

Example of research paper on organizational behavior

[Business](#), [Company](#)



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Question 1

In the morning of briefing, Andrea should opt for the Informational model justice dimension. The situation forcing Blaze to undertake downsizing is apparent, and the reality cannot be hidden from the employee. This means that facing the reality and communicating to the retained employees in a very just and open manner is the only way forward. Accordingly, adoption of the informational justice aspect that demands the practice of the justification rule becomes necessary. Andrea should attempt to explain the decision-making procedures adopted by the company and their consequences in a broad and logical manner. She needs to embrace the concept of the truthfulness rule by communication honestly about the challenges that Blaze is facing (Ashton, 2012). With this, the retained employees will understand the unavoidable situation that forced the company to engage in downsizing, thus endorsing its decision. Andrea should be honest and informative when explain corporate actions in the downsizing. The ethical implication of this is ensuring that the remaining employees are aware of the real situation in the

company. However, being very informative and honest may attract some ethical concerns as the remaining employees may get demoralized upon learning the doomed future of their company. On the other hand, remain guarded when communicating the corporate actions may affect employees' trust upon the company by making them feel that the management is hiding something from them. This is fatal for the Blaze because besides demoralizing the employees, such a notion has the potential of reducing commitment (Martin, 2004).

Question 2

In view of the values promoted by the concepts of justice and ethics, I would advice Andrea to leverage the funds to finance the changes in the work structure, especially for the workers with an expanded workload. With the downsizing, it is apparent that staffers have to take up more work to fill the gap left. In this respect, Andrea should utilize the available funds to motivate employees into embracing her idea and catering for other expenses that may characterize the change in the nature of their work. Furthermore, the company is entirely likely to adopt a new work structure. This implies that they will need money to support and implement the proposed changes. These practices will make employees acknowledge the company's caring attitude towards their welfare and its commitment towards providing them with good working environment and terms (Ashton 2012). The ethical implication of offering a retention bonus or pay raise is that, the employees may view the company's corporate actions as unjustified. Sacking some employees then providing the remaining few with a pay raise may present as

an obvious strategy for bribing the staffers into endorsing the company's unjust actions. Conversely, an ethical implication of leveraging the fund to support changes is that the strategy may fail to be supported by the remaining employees.

Question 3

When combining areas for the staffers, Andrea should apply Herzberg's Two-Factor and McClelland's Acquired theories. Initially, Andrea should have high knowledge of the aspects that are causing job satisfaction in her company to capitalize on them and make employees feel contented with the organization (Beck, 2004). On the other hand, Andrea should be aware of the factors that are causing job dissatisfaction in her company. With the knowledge of these factors, Andrea will be at the position of establishing a customized workforce in which individuals are perfectly matched with their interests. Andrea also needs to consider the ideas proposed by the McClelland's Acquired theory when combining areas since needs are dynamic. She needs to acknowledge that employees' needs are bound to change with time, which affirms the significance of adjusting the working structure continuously (Beck, 2004). Essentially, addressing the needs factors is highly recommendable. Andrea can successfully give the new versions of their jobs a higher satisfaction potential than the earlier jobs. Job satisfaction is attributable to aspects such as salary offered, supervision, promotion, work itself, environment and status among others (Trusko, 2002). With fewer employees than in the pre-downsizing time, the organization has the potential and capability of concentrating on each of this aspect to improve its working conditions. For

example, the company can use the finance salvaged to increase the pay for the retained employees. Moreover, supervision and promotion can easily be effected with a small number of employees, which would increase the status of the version of their jobs.

Question 4

Andrea should give high voice and input as the company transition to the “new normal.” Staffers need to be encouraged and be made to visualize a better Blaze in the future. Consequently, Andrea needs to set goals and rewards for attaining the specified objectives. This should include both verbal and material rewards. It is apparent that the company’s current state is discouraging, which affirms the significance focusing on investing on any input and strategy that can enhance employees’ morale. Giving these inputs will re-organize employees and motivate them into working hand to overcome the challenges that are facing them for a better future (Beck, 2004). The staffers will also have confidence with the firm and embrace the decision adopted by the company wholeheartedly. This is essential in establishing a team that is working towards attaining a common goal; thus struggle to overcome together to enjoy the fruits of their success together (Springer, 2011). Dangers associated with such input include resistance and lack of adequate resources to support and honor the promises. Engaging in calculative negotiations and involving staffers in decision making would be essential in mitigating some of these dangers.

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