

Case study answer

Business



She then decided to call the attention of the HRS manager of the capital for what seems to be a problem of motivation and work dedication of the staff.

The HRS manager, upon hearing of these observations, apologized and promised to immediately act on the concern. On her way back to the office, she is thinking of ways to improve employee performance because she knows that such problem, if left unattended, will affect the reputation of a hospital that has been in the service for 83 years already.

As an HRS manager, what should you do to improve the performance of your employees? SOLUTION: Martens (1999) define Human Resource as “ the art and science of acquiring, motivating, maintaining, and developing people in their jobs. In light of their personal, professional, and technical knowledge, skills, potentialities, needs and values, and in synchronization with the achievement of individual, organization and society goal. Unfortunately the hospital’s management style failed to build shared objectives and vision with their employees.

The said hospital demonstrated an inability to motivate and develop a positive team of employees and nurse staff.

They failed to affect high morale to their staff despite their 83 years in medical service as this became evident to the staffs complacency and laziness to their jobs, possibly due to lack of skill, of management effectiveness to motivate, of supposed or perceived reputation of their long-standing hospital that they feel that they do not feel the need to level the service they provide as they are guaranteed of regular patrons.

Overall, the problem evolves because the hospital's communication and people management strategy was not effective and did not build the mutual objectives necessary between the hospital staff, nurses, and management to achieve overall organizational efficiency and effectively. In Ellen Walt ten emerging problems, ten writer suggests Tanat ten noses tall's unman resource department provided employee motivation programs such as incentive and compensation to those with good customer evaluation, cooperatives, recognition (perhaps an employee of the month award), or team building activity.

The assumption concerning the “ best” method of motivating workers were characterized by a strong social emphasis. It was argued that management had a responsibility to make employees feel useful and important on the job, to provide recognition, and generally to facilitate the satisfaction of worker's social need.

In line with this, the hospital need to initiate efforts to raise the quality of service they provide to patients and employee development by having continues employee training about new medical technologies or seminar on mandatory sanitation procedures.

They can have a daily work evaluation to be accomplished by both the patient and by an appointed supervisor. The Supervisor on the other hand (it could be the head nurse) could attend Management/ Supervisory training. Supervisory training programs began emphasizing the idea that a supervisor's role was no longer simply that of a task maker. Supervisor has

also to be understanding, and sympathetic to the needs and desires of their subordinates.

3 Aside from the staff evaluation, the hospital may adapt the principles of Couch's Theory Z and Lawyer's recommendations for developing high-performing system. The basic goal is to organize a working condition that would elicit satisfaction from individuals as they contribute in improving the entire organization's welfare. By inculcating this mindset, the individuals were to identify themselves with the organizations as a whole so that improvement on organizational performances would be rewarding for the employee. As earlier mentioned, another motivational activity that the hospital can adapt is by providing rewards, incentives, and strict compliance policy. By having high standard service, the staff and nurses will be driven to perform better.

As stated in Lippitt (1954)'s Drive and Reinforcement Theories 5, decisions concerning present behavior.

Where past action led to positive consequences, individuals would tend to repeat such actions, where past actions led to negative consequences or punishment, individuals would tend to avoid repeating them. By adapting this theory, nurses and staff alike will be driven to perform better in the pop to earn recognition and reward while adhering to the hospital policy and procedure to avoid sanctions and bad employee profile (as referred here in our company as the 201 file). CASE STUDY 2: Tom Ecological, one of the field sales managers of an insurance company, was promoted to his first headquarters assignment as an assistant product manager for a group of

product with which he was relatively unfamiliar. Shortly after he took on this new assignment, one of the company's vice president, Arnold Gropes, called for a meeting of product managers and other staff to plan marketing strategies. Tom's immediate superior, the product manager, was unable to attend. The director of marketing, Rene Coach, then invited Tom to the meeting to orient him to his new job.

Arnold, a crusty veteran with a reputation for asking a series of probing questions that most of the product managers were able to answer in details. Suddenly, he turned to Tom and began to question him about his group of products. Somewhat confused, Tom confessed that he did not know the answers. Arnold got mad and told the other product manager that there is no excuse for sloppy staff work. After the meeting, Arnold talked to Renee about the incident and asked whether he was too harsh on Tom.

Renee honestly answered yes and explained that Tom was just new to his job.

After realizing what he had done, he immediately asked his secretary to call Tom and ask that the latter report to Arnold's office immediately. When Tom arrived, Arnold apologized for being too harsh on him. What do you think was the effect of Arnold's outburst on the other manager at the meeting? As a Vice President, is it necessary for Arnold to apologize to Tom? Why? How would you respond to the kind of apology that Tom received? 1 . The effect of Arnold's outburst on other managers: Warren Bennis (1989) notes, " To survive in the twenty-first century, we are going to need a new generation of leaders? Leaders, not managers.

The distinction is an important one. Leaders conquer the context? the volatile, turbulent, ambiguous surroundings that sometimes seems to conspire against us and will surely suffocate us if we let them? while managers surrender to it” 7 In line with this we analyze that during the meeting, Arnold has been more of a manager than a leader. Arnold becomes a manager that focuses on systems, structure and on the production and has failed to be a leader focuses on people. A leader like this that encourages fear and anger within their team will affect demoralizing and discouragement to his managers.

Anger especially displayed in public is not a sign of good leadership; it can elicit fear towards his subordinates and can have two possibilities: It can courage them to strive harder into their production out of fear in being at Tom’s position or it can denominate them as to the belief that their vice president has weak leadership skills.

In order to redeem himself, Arnold should be able to work his management and leadership skills together. As a manager that carries natural responsibility to valuate, control, and improve performance. To a leader that align people with the vision for the organization through communication and motivating people to action through empowerment and through basic need fulfillment. 9 2. Necessity of Arnold’s apology as vice president: An apology can serve to strengthen an organization, a company head, for example, apologizes to indicate that he cares to make things better and will try harder, and that he is secure enough to acknowledge that he isn’t perfect. Such admissions encourage managers to admit when they’ve made mistakes and to make every effort to right them.

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Personally I believe that the necessity of an apology by a manager to his/her subordinated is matter of personal choice (for some it could be treated as a privilege? teeny would Ana wouldn't as teeny see TTL), It rents one's contracted not only as a manager but as an individual. However as to Arnold's case, an apology is a sign of good leadership, when something of great stature(example as vice president) could step down and admit mistakes especially to co-workers, employees, or generally the public at large? it tend to gain credibility and generate confidence in one's leadership

1. 3.

Tom's response to Arnold's apology: My colleague in the hotel used to state that a leader should " Praise in public and Reprimand in private". I share an agreement to this notion; I believe that being a manager doesn't give anyone a right to humiliate a person in person. Leaders are concerned with understanding people's belief and gaining their commitment ¹² rather than imposing authority and reprimanding when certain details are not provided upon demand.

Also given that Tom was reprimanded in front of other managers, I believe it would be best to be apologize to also in the same manner.

In this way, other manager can see that they have a secure leadership under Arnold's management and it could dispel notions of Arnold being autocratic. To acknowledge a mistake is to assert secure leadership; to take responsibility and prescribe a corrective course of action is wise management. Taking responsibility for an error earns the privilege of being

forgiven. 12 In this regard, Arnold's apology could encourage Tom to strive better to dispel notion of complacency.