

Motivation and work behavior case study sample

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



The J. K. Roberts Company

- Discuss the case in terms of the attitudes and beliefs of the managers and workers. Pay particular attention to issues related to satisfaction and organizational commitment.

An individual's attitude is his unique way of feeling, behaving, looking at life and thinking. This phenomenon is very important in someone's career and life in general. Beliefs, on the other hand helps the managers and workers to generate passion about their job. As such, it is important for workers and employers to believe in something. This is because, only strong and deep beliefs can inspire the force and vigor that is important in discharging one's duties. The case study is tempered with instances where beliefs and attitudes of the managers and employees towards work is evident. Firstly, there was widespread resentment to the management by the workers due to lack of satisfaction in their work (Rakowski, 2011).

The employees did not have belief in their production manager. More precisely, the employees felt that Peter might not have made production manager if his father did not own the company. Some of the activities of Peter were also not welcomed by the employee fraternity. For instance, requests by Peter to have swing sets built and repairs made on his camper by the employees were not received well. This shows lack of belief and the negative attitude towards the manager. The employees also have a negative attitude towards their work. For instance, the case study reveals that the employees took undeservedly long breaks and came in late for work. This can be attributed to the nature of their work. The employees complained that their work routines were repetitive and insipid. They also complained of

a tiresome work drills. This compounded with the fact that there is no continual improvement of the employees through training and skill improvement might have escalated the situation further (Mittal, 2006). The employees are unsatisfied with their pay perks. It is probably why some of them worked overtime. The action by the management to suspend overtime unless approved by the production manager cause a ruckus in the company. In retaliation, the employees staged protests in order to air their grievances to the management. The actions of the management show the lack of organizational commitment by the company. It is also important to highlight other instances that implied lack of organizational commitment by the company. For instance, the case study tells that the company did not put any pressure on the employees to meet quality standards. The management rarely supervised the work done by the employees.

Many of the overtime shifts that the employees took were also unsupervised. The foremen, who were the intermediaries between the management and the employees were also uncharacteristically lackluster. They participated in games with the workers during company time, an act that led to the increase in production costs. It was not until other companies ventured into the business and became fierce competitors that the J. K. Roberts company instituted programs to reduce costs and increase efficiency. This shows the lack of organizational commitment. This is also exemplified by the management's reaction to the protests by the workers (Rakowski, 2011).

- Using theories of needs, discuss the differing needs of the male and female workers, the foremen, Mr. Peter Roberts, Bob Green, and J. K. Roberts.

Different individuals in the company have differing needs. According to the

theory of psychogenic needs by Henry Murray, ambition needs are part of the secondary needs that an individual has. As part of the ambition needs individuals look for achievement, recognition and exhibition. This theory exemplifies the needs of the male workers in the company. This is especially the case for young unmarried workers.

The young unmarried men in the workers in the company need recognition and social status, accomplishments and success. It is for this reason that they are the most hardworking hence the biggest turnover at work. The older women in the company are probably married or have families to tend to and nurture. As such, the women were disgruntled about the supposition of the management to have a ten hour day at work and a three day weekend. The older women were disgruntled because they would be too tired to take care of their families when they get home at the end of the day. This is exemplified by Maslow's hierarchy of needs. The safety needs under Maslow's hierarchy of needs explains the need by women in the company for job safety. It is for this reason that they want to join labor unions to champion for their rights (Rakowski, 2011).

According to the neurotic needs by Horney, the foremen have a neurotic need for approval and affection by the employees. While they are required to supervise the employees while at work, they play cards with the workers during work hours. The foremen are not thrilled when they are required by management to enforce stricter rules aimed towards increasing efficiency and reducing production costs. Mr. Peter Roberts, the son of the owner of the company, has a need for power as espoused by the theory of neurotic needs by Horney (Kleinman, 2012). The employees accuse him showing off his

strength because he is well built. The production manager also uses threats to 'motivate' the foremen. This is evident when he tells them to be responsible for discipline or risk dismissal or no increases in pay. The need to impress his father also shows that Mr. Roberts has a neurotic need for approval and affection. Mr. Peter Roberts also has a materialistic need for neatness and order as exemplified by the Murrays theory of psychogenic needs.

In the view of Murray in his theory of psychogenic needs, individuals with power needs sometimes exhibit blame avoidance and deference (Furnham, 2005). This theory explains the individual needs of Bob Green. He knows that Mr. J. K. Roberts will apportion all the blame for the increased resentment in the company to him. He is not very thrilled about this and one feels that he would avoid the situation if he could. However, as the J. K. Roberts assistance, he obeys and cooperates with Peter Robert, an action called deference.

J. K. Roberts, the owner of the company, would be considered exhibit the material needs of construction. In a time when no other company constructed sliding gates, J. K. Roberts started a company to construct the gates and made a fortune out of the business. His complacency because of lack of competition does not show his ambition needs, but his efforts to increase efficiency and reduce costs so that he is not underbid by his competitors shows his materialistic needs for retention under the theory of psychogenic needs by Murray.

- Discuss the case in terms of the uses and abuses of power

The J. K. Roberts case is tempered with numerous instances of use and

abuse of power. When the management realized that there was fierce competition from its competitors, the company instituted programs to cut down on costs and increase efficiency. To this end, the management exercised its power and instituted regulations. In exhibition 2, the case outlines the regulations to enable the achievement of the goals set under the programs. The exhibit also shows the ramifications of flouting the regulations established. The three regulations are not draconian and are well informed by the direction the company wants to chart.

The foremen are empowered by the management to supervise the employees towards the achievement of company goals. Although most of the foremen are not motivated enough, the foremen who forwarded two male employees for flouting the regulations exemplifies the use of power in the company. On the hand, there are instances of abuse of power in the case. For instance, the workers stage protests when their grievances are not addressed. Peter threatens to fire them with dismissal if they do not return to work. Even though the case study said that this was said in jest, the fact that Peter did not institute other measures to address the stalemate shows that he secretly hoped the threats would work. Peter has also been shown to threaten the foremen with dismissal and reduced pay if they do not foster discipline among the employees (Reyes, 2011).

- Knowing what you know about work motivation, what would you do if you were confronted with the situation outlined in this case? Be as specific as possible in responding to this question.

Everything in this situation is fundamentally wrong. Firstly, the organizational culture of the company encourages complacency and lackluster

performance. In order to address the problems facing the company at the moment, it is important to reform the organizational culture. To this end, I would first re-strategize in order to chart a new organizational path for the company. In order to achieve this, the employees ought to be involved in the process. This will be done by incorporating their opinions and ideas. The employees in the company need to be motivated (Reyes, 2011).

This will help change their attitudes towards work and the management. In order to achieve this, I would take the employees on training and skill enhancement from time to time. For instance, the employees can take a management course in order to place them in a good position for promotion. Part of the grievance of the employees was low pay packages. On the other hand, the management wants employees to increase their productivity and reduce wastes. I would strike a bargain here to increase their pay according to industry standards in return for increased productivity that is indicated by meeting production schedules and reduced waste.

Finally, I would create a human resource department that is responsible for the employee relations, hiring and dismissal. Through the department, all employee issues are dealt with leaving the senior management with the task of running the operations of the company. The human resource department would be responsible for the continual improvement of the employees in order to enhance job satisfaction. The department would also institute indicators to monitor the workmanship of the employees. Finally, I would let the employees to join labor unions in order to avoid the engagement of the senior management directly by the employees when they have grievances. Through their representatives, their issues can be aired through proper

channels and without disrespect. This would work towards creating a better organizational culture.

References

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