

Case study amba

Business



Employee A over a span of four weeks called out of the office absent or tardy every other day. The Director met with Employee A several times to see if understanding and resolution in order for both parties to move forward with a professional and productive relationship. Employee A submitted a two week notice and the Director allowed Employee A to resend the resignation on the last day of the two week notice. Employee A rescinded the resignation on a Friday and after one week submitted an e-mail one week later stating Employee A wished to no longer be employed with the organization effective Immediately.

B. Context of the Case: The Immediate supervisor received a promotion from Office Coordinator to Director of a staff that would be made from merging various employees from multiple staff which provide support functions to each staff.

After the new staff was created and introductions to change made by upper management a meeting took place between the new Director and the newly created staff. All employees on the new staff but two employees were excited for the change and the possibilities of the newly developed staff.

One of the two employees (Employee B) made it known from the very beginning that he/she was not pleased with the new changes and the overall purpose to centralize the support personnel into one staff under one Director made no sense. Employee B complained about the organization, co-workers, all staff members in the sub-department and all work or tasks assigned. The other employee (Employee A) was an employee with little to no complaints for regarding the Director and minimum regarding the organization or any

co-workers since Employee A was located remotely in another location away from the staff.

Regular staff meetings were scheduled and Employee B refused to attend, alienated themselves from the other employees in the meeting, interrupting the meeting with moments such as “ I don’t understand the relevancy of this meeting, This meeting is a waste of my time, as far as I am concerned this meeting does not pertain to me” while the employee speaking to the staff was attempting to relay information from the subject matter expert. Over the six months to one year Employee B began to reach out more to other co-workers on the staff regarding the feeling of alienation.

One of the employees that Employee A reached out to was Employee B. As time pressed on Employee B began to influence Employee A. Employee B changed drastically. Employee B began to miss work constantly and was tardy constantly.

The Director began to receive complaints from the staff that Employee A supported of incomplete tasks and important deadlines were missed. The Director received complaints regarding Employee B nonstop Trot ten Doglegging. No Alcoholicly Acton was ever taken formally other than an informal meeting or two to discuss if the employees had personal issues that may be taken into consideration and changes made.

These two employee’s attitudes and disruptive behavior caused the overall moral of the staff to decline and tensions in the workplace to become extremely stressful on the rest of the staff. Director communicated to each

staff member assigned tasks, day to day commentary and etc. Via e-mail, telephone and instant messaging via e-mail.

The Director also required all staff assigned to the Director to log onto instant messenger as a way to ensure that each staff member was either in office that day or available if needed remotely via laptops.

Employee A and Employee B regularly were insubordinate. Due to the production deviance by Employee A and Employee B the workload had to be unfairly distributed among the small staff which caused several co-workers health to be affected and sabotaged the Director's petition. According to Colloquia, Lupine, and Wesson (2013) Employee A and B exhibited withdrawal behavior defined as " a set of actions that employees perform to avoid the work situation-behaviors that may eventually culminate in quitting the organizations (p. 3). C.

Case Outcome: Employee A eventually gave a two week notice, on the last day rescinded the resignation and a week later sent e-mail out stating effective immediately Employee A was separating his/herself from the organization. Since Employee A's departure Employee B's behavior has become more disruptive to the staff. The behavior of the two employees was entirely counterproductive and intentionally weakened the reputation of the staff in the eyes of the internal/external customers.

The harassment claims filed by Employee A against the Director were dismissed and unfounded. However, the Director is now facing harassment claims filed by Employee B.

Looking back both employees exhibited various degrees of withdrawal behaviors such as absenteeism, cyber loafing, physical withdrawal, and purposefully missing staff meetings. As mentioned by Cassia (2013), "Attitudes are an internal state that focus on particular aspects of or objects in the environment. They include three elements: cognition...

. Emotion....

And action.... O respond in a predetermined manner to the focal object (p.

46). " D. Consequences for Recruitment and Retention of Top Talent: The negative work environment created by Employee A and B brought the overall moral of the staff down. Employee A and Bi's co-workers felt the brunt of the withdrawal behavior and the Director's health declined due to the unnecessary stress and false claims. Neither employee has received any disciplinary action thus far. Various staff members have oaken to gossiping about Employee B and if there will ever be any action taken.

E. Questions the Consultant Might Consider: If the Director brought an outside consultant into the organization to evaluate the issue the Consultant may consider the following questions: (1) Did the Director have any accountability in this situation Day not Illogicalness ten problematic employee prior to Incenses Dealing spread* Were there any perceived organizational support given to either Employee A or B? (3) What actions did the Director take prior to the filing of EYE claims against the personal aggression displayed by both employees?

At the present rate with an already understaffed team the Director should begin to take the proper disciplinary action to prevent other employees from resigning, quitting or withdrawing from the staff. The Director might want to ask the consultant what ways the remaining staff could be encouraged and rewarded while dealing with the problematic employee. F. Case Author's Perspective: In conclusion, the consensus amongst the remaining staff members is one of confusion.

So much time is dedicated to trying to cover for the employees that cause problems is overwhelming the remaining staff members hectically, emotionally, and mentally.

Confidence in the Director's ability to lead the staff and act when necessary, protect and stand up for employees when others are taking advantage of the team, and helping employees to reach their full potential has wavered.

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