IDEAL WORKPLACE CLIMATE AND ITS EFFECTS ON JOB SATISFACTION AND PERFORMANCE

DOES GREGORYS HAS THE IDEAL WORKPLACE CLIMATE? ON WHAT LEVEL DOES THE WORKPLACE CLIMATE AFFECTS JOB SATISFACTION AND PERFORMANCE

TOUNTA EIRINI

FEBRUARY 2014

1

ABSTRACT

This research looks into the workplace climate created between colleagues and between employees and their employer in "gregory's", a fast food company with outlets in Greece and abroad. The research tries to establish whether there is a relation between workplace climate and employee satisfaction and employee performance. More particularly, it looks into what makes the ideal workplace and how it affects the employees' psychology, the conditions under which the workplace is negative or positive and how this affects employee satisfaction, as well when an employee is satisfied from their work. The research determines the relation between employee satisfaction and employee performance in the environment of "gregory's" fast food outlets. Do satisfied employees perform better? The research was conducted in January 2014. The analysis of the interview data showed that the three definitions – the workplace climate, employee satisfaction and employee performance – are intrinsically linked and one affects the other as each one is the connecting link between the other two. Any given dissatisfaction in one of the three affects all of them. The research showed that employees that are working in an ideal workplace environment are satisfied with their work. An ideal environment is created when there is communication and cooperation between the employees, when there are offered motives, when they are treated as equals and are not subjected to discrimination or sexual harassment and when they are given opportunities for development. Older employees are more satisfied compared to their younger counterparts because the company prefers them and has included them in its workforce valuing their experience. Employees on indefinite employment contracts seem happy as they feel safe and secure in their work. Workers that are recognized for their efforts are better in their work and seem happy. Workers that come from a different country have the same rights and are treated equal, and thus, are happy in the realization that they are not being discriminated against. However, the research showed that employees with particularities and a different way of life are not welcome in the company and are not selected for employment. Employees are not paid based on their hours of work but on their experience and this fact causes grievances between employees and affects their psychological state. University educated employees seem dissatisfied with their work, however, this has less to do with the workplace climate in "gregory's" and more to do with their personality. Such dissatisfaction derives from their feeling that they have failed to find work in their area of studies. Lately however, there has been a change as regards this attitude; considering the high unemployment rate, educated employees are happy for being employed even if they work in fast food restaurants. The factors that contribute to employee happiness result in employee satisfaction and in turn, increased employee performance, or in their absence, employee displeasure and reduced performance.

ACKNOWLEDGEMENTS

Whilst this research was being conducted, many friends and family provided their wholehearted support and encouragement.

However, I would first like to thank my supervisor Dr. Georgios Aspridis for his valuable guidance and assistance as without his contribution, this research would not have been possible. His polite and courteous demeanor, his willingness to discuss the research and his guidance gave me courage to continue with and complete this paper.

Lastly, I owe many thanks to my family for their constant encouragement.

List of contents

4

List of table

Chapter 1   INTRODUCTION

One of the main duties of the restaurant manager of "gregory's" is to identify and strengthen the factors that make individuals feel satisfied during their work and to eliminate the reasons that make employees feel dissatisfied with their work. A good manager must develop an ideal workplace climate where employees shall feel safe and secure in their workplace. At the same time, a good manager must give employees the necessary motives that will make them try harder to better, a fact which will help the company achieve its future objectives. The company must show that all employees are equal, irrespective of their nationality and their ideology. The company must apply its policies properly in order to make all its employees feel satisfied and in turn, to be able to achieve better performance. Only when its employees are happy can a company achieve its objectives and succeed over competition. The power that propels a company ahead of competition is the better performance of its employees.

This research aims to examine the opinion of the Human Resources Manager regarding the conditions that should be present in a workplace in order for employees to be satisfied and to perform better.

1.1 PROJECT BACKGROUND

My interest for this research developed during my student years as I spent many hours in fast food restaurants and specifically in "gregory's", enjoying a quick lunch and coffee. During my visits, employees seemed pressured, trying to be serve customers quickly whilst also being polite and keeping their smile. I wanted to find out whether the employees at "gregory's" were really happy and satisfied with their work despite the pressure they were under on a daily basis. In my visits, I noticed that even though employees were anxious to serve their customers quickly, their performance was good.

1.2 AIM AND OBJECTIVE OF RESEARCH

There is extensive bibliography on the ideal workplace climate that ensures employee satisfaction. Bibliography also shows that employee satisfaction results in better employee performance and in turn, better company performance.The research aims at examining whether the bibliography can be identified in the real world and more particularly, whether bibliography is expressed in action and whether the ideal work environment described in books can be applied in an actual workplace environment. The objective of the research is to find out whether the abovementioned theory finds application in the operation of "gregory's" fast food outlets.

Chapter 2   Literature review

The workplace environment is ideal when certain conditions are met. When these are fulfilled, employees are satisfied with their work. Essentially, employee satisfaction is the happiness they derive from their work. Several researchers have looked into the workplace climate and under which conditions it makes employees feel satisfied with their work and as a result they perform better. There is a direct relation between these terms.

2.1 WORKPLACE CLIMATE THEORY

Forehand and Von Haller Gilmer (1964) argued that the workplace climate shows the organization's personality. (Nazari et al 2011)

Litwin and Stinger (1968) claimed that workplace climate is the total of the environment's characteristics that affect employees in their behavior, their effectiveness and their performance. (Houldsworth et al 2008)

Abbey and Dickson (1983) supported the view that the workplace climate and performance are closely related. Ekvall (1991) defined the workplace climate as the behaviors and feelings of the employees. (Yen –Yun Li et al 2012)

Ostroff (1993) distinguished climate in two levels: the person's psychological climate that derives from and is created by the workplace environment and the organizational climate that is created by employees' perceptions. (Nazari et al 2011)

West (1998) concluded that the workplace climate is not the reason whether an employee shall perform or not. Patterson (2004) stated that the motive links climate and performance.(Seibert (2004) could not identify a significant relation between workplace climate and performance. (Yen –Yun Li et al 2012)

According to James and Jones (1974), the workplace climate is the environment depending on the employees' interpretation of it whilst Schneider and Bowen (1995) claimed that is is the ideas that the employees share amongst them and the experiences they gain from working .(Mahn Hee Yoon et al 2001)

For Schneider and Reichers (1983), interpersonal relationships between employees play an important role in the workplace environment. (Tiemey 1999)

Einarsen (2003) said that the workplace environment can be hostile, that there could be harassment, bullying and mental abuse. Bowling and Beehr (2006) expressed the view that in a workplace environment, employees do have negative thoughts. Aquino and Thau (2009) thought that many employees are turned into victims by other employees in the workplace, being subjected to psychological and physical violence. (Mathisen et al 2012)

Lewinetal (1939) stated that the management influences that workplace climate. (Gil et al 2005)

Koene et al (2002) defined the workplace climate as the communication between employees, the provision of information, their duties and the creation of innovative products. Averey (2004) claimed that the leaders create the suitable environment for employees to works effectively. Perryer and Jordan (2005) contributed to the literature by stating that successful leaders create a successful workplace environment. Brown and Leigh (1996) claimed that the workplace climate affects employee satisfaction and the company's financial performance. Herzberg (1959) explained that a negative workplace environment contributes to employee dissatisfaction and reduced performance. Griffith (2006) also claimed that a positive workplace climate increases performance. (Fenwick Feng Jing et al 2011)

2.2 JOB SATISFACTION THEORY

Locketo (1976) defined job satisfaction as an emotional status which is pleasant and which arises from the employee's work. Hulin and Judgeτo (2003) claimed that employee satisfaction impacts on the person's psychological condition and their behaviour in general. Green (2010) claimed that whether someone is happy with their job or not is related to whether that person shall quit their job or not. Dragon and Wooden (1992) claimed that satisfaction influences frequency of absences from work. Patterson (2004) found out that a satisfied employee is more productive. Faragher (2005) proved that employee satisfaction affects their health. Mirage (1994) and Sanchez and Brock (1996) claimed that discriminations in the workplace and employee harassment reduce job satisfaction. Clark (1997), Sousa-Poza (2003), Gazioglu and Tansel (2006) and Drydakis (2012) claimed that women are more satisfied than men even though they are paid less. Hamermesh (2001) and Ferrer-i-Carbonell (2005) claimed that satisfaction is closely related with salary. Clark (2006) claimed that married employees are more satisfied than their unmarried counterparts.

Gazioglu and Tansel (2006) claimed that age pays an important role in job satisfaction and also, that migrants are less satisfied with their jobs. Clark (1996) claimed that a high salary is related with satisfaction and that public servants are more satisfied than private employees. Bowling (2010) claimed that the employee's private life also plays an important role in job satisfaction. If the employee is not satisfied from their personal life, they would be equally dissatisfied with their work.(Drydakis 2012)

Clark (1993) and Oswald (1995) found out that qualified employees are satisfied with their work than those without qualifications. Mekkelholt (1993) claimed that employees on higher salaries enjoy higher job satisfaction than their counterparts on lower salaries.(Groot et al 1999).

Herzberg (1959) claimed that motives are important in employee's job satisfaction.(Tietjen et al 1998)

Mckee (1991) claimed that employee satisfaction depends on its relationship with their line manager, on the latter's good or bad behavior, the respect the employee is treated with and whether the employee receives a fair treatment or not.(Graham et al 1998)

Brown and Peterson (1993), Hackman and Oldman (1974), Singh (1998) claimed that if employee are given motives, they would be satisfied with their work and it would be less possible that they would quit their job. Brenner and Fernsten (1984), Gavin and Ewen (1974) claimed that black employees enjoy higher job satisfaction levels than whites. On the contrary, Davis (1985), Reilly and Roberts (1973), Slocum and Strawser (1972), Tuch and Martin (1991) rgued that white employees are more satisfied with their work. (Friday et al 2003)

2.3 PERFORMANCE THEORY

Porter and Lawler (1968) claimed that performance includes three definitions: production performance, sales performance and employee performance. Hersey and Blanchard (1993) defined performance as the degree to which a company succeeds in achieving its objectives. (Jui-Chen Chen et al 2008)

Brown (1996), Lawler (1986), Kahn (1990) and Prefer (1994) claimed that employee efforts depend on the motives they are given and thus, performance is respectively defined. Harrison and Shaffer (2005) claimed that employee performance depends on the amount of time they work and the effort they exert. Paik (2007) claimed that immigrants' efforts depend on how they are accepted and treated by the host country. (Bhatti et al 2013)

11

Wright and Cropanzano (2000) claimed that people that are in a good mental state perform better than those that are in a bad mental state.(Robertson et al 2012)

Mauz (1986) claimed that employee performance depends on the employee, on whether a person can manage their own time and resources and fulfil their duties on their own. Harris and Ogbonna (2001) claimed that performance is related with leadership behavior. Lok and Grawford (2001) claimed that the organizational culture plays an important role in increasing performance.(Lee Huey Yiing et al 2009)

Purcell (2003) claimed that people perform better when they are urged to do their job better. Sarmiento et al. (2007) claimed that performance is affected by two factors: the abilities and skills that the employee has and motives. Smith (2002) claimed that innovation contributes to company performance.(Osmangani et al 2013)

Fisheretal (2004) claimed that job satisfaction and employee reward lead to employee performance. (Baptiste 2008)

Chapter 3   IDEAL WORKPLACE CLIMATE

There is no doubt therefore that the workplace environment is the space where employees are working and where they share a lot of their time. This place is affecting the way employees work and creates feelings in them, such as anxiety and fear when it is unpleasant or tranquillity and safety when it is pleasant. A company can achieve its objectives by offering its employees a friendly workplace environment and making them feel comfortable going to work, ready to enjoy their day and be creative.

Such a workplace climate is seen as the ideal and is what everyone wants – employees and management – in order for the employees to remain satisfied from their jobs and the employers to achieve their objectives.

3.1 COMMUNICATION

More particularly, a workplace climate is ideal when there is communication between employees.

With communication, employees can exchange views and ideas as regards work matters or discuss how they will resolve issues arising or how they can make their workplace a better place. A problem that an employee faces and cannot resolve could be one that a colleague has come across successfully in the past and thus, one can assist the other. At the same time, via the communication, employees build their trust, get to know their colleagues better and recognize who can help them solve problems that might arise. Communication offers employees new information on work issues.(Akkirman et al 2005)

A solution that quite possibly evaded the employee could be provided by a colleague whilst, at the same time, communication and trust is built between employees as they get to know each other better and know who to ask for advice or assistance. Communication reveals information on aspects of the job that were unknown to the individual up to that time.(Akkirman 2005)

More specifically, dialogue, when applied removes uncertainty and nurtures respect and an employee's sense of safety as the latter knows that if they come across a problem in the workplace, a colleague will always be there to help and advise. Dialogue "nurtures" the feeling of being there for each other and when applied in the workplace, employees benefit from being taught how to deal with a problem in real terms and not in theory. Dialogue reveals more opinions and therefore, when communication and trust exist, the employee does not work alone, isolated from colleagues and neither does they see them as adversaries. As a result, dialogue prevents conflicts from arising in the workplace.(Bokeno 2007)

The conditions are ideal when communication has been established between senior management and their employees, with management executives willing to listen to employees' opinions on how company objectives will be better achieved and on whether they are open to resolve any arising issues with dialogue.(Ayoko 2007)

3.2 DISCRIMINATION

An environment is the ideal workplace when there exists no discrimination and when the employees that come across unfamiliar situations do not rush to criticize, when they do not treat their colleagues of a different race, age, nationality or sexual orientation any differently and when all are equal, irrespective of their difference and their way of life. Under these conditions, the workplace climate is truly pleasant.(Regmi et al 2009, Surgevil et al 2011)

13

In several companies, the employees do not have the same origin, that is they do not come from the same country, they are of a different colour and/ or religion. When employees treat them no different, they establish a positive workplace environment. The same applies for the organization. If an organization employees a migrant with the objective of offering them a position of employment and an opportunity for a better life, a better future and not in order to pay them lower salaries, keeping them for longer hours than legally acceptable, i.e. not to exploit them because of their race, then this is an environment that respects peoples' rights irrespective of their country of origin, an environment that treats all employees the same without aiming to financially exploit people.(Dong et al 1999)

An environment is deemed positive when there is no discrimination based on age and particularly, when employees treat their older colleagues the same as the younger ones as regards their ability to perform their duties. Employee's behavior in this matter is also influenced by management and non-discrimination is established when employees are assigned duties and responsibilities irrespective of their age. When the organization provides equal training opportunities for its younger and older employees, then older employees feel secure in their workplace and useful. When the organization does not gradually isolates them waiting for an opportunity to dismiss them, then there is indeed respect for the person in the workplace. (James 2013)

An ideal environment is also established by ensuring that there is no discrimination in the workplace because of their sexual orientation and by ensuring that both the employees and the organization do not comment on anyone's sexual preferences, but that on the contrary, they focus on whether the employee can fulfil their duties and do their job. In an ideal environment, employees that have a different sexual orientation are not laughed at, are not verbally abused, gossiped or commented upon but feel both comfortable in their workplace and protected as regards their personal rights. In no case should the employees be stigmatized in order to feel comfortable. There should be no homophobic behavior towards colleagues that have a different sexual life. Some people experience a great fear even by thinking that they are working along people with particularities and their fear is growing bigger at the idea that these people might try to change them. They want nothing to do with such individuals, they do not want to talk to them or work along them.(Kirby 2006, Surgevil et al 2011)

An organization has a positive workplace environment when it is aware that its workforce includes employees that are HIV positive and/ or have AIDS and treats these persons as healthy individuals since HIV is not contagious and is transmitted by intercourse only. This of course is a fact that its employees may not be educated about and depends greatly on the policy the organization applies regarding this matter, i.e. the organization to advise its personnel that this disease, however dangerous, is not easily transmitted. HIV positive individuals can seek a refuge in such organization and ensure that they earn a living that will provide them with a life of quality. Such people are nevertheless often undesirable in the workplace as it is usually thought that

they have caught the disease because of their different sexual orientation.(Surgevil 2011)

3.3 HARASSMENT

The ideal workplace environment shows no signs of harassment either coming from line managers to their employees or from employee to employee or from clients or suppliers to employees. The employees that are subject to harassment feel uncomfortable and develop anxiety. More particularly, in case of bullying in the workplace, the employee is afraid to go to work as they feel afraid in their workplace. On the contrary, employees feel truly comfortable int heir workplace when no line manager or colleague bully them either in an expression of their inferiority or because of jealousy and fear that the bullied employee is better qualified and will get their job. In an ideal environment, employees do not speak bad of each other, do not tell lies about each other to blame their colleagues and disrepute them; there is no bad behaviour towards their colleagues, they do not attack them verbally and do not laugh at them when they are expressing their views on work matters; they do not humiliate them by raising their tone of voice to bully them or to make them feel inferior, or accuse them that they are doing their work properly; the employee is not pressured into taking responsibilities that are not included in their duties because they are afraid or threatened that if they talk about what they are experiencing, they shall lose their jobs. In most cases, under the threat of losing their jobs, employees are not only afraid and do not talk but also, they feel guilty thinking that it is their fault they are found in this position and they are blaming themselves for not doing their job well. Usually, employees that are bullied depend on the person that is exercising such bullying behaviour towards them. (Hannabuss 1998)

To ensure a healthy workplace climate, there must be no sexual harassment and no employee should be pressured or threatened to proceed in sexual acts in order to keep their job. A healthy workplace climate is free from psychological or physical pressure, sexual innuendo or insinuations made either for fun or seriously. Usually, sexual harassment is exercised from men to women and in particular, from senior management executives to their employees, using the power they derive from their position of employment. (Hunt 2010)

There is however a different side to sexual harassment which is exercised by lower rank employees on their own accord, without any pressure from others. In their quest for a better position of employment, lower rank employees employ sexual harassment techniques and are responsive to sexual innuendo in order to achieve their objective, i.e. to be promoted. This is usually done by people that have insufficient qualifications. (Hunt 2010)

The ideology of the organization as regards the elimination of harassment is to make known to the employees that it shall not accept any such behaviour. (Hunt 2010)

3.4 MOTINATIONS

A different factor that creates an ideal workplace environment is the motives that are given by the organization. An important motive is remuneration and in particular, high salaries. Undoubtedly, employees are working in order to earn a living and secondly, to increase their savings and their property. Increased salaries and further benefits ensure a comfortable life without anxiety. (Kumar 2012)

An important motive is the employee recognition when the company recognizes the efforts made by the employee as regards the fulfilment of their duties and the achievement of company objectives. The organization may reward employees for their efforts giving them additional remuneration, prepaid vacation, tickets for the theatre or a concert, or vouchers to spend on the products it sells. Better still, the company can promote the employee or reward them with a life insurance policy. The employee shall therefore feel that their efforts have not gone unnoticed and that they are working in an environment of ideal conditions. (Kumar 2012, Li –Yun Sun 2007)

On the other hand, employees have the need to prove to the organization that they indeed deserve their jobs and that they would welcome increase responsibilities. They will therefore feel that they are playing an important role in the company. The organization could also give them the opportunity to buy shares at a lower rate thus, making them feel that they are part of the company and enhancing their belief that they are working in an environment that inspires trust for the future. (Kumar 2012, Li –Yun Sun 2007)

An important motive for a positive environment is the medical insurance that the company must provide for its employees. In case of a workplace accident, the employee should know that the company shall provide them with medical and nursing care. It is also important that the employees know that they will be rewarded with pension for their long years of service, being part of the company pension plan, according to the information they were given at the commencement of their employment. (Li –Yun Sun 2007)

Another motive that characterizes a positive environment is the flexible work hours which give the employee the opportunity to change their working hours in response to their needs and the needs of the company instead of following a standard working pattern. Flexible working arrangements can include more hours of work over fewer days or work some nights and some days, and the possibility for employees to change their days of work or their hours following communication with a colleague. Flexible working arrangements give the employees the opportunity to adjust their working hours so that they can spend more time with their family or to take leave for personal

matters, to reduce their hours of work in order to attend a seminar or to attend to their studies, to take a leave of absence to attend to personal matters and to return back to work when these are resolved. (Atkinson 2011, Fraser 2004)

For example, pregnant employees can reduce their hours of work so as to take care of their family during the first months after the birth of the child and to still be able to return to work. (Fraser 2004)

Flexible working arrangements are useful for the company as well, as the organization shall be able to keep the employees it considers valuable. It can also use them depending on its cycle of works. If needed, employees can work more hours or less, depending on company needs. (Atkinson 2011)

3.5 TRAINING

The opportunity for development and promotion proves that there is a positive workplace environment. Each employee has abilities and weaknesses. The organization may use training to develop employee skills and enhance abilities. Employee development can start gradually from the time they are first employed. The training and education that the company provides to its employees should inform them of the moral codes implemented at the workplace. Moral codes that are against discrimination of persons with particularities, moral codes that teach employees that all people are equal, have the same rights, irrespective of their race, religion and color. Employees shall be informed on a disease that they are aware of, HIV, and its transmission, of which they might not be educated about, since HIV positive individuals have every right to work. With proper information, employees shall learn that this disease is only transmitted by unprotected intercourse, from infected blood or used needles. Employees will learn that shaking hands, breathing, coughing, sweat and kissing do not transmit the disease. Employees are not properly informed and therefore they react. They do not want to share their workplace with HIV positive individuals, depriving them of the right to work and to earn a living, ignoring whether this person has a talent in his/ her work. Proper information shall eliminate their fear that they will become ill by working in the same area as their IHV positive colleagues and will feel comfortable working alongside such colleague. (Surgevil et al 2011)

Furthermore, training shall teach employees how they must respond to sexual harassment. Often, employees do not react because they do not know how. They do not know that they must inform immediately the company so as to prevent any such incident from happening again and feel guilty about the incident. Information shall calm them, because the employee is confident that even if such incident occurs, the person they will confide to will respond appropriately and they will be protected and not reprimanded. (Hunt et al 2010)

Chapter 4   JOB SATISFACTION

The workplace environment, either this is positive or negative has consequences on people and influences their mental state. An employee can feel satisfied with their workplace environment or not. Workplace environment is directly linked with their emotional state.

4.1 MOTIVATIONS

An environment characterised as a positive one offers motives to the employee. Motives are the reason employees make greater efforts. High remuneration is connected with higher satisfaction levels whilst lower salaries are linked to lower satisfaction levels. High remuneration is seen in relation to the hours of work. If the salary is high but the employee must work long hours to enjoy it, then satisfaction is replaced by dissatisfaction. In contrast with the lack of progress, any opportunity for promotion and extra responsibilities is a pleasure for employees. Completing a task is fulfilling for the employee. (Gallardo et al 2010, Tietjen et al 1998)

4.2 WORKPLACE RELATIONSHIPS

Communication with colleagues and management is a factor influencing the employee's emotional state. Respect, cooperation and helping each other are feeling that instil tranquillity. Good workplace relationships make satisfied employees. On the contrary, bad workplace relationships between employees and supervisor create anxiety and reduce satisfaction. Often, employees transfer workplace anxiety and dissatisfaction over to their personal life. (Fairbrother et al 2003)

4.3 JOB DURATION

The time during which the employee shall stay in a company plays an important role in their satisfaction. When the employee knows that they will stay with the company indefinitely or for the life of the company, they are happy. An employee is also happy when they know that they will not lose their job to someone else. If however, they know that they will be employed at the company for a short time, then they will certainly feel dissatisfied as people want stable employment. (Gallardo et al 2010)

4.4 AGE OF EMPLOYEE

The age of the employee plays an important role in job satisfaction. Younger people are less satisfied than older people. Older people are more satisfied because even if they are considered by some older and no longer capable of being productive, the company continues to support them by keeping them at work. Also, the experience they have gained all these years from working makes them feel good about themselves and not in a disadvantage compared to younger colleagues who would probably have had a lot of training and are highly qualified. Even the fact that they have been working in the same company is to their advantage as they have got used to company rhythm and conditions and therefore, they are more satisfied. (Demenezes 2012, Oshagbemi 2003)

4.5 PERSONAL LIFE

The employee's way of life influences their job satisfaction. When there is no discrimination, the employee is satisfied because they feel comfortable in their environment. Sometimes though, it is difficult for people with different sexual orientation to be satisfied as they may be thinking that some colleagues are talking of their way of life. However, there are some people that are satisfied when they find employment even if they are laughed at because of the preconceptions surrounding them. When they find employment, these people ignore office gossip about them and feel satisfied. (Grossman et al 2003)

4.6 MENTAL HEALTH

Furthermore, employee satisfaction depends on the state of their mental health, on whether they feel afraid at their workplace or not. When the employee is subject to harassment, whether this is sexual harassment or bullying, in no way can they feel satisfied. If someone is harassed, they are intensely dissatisfied with work, which could lead to frequent absences from work or even to the employee quitting. (Oshagbemi 2003)

4.7 PERSONALITY

However there are employees that can be working in a positive environment without feeling satisfied. Employee satisfaction depends on their personality. Work conditions may be positive but unfortunately, this does affect them. An individual with high personality aims for high satisfaction. If what they expect a lot from the company in relation to what the company can offer them, then that person is dissatisfied. Their expectations are high and exceed the company's ability, either these concern bonuses, remuneration or training. (Oshagbemi 2003)

4.8 HIGH QUALIFICATIONS

Highly qualified employees also fall into this category as regards the way they feel about job satisfaction. In a positive environment, remuneration is quite possibly satisfactory for other employees but not for highly qualified ones. Certain individuals might have accepted a position of employment that requires less experience and qualifications because they could not find employment elsewhere. High qualifications cause the employee to feel dissatisfied compared to those that are not as highly qualified, as the former have higher salary expectations. (Demenezes 2012)

There are also some people that are highly qualified but because of the unemployment rate they cannot find any work and accept any type of employment even if it pays less and requires less qualifications. These people cannot be paid more but are satisfied because they found employment at a difficult time. Then, everything feels satisfactory, even if the workplace environment is negative. (Demenezes 2012)

Chapter 5   PERFORMANCE

Employee satisfaction is a result of their satisfaction from the workplace environment. When the employee is happy in it, they will contribute more to the company, thus, they shall perform more effectively. (Demenezes 2012, Sun et al 2012)

When we are talking about performance, we mean the degree to which the company will be able to achieve its future goals, i.e. to improve the quality of its products, to create new products, to increase profit, to reduce cost and to increase production.(Baker 1999, Change 2005)

5.1 MOTIVATIONS

 A factor that enhances employee performance and thus, company performance are the motives given by the workplace environment. Increased motives lead to increased production and in turn, to increased performance. (Sun et al 2012)

 There are some cases however that the company may not want to increase production due to low demand. (Change 2005)

20

In such cases, increased performance is very important as it leads to reduced cycle of works and therefore, to reduced costs. This is the case of financial performance characterized by reduced cycle of works and increased revenues. If no motives are provided, performance levels may be reduced. (Tsai et al 2008)

5.2 COMPETITION

A positive environment that cares about employee development results in increased performance. A company must be competitive in order to survive. This means that it must make an effort to achieve high quality for existing products as well as to produce new innovative products. By developing skills and creating abilities, the company may produce high quality products and create innovative products. (Baker 1999, Change 2005, Sun et al 2005)

5.3 SPESIALIZED PERSONNEL

The company performs when it employs specialized personnel to select the employees. Senior management executives contribute significantly to its performance levels. More particularly, it is important for a company to have dedicated shrm and hrm departments. Shrm refers to future planning of employee use and the objectives it sets concern the future, whilst hrm deals with objective in the present. (Change 2005). The two departments are interconnected and cannot operate independently. Shrm department needs its dedicated hrm to achieve its objectives and hrm needs strategy. If the members of shrm are capable to identify and employ individuals with special abilities and talent, so that the company may be competitive, then performance shall be achieved. (Ericksen et al 2005, Huselid et al 1997)

5.4 TRAINING

However there is also the case that the company does not have funds to spend on training or it chooses lower standard training and performance suffers. Nevertheless, if it can do so during a period when demand is low, it would cause an increase in expenses and a reduction in revenues. (Change 2005)

5.5 MENTAL HEALTH

In conclusion, an employee, in order to perform effectively, he/ she must be of good mental health. Enjoying tranquillity, certainty trust and communication ensures that the employee enjoys good mental state. When the employee feels confident with its environment, they want to be creative and thus, to perform and achieve. On the contrary, if such conditions are missing, employees shall show less interest in their jobs and reduced performance levels. (Oshagbemi 2003)

Capter 6 Methodology

6.1 SURVEY STRATEGY

Observation and more specifically the quality method was applied for this research. According to Gregory (1995) and Milburn (1995), the quality method is applied in research conducted in the restaurant and fast food environment (Fotopoulos 2002). Quality data were collected and analyzed.

6.2 SOURCES OF DATA

The research concerns "gregory's" fast food outlets. The company prepares and sells snacks such as sandwiches, cheese pies, croissants, several finger food, salads, and also prepares platters for children's parties, for the home or the office. "Gregory's" offers sit-in and take away coffee .The company has 280 outlets, 5 of which are located in Romania, 9 in Cyprus, 2 in the Bahamas and 4 in Albania. The company has been in operation for the last 42 years and employs 800 employees. For the purposes of the interview, I contacted a senior executive that had the necessary experience and knowledge on the subject of the research. Contact was made first over the phone, followed by a face-to-face meeting. The research sample is 15 "gregorys" fast food outlets in the Athens area.

6.3 METHOD OF DATA COLLECTION

Observation is the method of choice for this research. Observation is a research method based on the collection of primary data. These data refer to actual facts, collected by the researcher who observes the facts described and takes interviews (Thomas 2002). Observation can use qualitative or quantitative data. In this case, the quality method was applied in the natural environment of the "gregory's" fast food workplace environment. A tool of the qualitative research is the in-depth interview. According to Jarratt (1996), the in-depth interview can be non-structured or structured. An interview is non-structured when there is no questionnaire to follow and questions are based on basic notes regarding the main issues to be discussed. On the contrary, the interview is structured when a specific questionnaire has been prepared for guidance (Thomas 2000, Stathakopoulos 1997,Fotopoulos 2002)

According to McCall (1984), observation is data collection and it constitutes the research method of choice in psychological, developmental studies and organizational studies. (Arumugan et al 2012)

 Tuten and Urban (2001) claimed that qualitative research requires more time than quantitative research. Palmerino (1999) and Underwood (2003) claimed that

qualitative research is more useful as interviews are discussions, albeit with detail and honesty.(Alam 2005)

Qualitative research allows the researcher to participate in the research, to listen and to talk face to face with the person interviewed and to retain the information they deem important. They can see the interviewee's face expressions, their body language and generally, their reactions. Thus, the researcher becomes a live part of the research in the environment that the research is conducted.(Marshall et al 2007)

This research method has advantages and disadvantages. The advantages are:

•   The observer conducts the research personally and is not only based on the interviewee's words. The researcher monitors the interviewee's body language and the workplace. It is therefore difficult to reach the wrong conclusions (Thomas 2000).

•   It is possible for detailed information to be collected, which otherwise would be a difficult and time consuming task (Stathakopoulos 1997).

•   It is a simple discussion that allows for different angles to be reviewed and/ or topics to be covered that the interviewer had not thought of before the discussion (Tilikidou 2004)

•   It is considered the best technique as the information is collected from the data source and in particular from the "gregory's" fast food outlets (Tilikidou 2004)

The disadvantages of the method are:

•   The information we get is limited as it is based on what we see (Thomas 2000).

•   The research cannot be supported by statistics (Thomas 2000, Tilikidou 2004).

•   The interpretation of the data depends on the researcher's abilities (Stathakopoulos 1997).

•   It requires more time for data collection compared to a simple questionnaire (Stathakopoulos 2)

6.4 RELIABILITY AND VALIDITY

The observation method gives reliable data as the researcher, and in this case myself, is present and can check whether the interviewee's responses are true. This method has been used in previous research because of the reliability of its findings. Rust and Cooil (1992) claimed that the the qualitative method – including the interview – is used by most marketing journals as it gives the most reliable results(Fotopoulos 2002)

6.5 ETHICAL CONSIDERATIONS

The Human Resources Manager remained anonymous in order to feel free to comment and to provide sincere responses.

6.6 CONTROL MEASURES

Control measures used include all interview details such as employee age, family status, financial rewards, nationality, education and way of life.

Chapter 7 Interview

The research concerns "gregory's", a company with stores all over Greece, in Athens, Crete, Rodos, and elsewhere as well as abroad: in Cyprus, Romania, Albania and the Bahamas. The research was conducted following an interview with the Human Resources Manager at the company's main offices in Athens. The interview was held at that particular office as this is effectively the source of all answers. The Administration and Human Resources Manager sets out the strategy to be followed at all stores and defines the policy regarding employee matters. Should the interview had taken place in a different city, the findings would not have been valid as they would not come from the source of the company and there would not be the competent executive with the appropriate experience to answer to our questions. The HR Manager assured me that the company's policy is strictly applied though out all company stores.

7.1 AGE AREA

 Employee age is up to 45 years. In general, older individuals are selected for their experience and are paid more in relation to younger candidates. On the contrary, individuals of up to 24 years of age are preferred as based on the law, they are paid much less. Thus, this way, the company reduces labor cost. Older candidates are preferred only for positions of employment that require experience. There have been employees in the past that retired after working for the company for many years – with the company being very satisfied from their work. Experience is rewarded in order for the company to achieve its objectives.

7.2 TRAINING AREA

Prior to being hired, candidates receive training in order to better understand the work and do their best in the recruitment assessments. The company assesses candidates on a scale of 1 to 10 and selects the employees that score more than 8 points. The company aims at gaining the customer's first impressions. During training, candidates are not only shown food preparation but also, they are educated on the fact that employees must be polite, smiling and ready to serve the customers. Employees should also be of a positive demeanor, eager, fast and punctual. The company places great importance on employee behavior and considers it a necessary trait in order for someone to continue working for the company. The Area Manager pointed out that employee behavior is of upmost importance for a company as the customers must be happy in order to revisit the shop. In the course of the years, employees were fired because even though they started eagerly and efficiently, they gradually become less polite and developed bad behavior.

7.3 FAMILY ENVIRONMENT

The company's workplace climate is not only friendly and ideal – according to the Area Manager, it is even better: it is a family environment. Employees are not treated as such but as family members. There is communication and cooperation between them, enabling them to feel comfortable and safe in their workplace. However, freedom of opinion and acceptance of new ideas as regards the manner of operation of the company and the preparation of products does not exist. The company considers that it sets the rules of operation and teaches its employees to make coffee and to prepare food in a certain manner. This is why the company has been in the market for so long – its instructions on food preparation is strictly complied with. This characteristic established the company's reputation and makes it unique. "You cannot train the employee on how to prepare food with them offering their opinion and ideas" the Area Manager responded.

7.4 EMPLOYEE AREA

There are conflicts and hostilities between employees as "some give a lot and get less in return", i.e. someone can work longer hours than another employee and be paid less because they have less experience. The company rewards experience with better pay and this creates hostilities between employees that are resolved by the department manager with dialogue.

Often, employees answer questionnaires without disclosing their name on whether they have any complaint regarding the management of the company, if they believe that the company is managed well, if they have any grievances against their line manager as regards the latter's behavior and whether they feel safe in their workplace. "Gregory's" employs migrants mainly of Bulgarian, Albanian, Rumanian and Russian origin who are treated the same as the other employees, have the same rights and enjoy the same remuneration. Such employees were not chosen to be paid less – this is anyway not allowed by law.

7.5 DISCRIMINATION AREA

There is no employee discrimination as regards their sexual orientation. If the employee does their job well, the company is not interested in their personal life. However, no one being outwardly different to begin with was recruited because the Human Resources Manager was put in a dilemma on whether to hire such a person and whether the employees would laugh at them. The Human Resources Manager concluded that the company would hire the candidate if they do not manifest their particularity too obviously. If they did, the company would not proceed to their recruitment. Of course there has been in the past an employee with such particularity without the company knowing about them as no such particularity was expressed in the workplace. Later, the restaurant manager became aware of the person's sexual preferences. This however did not change anything as regards the employee's working status as the individual was very good at their job and indeed quite talented in it. Furthermore, he or she was very polite and of a positive attitude compared to the other employees. The Restaurant Manager also pointed out that some employees choose to provoke and express their difference in the workplace on purpose, to show the other employees that their way of life is the best.

As regards any HIV positive employees, the area manager seemed quite distressed, unwilling to discuss the matter further and expressed their disapproval that HIV positive individual could be in a workplace putting others at risk. Of course, in my remark that this disease is not transmitted by simple contact, the manager prevented me from discussing this matter further, claiming that the company employs an occupational physician, who often runs medical tests for the employees and when any risk is identified, i.e. an employee that is ill with an infectious disease, such employee is deemed unfit for work and is removed from their position of employment. In these cases, the company is protected by law and acts in compliance with it.

26

7.6 HARASSMENT AREA

No sexual harassment incident has been reported or brought to the manager's attention. The area manager commented that this was a difficult question as they have not come across such incident and thus, it would be difficult for a response to be given. However, if such incident did occur, the company would look into it, examining whether it is a real complaint or an act of revenge, reviewing all available evidence. In any proven incident of sexual harassment, the employee would be immediately fired.

The area manager claimed that no bullying has even been reported as the company nurtures a family- like workplace climate.

7.7 MOTIVATIONS AREA

Motives are necessary and are offered by the company, with employee recognition being the main one. At the end of each year, the company presents its best employee with a certificate before all company employees recognizing their efforts and their performance. Up until three years ago, photographs of the employee of the year were posted on the front entrance of each store so that everyone knows about the award and the employee is satisfied that the company has recognized their efforts.

High salaries play an important role in the company's motivation policy however, they are not provided to lower ranking employees but are reserved for senior management executives. The latter have the highest responsibility for the progress of the company and must therefore be given an important motive. Restaurant managers enjoy high remuneration.

Flexible hours are offered to employees and it is a useful and necessary tool for the company as it also serves its needs. The company uses employees more hours a day over less days or less hours per day over a longer period or less hours or less days depending on its needs. The company aims to keep a high number of employees and to maintain their positions of employment. This practice certainly creates an internal tension as all employees want to work more days and thus, to gain more money. Often the employees come in conflict as they cannot all work the same days and hours and that means that some of them will work less. The company gives the employees the opportunity to change shifts with their colleagues.

7.8 INNOVATION AREA

As regards innovation, the company is way ahead. It has a dedicated R&D department and constantly tries to create new innovative products in order to be better that its competitors. In particular, a week before, the company created a new product. Its deals with competition by offering high quality products at low prices. Specifically, it welcomes competition as according to the company, it makes employees try more, be better and create better products. The special team that creates new products is no longer trained for this purpose but selected from employees that have great experience and many years of work behind them.

7.9 HIGH EDUCATION AREA

Many employees are highly qualified and hold university degrees. They feel highly satisfied in their workplace environment as even though there is great unemployment, they are working. This is in contrast to three years ago, when employees with degrees were dissatisfied and expressed their disappointment during work, as they were working in an area that had nothing to do with their degrees.

The Area Manager stated that an employee is happy when they are satisfied with their work. Such satisfaction comes when psychologically the employee feels well and this is the result of the workplace environment which "gregory's" provides, being a family like environment characterized by good relationships between colleagues and good cooperation, the motives the company offers every year and above all the security employees feel working for a business with a strong brand name.

TABLE. 1

QUESTIONNAIRE DATA . STRUCTURE INTERVIEW (YES/ NO)

1. Are candidates required to be highly educated to be hired? N

2. Has there been any dismissals for bad behavior towards colleagues? Y

3. Is there cooperation between colleagues? Y

4. Are there confrontations between colleagues? Y

5. Is there dialogue between employees and management? Y

6. Does the company employ individuals of different nationality? Y

7. Are the above treated differently? N

8. Are employees discriminated because of their sexual orientation? Y

9. Are older employees discriminated against? N

10. Would the company hire HIV positive individuals? N

12. Has there been even been reported any incident of sexual harassment? N

13. Has there been even been reported any incident of bullying? N

29

14. Does the company provide motives to the employees?   Y

15. Has the company given shares to employees?   N

16. Does the company offer flexible working hours?   Y

17. Does the company offer any on-the-job training programs?   N

18. Does the company have an ideal environment?   Y

19. Are the employees satisfied with their work?   Y

20. Are highly qualified employees satisfied with their work?   N

21. Are older employees satisfied with their work?   Y

22. Are employees satisfied with their salaries?   N

Chapter 8 Conclusions and Recommendations

8.1 Conclusions

Undoubtedly, bibliography has many common points with reality. "Gregory's" reach the ideal workplace environment and provide satisfaction to the employees who in turn perform better and better. Workplace relationships, cooperation and respect during the workday create an ideal workplace environment, able to provide the employee with the desirable feeling of security. All employees that come from different countries are treated as their Greek counterparts and above all, as individuals with equal rights in the workplace. Older employees hold senior positions of employment at "Gregory's" and are valued for their experience and the creation of new innovative products. Motives are necessary for the company as it recognizes that they are a great way to make employees satisfied with their work. "Gregory's" offer an ideal environment to employees so as to gain their trust, to make them feel happy and to motivate into being interested in their work and to perform better. This is why the company did not just create a good workplace environment - it created a family-like workplace climate. Only in the embraces of their family, people feel well.

"Gregory's" is a successful company in the fast food market. It succeeds in staying ahead of competition. It constantly improves the quality of its products as its employees have the necessary experience to do so and keeps prices low. The company has achieved an employee-friendly environment making its employees feel safe and secure in their workplace

However, there is a discrimination against individuals with particularities. The company tries to protect itself as it does not easily hire people with different sexual preferences or individuals that are HIV positive or are ill with the said disease. Such individuals of course need to work but unfortunately, the workplace environment does not welcome them as the company believes that by recruiting them, it will no longer provide an ideal workplace environment to its other employees.

Training is very important for the company, however it takes place at the first stage before recruitment and not during their work life. The company aims to attract and hire skilled candidates. Individuals that do not fit this criterion are not hired. There are no training programs offered to employees as the company does not have a training plan in place. Their research and development team which is entrusted with producing new innovative products is the result of the employees' experience and not any further or specialized training.

Even though the environment is family like, employees show their dissatisfaction with the way the company operates. Shifts are exhausting without entitlement to overtime pay. Their salary is the same irrespective of their working hours. Furthermore, most employees are part-time and not full time employees and thus, unhappy with the hours they work and the salary they get.

31

8.2 Limitations

The research is subject to limitations as the interview was provided by the Human Resources Manager who is responsible for 15 stores out of a total of 280. The sample cannot therefore be used to generalize about the findings. However, the abovementioned company executive assured me that it does not matter that the stores he is directly responsible are only 15, as what he said applies for all company stores, irrespective of their location. The HR Manager explained that company policy is uniform for all stores and that it is applied at all outlets and that anyone that does not comply with it is dismissed. Assurances were given that the interview responses refer to the whole group and that further research would be pointless as any store would give the same answers. Therefore, with the consent of the HR Manager, these findings can be generalized.

8.3 Recommendations

This research focuses on the impact of the workplace climate on employee satisfaction and performance in general. This research may be useful for the company as it will allow management to hear about employees' opinions, to listen to their recommendation and to better understand their needs. This way, the company will know when employees are happy and when they aren't and take all necessary action to ensure that the working life of its employees is made easier.

Chapter 9 Reflection on Learning

During the background reading for my research, I had the opportunity to review extensive literature on the workplace environment, employee satisfaction and employee performance. Less literature was available on the qualitative method that was the method of choice for this research, a fact that made it difficult to substantiate better the theory on the said method. The practical part which includes the interview was highly satisfactory. The senior company executive that gave me the interview was responsive and interested in my research.

REFERENCES

Akkirman A.et al, 2005. Organizational communication satisfaction in the virtual workplace. Journal of Management Development Vol.24, No 5. pp.397-400

Alam I. 2005. Fieldwork and data collection in qualitative marketing research.Qualitative Market Research: An International Journal Vol.8, No 1.pp97-107

Arumugan V. et al, 2012. Observation: A lean tool for improving the effectiveness of Lean Six Sigma.The TQM Journal.Vol.24, No 3.pp275-278

Atkinson C.et al,2011. Flexible working and happiness in the NHS.Employee Relations. Vol.33, No 2.pp.88-93

Ayoko O.2007. Communication openness, conflict events and reactions to conflict in culturally diverse workgroups. Cross Cultural Management: An International Journal.Vol.14, No 2.pp.105-110

Baptiste N. ,2008. Tightening the link between employee wellbeing at work and performance:a new dimension for HRM . Management Decision Vol.46, No 2.pp284-288

Bhatti M. et al, 2013.Effects of individual characteristics on expatriates adjustment and job performance. European Journal of Training and Development. Vol.37. No6.pp544-551

Bokeno R. 2007. Dialogue at work? What it is and isn't. Development and Learning in OrganizationsVol.14, No 2.pp.9-11

Cepeda G. et al, 2005. A review of case studies publishing in management decision:guides and criteria for achieving quality in qualitative research. Management Decision Vol.43, No 6.pp851-857

Change W. et al 2005.Relationship between strategic human resource management and firm performance.A contingency prespective. International Journal of Manpower Vol. 26, No 5 . pp 434-439

Chen J. et al, 2008. The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. Leadership and Organization Development Journal. Vol 29. ,No 7.pp572-574

David Baker 1999 Strategic human resource management:performance, alignment, management.Librarian Career Development Vol. 7,No 5 pp.51-56

Demenezes L.2012. Job satisfaction and quality management:an empirical analysis. International Journal of Operations and Production Management. Vol,32, No 3.pp.308-312

Dong N. et al, 1999.Asian discrimination in the workplace. Equal opportunities international Vol.18, No 5/6.pp.11-14

Drydakis N. 2012. Men's sexual orientation and job satisfaction. International Journal of Manpower Vol.33, No 8.pp901-904

Ericksen J. et al 2005.Toward a strategic human resource management model of high reability organization performance.The International Journal of Human Resource Management Vol. 16, No 5,pp.907-928

Fairbrother K. et al, .2003 Workplace dimensions, stress and job satisfaction. Journal of Managerial Phycology.Vol 18. No 1, pp8-11

Fraser M.2004.New rights for old:flexi-working and sex discrimination. Employee Relations. Vol.26, No 2.pp 167-172

Friday S. et al, 2003. Racioethnic perceptions of job characteristics and job satisfaction. Journal of Management Development Vol.22, No 5.pp426-430

Fotopoulos C. et al.2002 Evolution of consumer behavior and Qualitative Marketing Research.Athens:Stamoulis pp.124-133

Gallardo E. et al, 2010. Employee satisfaction in the Iberian hotel industry:the case of Andalusia (Spain) and the Algarre (Portugal).International Journal Contemporary Hospitality Management. Vol 22., No 3.pp321-323

Gibson V..2003. Flexible working needs flexible space? Towards an alternative workplace strategy. Journal of property Investment and Finance. Vol 21, No1.pp.12-18

Gil F. et al, 2005. Change-oriented leadership, satisfaction and performance in work groups. Effects of team climate and group potency. Journal of Managerial Pshychology Vol.20 ,No ¾.pp312-316

Graham M. et al, 1998. Principals and job satisfaction.International Journal of Educational Management Vol.12. No 5.p196

Groot W. et al,1999. Job satisfaction of older workers. International Journal of Manpower Vol.20, No 6.pp343-346

Crossman A. et al, 2003.Job satisfaction and employee performance of Lebanese banking staff.Journal of Managerial psychology Vol.18, No 4.pp368-369

Hannabuss S.1998. Bullying at work. Library Management. Vol.19. No 5.pp304-310

Hauer E. et al, 2012. Developmental intervention learning climate and use of knowledge in elderly care .Journal of Workplace Learning Vol.24, No 1.pp19-20

Houldsworth E. et al, 2008. Leadership team performance management:the case of BELRON. Team Performance Management Vol.3, No ¾.pp118-121

Hunt C. et al, 2010. Reviewing sexual harassment in the workplace-an intervention model. Personnel Review Vol 39, No 5.pp 655-660

Huselid A. et al 1997. Technical and strategic human resource management effectiveness as determinants of firm performance.The Academy of Journal Vol. 40, No 1pp.171-188

*Imerisia on line.*2010.Gregory's fast food. Opened the ninth store in Cyprus. September 27

James J.et al,2013. Exploring the workplace impact of intentional/unintentional age discrimination. Journal of Managerial psychology Vol.28, No7/8 pp.907-912

Jing F. et al, 2011. Organizational climate and performance in retail pharmacies. Leadership and Organization Development Journal Vol 32, No3.pp224-226

Kirby S. 2006. American gay and lesbian student leader's perceptions of job discrimination. Equal opportunities International. Vol.25, No 2.pp.126-128

Lin C. et al, 2012.A cross level analysis of organizational creativity climate and perceived innovation .European Journal of Innovation Management Vol.15., No 1.pp55-60

Manettas. G.2010.Gregory's fast food. In the attack on network expansion and competitive prices.*Imerisia on line.*May 13.

Marshall J. et al, 2007.Quality in research as taking an attitude of inquiry. Management Research News Vol 30, No 5.pp368-370

Mathisen G. et al, 2012. Individual and situational antecedents of workplace victimization. International Journal of Manpower Vol.33, No 5.pp539-544

Nazari J. et al, 2011.Organizational culture, climate and IC: an interaction analysis. Journal of Intellectual Capital Vol.12, No 2.pp224-227

Oshagbemi T. 2003. Personal correlates of job satisfaction:an empirical evidence from UK universities.International Journal of Social Economics. Vol.30 ,No2.pp1210-1218

Osman-Gani A. et al, 2013.Establishing linkages between religiosity and spirituality on employee performance. Employee Relations Vol.35, No 4.pp360-364

Regmi K. et al, 2009. Understanding the effect of discrimination in the workplace.A case study amongst Nepalese immigrants in the UK. Equal Opportunities InternationalVol.28, No 5.pp 398-411

Rizospastis 2005. The wonderful world of ... 'chains'.February 2

Robertson I. et al, 2012.Job and work attitudes, engagement and employeeerformance:where does psychological well-being fit in? Leadership and Organization Development Journal. Vol 33., No 3pp224-228

Slack F. et al, 2000.Observation: prespectives on research methodologies for leisure managers. Management Research News. Vol.23, No 12.pp35-39

Stathakopoulos B.1997. Market research methods.Athens:Stamoulis pp.78-106

Sun Li-Yun. et al 2007.High performance human resource practices, Citizenship behavior and organizational performance:A relation prospective.The Academy of Management Journal Vol.50, No 3 pp.558-577

Surgevil O. et al, 2011.Discrimination against people living with HIV/AIDS in the workplace .Equality, Diversity and Inclusion:An international Journal. Turkey Context.Vol.30. No 6.pp. 463-470

Thomas. P.2000.Market Research. Athens:Interbooks pp.58-73

Tiemey P.1999. Work relations as a precursor to a psychological climate for change:the role of work group supervisors and peers. Journal of Organizational Change Management. Vol. 12, No 2.pp120-124

Tietjen M. et al, 1998. Motivation and job satisfaction. Management Decision.Vol.36, No 4.p 226

Tilikidou E.2004. Marketing Research.Athens:Greek Letters A.E pp.152-153

Tsai C. et al 2008 .A model to explore the mystery between organizations downsizing strategies and firm performance:Integrating the prespectives of organizational change, strategy and strategic human resource management . Journal of Organizational Change Management. Vol.7, No 5 pp367-379

Wallace J. et al, 1999. The relationship between organizational culture ,organizational climate and managerial values. International Journal of Public Sector Management. Vol.12, No 7.pp548-551

Yiing L. et al, 2009. The moderating effects of organizational culture on the relationships between organizational commitment and job satisfaction and performance. Leadership and Organization Development Journal. Vol 30. ,No1.pp 53-58

Yoon M. et al, 2001. The effect of work climate on critical employee and customer outcomes: an employee-level analysis. International Journal of Service Industry Management. Vol.12., No 5.pp500-505