefore, in resulting in negative repercussions for employees, customers and productivity, within an organization. For instance, leaders/managers and team members at Osborne Association does not set certain standard of organizational culture(s) and values, within such daily operations, which should include elements of how an individual should conduct business, treat others with the upmost respect, positive attitude towards other co-workers and customers. In retrospect to how Osborne Association view organizational culture and value(s), in relations to employee engagement and customer satisfaction. Unfortunately, such negative attitude displayed by members toward clients are unprofessional and unacceptable behavior for employees, especially such team members that are formerly incarcerated individuals themselves.

How did such a mass number of employees at Osborne Association become engulfed with negative behavior(s) towards other clienteles who has been released from prison, in which a mass number of team members has experienced prison culture themselves? In accordance, to Mark Ylvisaker a researcher in communication disorders, Ylvisaker, M. (2006) What is Sense of Self? @ http://www.projectlearn.net.org/tutorials/sense_of_self_personal_identity.html stated, "Our sense of self includes the roles, attributes, behaviors, and associations that we consider most important about ourselves". Examples of said quote is the things people do to develop who we are as individuals can include our occupations, hobbies, affiliations, abilities, personality traits and spiritual beliefs. To sum up such statement mentioned above is how we identify and feel about ourselves is largely the result of

our environment and immediate surroundings. In relation, to team members at Osborne Association such research study has found that most individuals employed at said organization who are formerly incarcerated individuals has resentment toward clients who are released from prison, in which numerous employees has encountered such clients in prison. Such interaction with the clients, employees are forced to remember uneventful memories of prison, which include issues of bullying, bribery, extortion, prison rape, sexual misconduct, harassment, mental health related illness(es), multi-faceted discrimination, correctional staff brutality and physical/verbal altercations, which sometimes lead to cuttings/stabbings and murder and prison riots, especially individuals (clients) who contributed to such issues mentioned above, within the criminal justice system. Whereas, numerous team members were impacted by such behavior(s) in a negative response due to such issues mentioned previously. Such research finding includes how numerous team members at Osborne Association view one sense of self, in relations to personality traits is whether organizational culture(s) and values influences such traits as humility, self esteem, politeness and assertiveness. Wherefore, such organizational culture(s) and values can contribute how a person perceive hardship and one's own feeling toward others sometimes have a negative reaction to the level of care to those in needs (clients) who had come across as difficult individuals in prison, in regard to such clients interactions in the past with team members at Osborne Association.

In accordance, to The Six Keys Of Employee Motivation And Performance @www.hcpro.com, Dan Strakal EdD stated, "One way that effective managers build competence is to create opportunities for others to be challenged to grow and to develop their skills without causing employees to become overly

frustrated”. Unfortunately, Osborne Association lack the ability to provide an effective engagement practice(s) between such employees who are not committed to such clients well being to shape their confidence and self esteem, to overcome daily adversities with addiction and unhealthy behaviors. Instead, numerous upper managers/team leaders and members has displayed the characteristics and mentality of an aggressor, prison guard/officer and a victim who has experience(s) mishaps, within the confinement of prison walls, which promotes negative behavior(s), poor work ethics, enthusiasm, empathy and the lack of ability to connect with clients who are court mandated to attend such substance treatment programs such as Osborne Association. Such research finding includes a lack of communication skill sets, in relation, to an inadequate sensitivity training class(es) by the organization to address the seriousness of such clients need(s). Instead, of treating each client as a dollar sign, a number and less human due to personal bias behavior(s)/belief(s) displayed by staff at Osborne Association.

In accordance, to How To Make Employees Feel Valued-HR Daily Advisor @hrdailyadvisor.blr.com December 27th, 2018 stated, “When employees feel valued, they’re more likely to remain loyal to the organization, even if it’s not perfect. Increased job satisfaction can lead to improved performance and reduced turnover”. Such same rules applies to the clients. Managers at Osborne Association must be mindful to treat workers and clients with the upmost respect and keep in mind, without employees and clients such company will not be able to operate to its full capacity, in relations, to assist clients to strive for greatness to overcome such drug addiction(s) and unhealthy behavior(s). In order, for management/team leaders to equate motivation, and organizational culture(s) and values into its workplace he/she must use such skill-set such as recognition. The simple and most

obvious answer in making employees and clients feel valued is to provide members/clients with the recognition they deserve. This can come in many forms such as giving both parties plenty of feedback. Secondly, management can provide some form of an assistance by letting such worker(s)/client(s) know their hard work and dedication is appreciated. In addition, management should provide employee(s)/client(s) with positive constructive advice. In return, such workers/clients will know their work duty(s) are valued and not just criticized, in order to help those who are willing in helping his/herself for the betterment of the community. Wherefore, such research study has notice such practice(s) of values are not displayed, in accordance to such mission statement, within Osborne Association workplace environment.

In accordance, to Organizational Values: Actions Are Louder Than Words by Jamie Grady @ sourcesofinsight.com state, “Organizational values are abstract ideas that guide organizational thinking and actions”. Wherefore, organizational values represent the foundation, in which the company is formed. Let us further examine such statement mentioned above. Organizational values entail such merit(s) to guide managers, employees and the organization in achieving their mutual goals, in relations to the ethical and ideological structure of said business. In order, to meet such goals of ethical and ideological structure(s), within an organization a person must equate ethics and integrity as well as respect into the daily operation(s) of said business. Simply put the two principles of ethics and integrity and respect into its own perspective will translate into doing the right thing in a fair and honest routine. Wherefore, such principles will build and assist with the establishment of the business to a more trusting relationship between leaders/managers, employees, and customers satisfaction. In relation, to

Osborne Association such management/team leaders and members must reflect to such mission statement, in order to reestablished the core foundation of principles, within such mission statement.

In closing, Osborne Association must not forget the reason why such an organization is in operation today. Such reason entail helping individuals (clients) to become positive leaders, within his/her community. Osborne Association must adapt such principles of culture values, motivation and organizational behavior/values into the equation to enhance employee engagement and customer satisfaction, within such organization for the future sake of said organization. For a person to resonate with a style of leadership he/she must understand the definition of leadership. In reality, leadership is somewhat polymorphic in nature. The definition would take a different meaning in different instances. Contrary to the popular belief it has nothing to do with a person stature or hierarchy in the company. It's more about developing a positive attitude and transmitting it to others to encourage individuals to reach his/her achievements. The great Nelson Mandela stated, "A leader is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along that they are being directed from behind". Osborne Association must equate such leadership role(s) to assist such clients rehabilitation for the betterment of humanity. In assisting other such leaders/managers and team members will be able to process the words compassion and love into their own professional and personal lives.

References

- 1) How To Make Employees Feel Valued-HR Daily Advisor @hrdailyadvisor.blr.com December 27th, 2018
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