

Introducing the Modern Workplace

Group Report

**Kellogg's Company
-Assessment 2-**

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Students No:

Juan D. Quintero (1815072)

LAVINIA RUS (1814719)

Slav Stoyanov (1813736)

Cynthia Tini (1814700)

LECTURER: Dr. Husam Alharahsheh

The Kellogg's logo is displayed in a large, red, cursive script font. The letters are thick and stylized, with a classic, flowing design that is characteristic of the brand's identity.

Executive summary

The workplace is an essential factor that determines the performance of a company. This study has evaluated the workplace condition of Kellogg's Company and focused on the organizational structure and culture of the company. This study has analyzed the leadership and management of the company as well as the motivational techniques of the company. This report has evaluated the issues that the company has faced due to leadership and management as well as motivational techniques.

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Introduction

Workplace condition is an essential factor for the performance of any company as employees must spend a considerable time of their life at work. This study is going to evaluate the workplace condition of Kellogg's and analyse various factors that play an important role in the performance of the company. This study is also going to evaluate the background of Kellogg's and will find any issues that the company is facing. It is going to analyse the leadership and management of the company and its influence on the company.

Background of the organization

Kellogg's is a leading producer of breakfast Cereal Company in all around the world. It was established by W.K Kellogg more than 100 years ago and it has the vision to enrich as well as to delight the world through nutritious foods and dedication for people. Kellogg's has more manufacturing company in more than 18 countries and selling their products in markets of more than 180 countries. It has been positioned as the leading and in top breakfast Product Company in the market of the UK having approximately 15.8 million consumers (statista.com 2019). The company's profit is also getting increased as its annual net income in the year 2018 was £1114.91 that has increased from the year of 2017 that was £ 1038.13 (kelloggs.co.uk 2019).

Leadership and management of the company

Kellogg's culture believes in motivating employees and their management focus on changing behaviour to influence employees and other staff positively. The company's leadership is to help their subordinates to become better leaders in the future. As per Kellogg's leadership becomes a chain reaction that helps in engaging more people to support the whole process. This study will evaluate the impact and influences of the leadership and management style in the performance of Kellogg's. As per the views of Donate and de Pablo (2015, p. 364), it is

the duty of leaders and management to perform effective communication and discuss policies, mission as well as vision and goals of a company.

Issues

Management of the Kellogg's has a functional organizational structure that helps them to segmentation of work groups according to their job. This facilitates their performance level and also workflow. However, there are few challenges that the company is facing like it has an unhealthy competition in working with their other working areas also sometimes lacking in understanding developed. According to Hurduzeu (2015, p. 291) lack of coordination among the employees and management often decrease the productivity of a company.

Another issue in the management of the company is that as functional groups are sometimes are not able to communicate in a flexible way and lacking innovative thinking. Management of the company also faces an issue because of more bureaucratic function and the structure of the company is not accountable to each other. This condition often results in poor horizontal coordination within the company's department. Sometimes, it violates the focus of unity of command as a person is accountable for more than one leader in a job. There is also an issue in the company about decision making process as the management is rigid and the standardized process as well as high formalization often hampers faster way of decision making. These unhealthy system of coordination in the company leads to delays of work, reduction in commitments as well as competing interests and a waste of time.

Motivation

Kellogg's used to motivate their employees by focusing on their strengths and encouraging them by allowing them to speak freely. The company used to believe that monetary reward is an effective way that can successfully motivate employees and in turn, can increase the productivity of the company. As per the views of Kanfer et al. (2017, 345), motivation is a necessary factor for every employee as each people has its own unique skill and can be utilized in the performance of a company. Kellogg's focuses on giving cash rewards as a piece of work that is to the amount of work that employees used to accomplish. They specifically apply this technique of motivation on the production processes within the company.

The company also used to motivate their employees by fulfilling their needs. This helps the company's management in creating a good relationship with their employees and in turn, it makes employees loyal to the company. The concerned company used to motivate people by providing competitive salaries and also it focuses on the safety regulation and healthy environment for work in the company. The employees also get encouragement as the company used to provide opportunity for employees to take ownership of projects. This helps the employees in developing and also the company focuses on the fulfilment of needs by providing life insurance vouchers, childcare vouchers and many more.

Issues

Performance of the company results in profitability by the motivation techniques of the company. However, there are few challenges that the company is facing due to application of these motivation techniques. Monetary rewards for piece of work increases the productivity as employees are in a rush to complete the job in order to get the reward. But it completely ignores the quality of the work and the quality of the output sometimes suffers. Scientific management technique for motivation also arise a challenge as it does not allow the people to develop and thinking in a creative way. This generally hinders the innovation of products.

The company motivate employees to take ownership of project but this monetary reward and focus on productivity restricts the employees to take ownership of any project. It indirectly demotivates people as at first focusing on the productivity of work when results in low statistics result, it demotivates people. It also creates an issue of proper coordination as it involves work division in people and management take responsibility of work, there is a reduction in the role of workers. This technique of motivation leads to a huge capital investment and has a huge risk of financial loss.

The values, goals and objectives of Kellogg's and their importance for the company

1. What are Kellogg's values and objectives?
2. How the company manages to instore these values?
3. Results of the company

1. What are Kellogg's values and objectives?

On this part of the report we are going to focus on what are the main values of Kellogg's and how they impact their objectives and goals within and without the company.

"Nourishing families so they can flourish and thrive."

Kellogg's company main value is Integrity. They build the whole company based on respect of each other work, backgrounds, cultures or even ethnicity. Their objectives throughout this value is showing that differences lead to greatness.

The Kellogg's company has its products manufactured in around 80 countries and sold in more than 180 countries. This means more than 180 different cultures and until today Kellogg's manage to lead in the breakfast cereal market. They succeed in having team members motivated more by passion and aim to give their best for the company.

They use their leading company platform in every country they work in like for example in Mexico to help student with special needs in discovering their talents, showing them that their differences are not making them less able to have valuable ideas.

For Kellogg's it is important to instore diversity in their values; as we can see they have a wide range of products and it is diversified. It goes from "Special K" a cereal designed for healthy fitness minded mornings, to "Krave" for gourmand youngsters ready for school, to again little one "Special Variety" they can put in their pockets during school breaks. They want to instore a family atmosphere where everyone, workers and consumers will feel at home.

W.K. Kellogg, Kellogg's company founder, believes that in valuing individuals you push them to be the best version of themselves. He decided to put this belief as one of his company main values.

2. How the company Kellogg's manage to instore these values?

With the creation of work conferences like the Dublin InKlusion conference about cultural diversity, where it was discuss how to make the workplace a better place where everyone no matter where they come from, their skin colour, their mental ability or their background, can peacefully manage to all lives and work together bringing the best in everyone.

Meetings are made weekly to make every employee aware of the achievement of certain goals, their results and let them feedback on what they think can be improve or done; Kellogg's believe in putting people together in order to achieve goals successfully.

Kellogg's want to keep a healthy working atmosphere and a good work-life balance. For example, in Latin America they put in place training classes for employees to detail the

benefit of work-life flexibility policies where they learn that taking time for themselves out of work is sometimes beneficial in order to achieve their goals.

They want families worldwide to be eating their breakfast every morning and build family memories and souvenirs, so they make their workplace a big family house in order to pursue this objective.

In every country Kellogg's works they want to make people life better, they want to have a positive impact on the society. In India they give opportunity to women to work in their manufactures, teaching them the work, giving them access to learning forces and opportunities of growth for them to be able to provide for their families.

Across the globe, Kellogg's has several business/employee groups that work specially on making sure that these values are respected in all worldwide branches. One group work with another, networking in between employees from different part of the world so they can learn from each other, they can build a whole new level of understanding of diversity and throughout this they can self-actualise themselves and give their best to the company.

3. Results of the company

"Through integrity, accountability, passion, humility, simplicity and a focus on success, we have created a vibrant company culture where ideas can blossom, people can thrive and success can flourish."

Kellogg's is The leading company of breakfast cereals. They have a predominant position in the market and this is due to their forever aim and value of valuing individuals over results. They believe by motivating individuals to be themselves and be creative they will lead the company to successful results. They help their employees of giving the best of themselves with appropriate training, coaching and constructive feedback.

In Kellogg's workplaces they want to keep a positive atmosphere where it is differences that bring people together.

They make sure everyone feels comfortable in the company and free of making changes and feedback. They respect everyone backgrounds and prone diversity because they believe

diversity is the what made their company successful and is what will keep them on the success track.

Kellogg's company want every individual to feel like family because if the family is reunited, they all win together.

Leadership and management behaviour

Leadership is an active development who might be based on a duty of personality. It is related with social behavior, technique of communication, encouragement and motivation.

Begin a good leader might be based on charisma, personal qualities and the style and the tone in which authority is apply. The leader generates enthusiasm in work and develops choices giving an opportunity that excite them.

Management is a general concept and subject to a large number of interpretations, involves personal judgment and dealing with people, ability of the fundamentals and competence of management in the operation of distinguishing skills and techniques and practice.

To be a productive manager it is necessary to perform the function of leadership, encouraged and developed through a proper guidance, education, training and structure.

Management could be associated as getting work done through the efforts of the other people.

Kellogg's leadership is based on a duty of personality, they are creating a relationship through one person that control or influence the action of their employees. Kellogg's leadership is associated with encouragement, social behavior, technique of communication, attempt to lower employee frustration by giving them recognition, coaching and feedback and developing the best work condition for employees to be successful. Kellogg's Leaders are giving their staff attention and generate for them enthusiastic environment at work.

Kellogg's management is a common concept and subject to many explanations, Kellogg's management it is seen more in terms of planning, organizing and controlling the activities. Kellogg's management requires practice, personal judgment by dealing with their people, it is still involves the ability of fundamentals of management and competence in the operation of distinguishing skills. The Kellogg's success management was not clearly understood by his employees, even if the performance management was clearly transparency, but people requested that the success of management should have more transparency. Kellogg's management team are trying to identify future talent by helping the employees to develop their potential for future promotability of moving up to two levels within five years. The employees requested as well a more structured process so they can figure out where they fit into the company and how they can move forward with in the company.

Because Kellogg's company is willing to improve their activities, they decide to bring Hunter Roberts to deliver significant information to the company. Hunter Roberts has aim his attention to the path development by establishing development centers where he was offering to employees the opportunity to prove their potential with two days course. The development centers has been used as a tool for the senior managements to identify their high potential people within the company, encouraging the employees to take responsibility for their own improvement.

The development centers has had a major impact on their management, leaders, employees and on the finance management. Due to this development centers Kellogg's have a clear understanding in how to recognize the potential leaderships.

Those who have been present at the Hunter Roberts course has seen a significant progress because they achieve clarity about their goals. They feel that have been receiving information about themselves, their weakness, their strengths, their capability and where they should focus their attention for future growth.

Managers have a better knowledge about the impact of their management behavior.

Kellogg's company has understood the meaning of motivation and the needs and expectations at work. The important of the motivation in Kellogg's company is to anticipate their employees behavior, their actions and their desire to perform. The organisaion is understood that their employees needs to be treated as part of the family, need to feel that they can improve and growth in the company and in this way they can request and implement their expectation and objectives.

One of their management policy is to thanks and reward the staff for their hard work. In this way the employees have more motivation to work and bring better performance to the company. Rewarding has giving to Kellogg's company performance in increasing the productivity of the employees in the organization and improving the value of the product.

Kellogg's apply the Maslow theory motivation. Maslow's hierarchy of need, represent five steps with the more fundamentals needs at the bottom.

Another key for Kellogg organization is the communication with their employees by passing important information. In this way the employees of the organization have a sense of commitment, who generates a considerable impact of the level of the organization performance. The employees might feel more comfortable and feeling that they belong to the company and due to their effort the organization it is sharing the success with them, a sense if excitement in the job by gaining pride, trust and confidence within the company.

Kellogg company is engage to progress at any time, by identifying the strategy needs, motivation an their dexterity following different policy management and leaderships, different theory for motivation and providing training to their employees for self improvement and at the same time for the performance and the quality of their products.

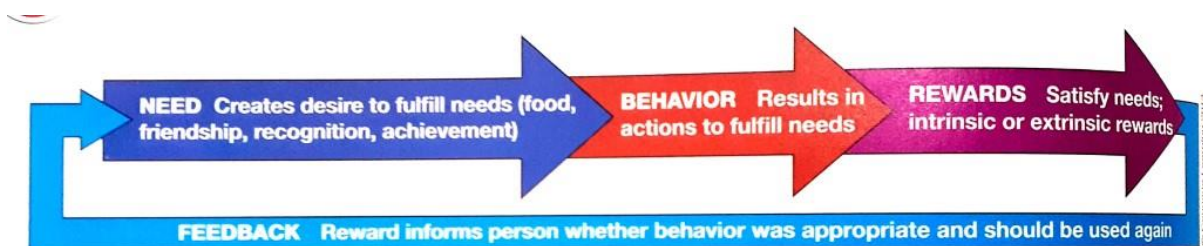
Motivation and perception

All the workers are subject to certain influences that affect behaviour. Therefore, when it comes to assigned specific task, responsibilities, and roles to play having goals to work towards. Achieving a certain level of performance and knowing what is expected of them.



It also refers to how employees see the quality and value of the business, in terms of its product service, contribution to the quality of social life and how conflict situations are resolved.

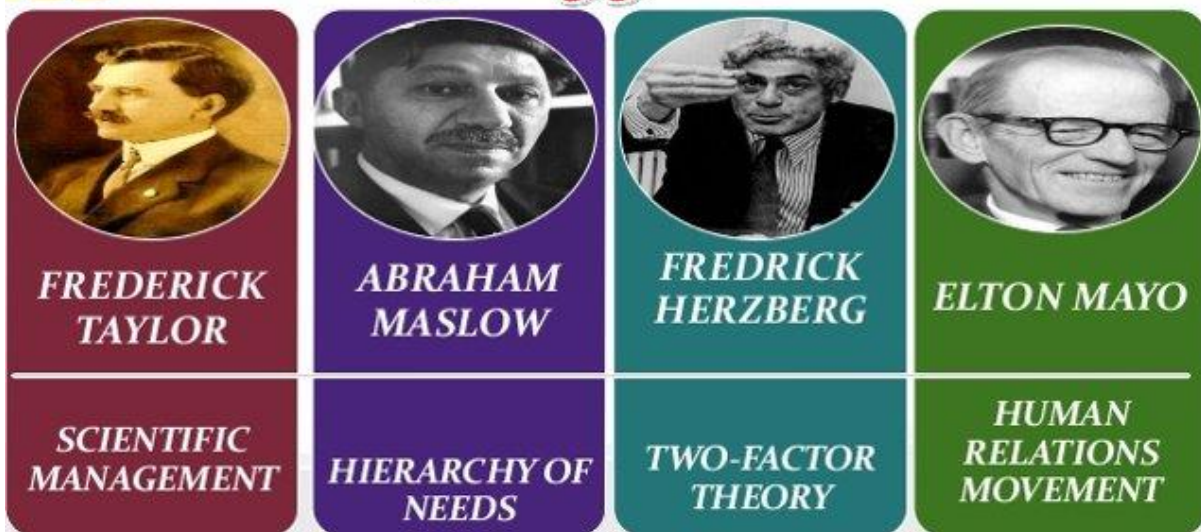
In conclusion, motivation helps to understand why people take some actions and what influences their choice of action.



(source: Management the New Workplace; motivation)

Theories

Kellogg is concerned that motivation can drive the employee to behave in a particular way. As the company has around 34.000 employees around the world, they are aware that keep them motivated is a big task so they need how to apply different theories in the workplace to make it more productive and increase the environment workplace.



Maslow

Pyramid of needs has five categories which each one is posited at a particular level. To go higher in the pyramid has to be satisfied with the levels below.

Level 1. physiological needs

- Getting the basic needs with competitive salaries, programmes and benefits for employees that can suit them better. This benefit can make them more motivate and fulfil this level of needs

Level 2. security needs

- Safety is one of the important needs to be fulfilled. Kelloggs promote and invest in making the most safety workplace ever so that employees can prevent accidents. Every employee is as well responsible to look after their workplace, also, the company offers benefits as a homeworking and the employees have the option to choose what it is their best way to lead a healthy life-balanced

Level 3. affection and belonging

- In this level, every person must feel of being part of a group and understand what its role for the good functionality of the group is.
- Kellogg goes through this level doing meeting that everyone can be part of it, which provide opportunities to understand the company these understandings contribute to everyone's is focus and helps to contribute to the company's value. The employees gain affection for the company by rewarding through performance.

Level 4. esteem needs

- Kellogg makes everyone to be part of the company and they make them contribute to the achievements of the company, giving feedback from their performances by an examination of their employees so that they can see how their evolution in the company is.

Level 5. the needs for self-actualization

- When all the levels below are satisfied is when it comes that employees that want to develop themselves and become leaders in the company/
- Kellogg offer a range of opportunities giving challenges and projects for those who want to take the responsibility to archive goals of the company

Herzberg

- Certain circumstances and work conditions when poorly and inadequately structures, lead to dissatisfaction. Which means some factors in the workplace give individuals job satisfaction. For example, roles that an employee is given by the company, the level of responsibility and promotion and reward.
- The other factor is hygienic factor which are those elements in the workplace that will make employee unhappy, such a bureaucracy, poor benefits and work conditions
- Payment is another circumstance which will great motivators factors

Kellogg looks after the workplace and its employees, with a range of benefits and several programmes for the best performance of its employees and offering certain of conditions such flexibles hours, retirement, maternity paid, career breaks

All these motivators can lead a better performance from the employees and at the same time in the productivity and probability of the company. Kellogg manages to recognize all this factor in the workplace to make them feel and follow its values in the company.

Taylor

- Monetary reward is an important factor of motivating people. However, workers are paid in according to the quantity of work they must do. Hence, for big companies this method is very useful since can help to increase productivity and profitability, however, individuals are focus on getting the reward and not in the quality of the product.

Kellogg encourages employees to be creative and get initiative. Therefore, this method would not be appropriate for Kellogg as they want a high quality of product and the employees can develop with them in the company taking part in every achievement.

Elton Mayo

- This theory shows how a workplace employee can be motivated and commitment when they are working in teams because workers and supervisor develop a sense of participation. Work satisfaction depends to a large extent on the informal social pattern of the workgroup, everyone feels important as they cooperate between them to reach goals in the company

Kellogg's applies this method through communication programmes that help to create teams and empower the workforce. Employees are motived is they are consulted by higher positions that can create two-way communication to generate ideas and improve productivity.

Having good communication and relationship with the employees can provide personal development for them when they know what they need and their thoughts, consequently, it can reinforce staff commitment and the employees can feel well treated.

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