

Introducing the Modern Workplace (LCBB4003)

Lecturer: Dr Molly Jack

‘SAMSUNG’ ORGANISATION

Group members and work distribution

Raluca – Elena Bretea (ID 1917325) – Background of the organization (900 w.c.)

Dragos Stirbu (ID 1917324) - Goals and objectives (881 w.c.)

Bogdan Ciurea (ID 1916912) - Leadership and management behaviours (856 w.c.)

Alexandra Ciurcanu (ID 1917124) - Group and team behaviours (110 w.c.)

Lucian Marinescu (ID 1917360) - Motivation and perception (1067 w.c.)

Table of Contents

Introduction.....	3
Background of organisation.....	3
Goals and objectives	5
Leadership and management behaviour of Samsung.....	7
Group and team behaviours.....	9
Motivation and Perception.....	13
Refferences.....	17

Introduction

In this report, our group analysed the characteristics of Samsung organization, highlighting the history and company's evolution, how its goals and objectives contributed to company's growth, the approaches of leadership and management, group and team behaviours and motivation and perception to ensure success in the operation of the Samsung business.

Background of organisation

Samsung organisation was started as a small grocery store, with only 40 employees, in March 1938, in Taegu, Korea, by Lee Byung-Chull.

Today, Samsung is developing in some major areas as electronics, heavy industry, construction, and defence. Other major subsidiaries include insurance, advertising, and entertainment. The business transformed considerably over the decades with some important to mention milestones:

After the Korean war, the business adapts by trading textiles and opening the largest woollen mill; they also join the country's goal of redeveloping after the war; this brings another opportunity for them: They will benefit from the protectionist policies adopted by the Korean government. These policies would support the large domestic conglomerates (named chaebol in Korea) by shielding them from competition and providing them relaxed finance measures. (Bondarenko, 2020)

During the 1970s Samsung's business is expanding opening new subsidiaries in the heavy industry through Samsung Heavy Industries subsidiary, in naval industry through Samsung Shipbuilding subsidiary, and defence and surveillance industry through Samsung Precision Company (Samsung Techwin).

During late 1970s and early '80s there is a rapid expansion of Samsung's technology businesses. Separate semiconductor and electronics branches were established, and in 1978 an aerospace division was established. This period coincides with a major change in Samsung's leadership. In 1987, founder Lee Byung-chul passed away, and his son, Lee Kun-hee, assumed control of Samsung. The new merged organization (Samsung Semiconductor and Telecommunications merged with Samsung Electronics) focused on home appliances, telecommunications, and semiconductors. In 1985 Samsung Data Systems (now Samsung SDS) is established as a result of the growing need for system development. This change helped

Samsung to quickly become a major important player in information technology services. The 90's also brought some scandals that influenced Samsung's international image and lead to some patent-infringement suits. However, the company kept improving and launching new products. In 1998, Samsung created the world's first digital TV.

The 2000s brought the launch of Samsung's Galaxy smartphone series. This product became the company's most-praised product and was on top of the annual lists of the best-selling smartphones in the world. In 2005 the company also developed the first speech-recognition phone. By 2015, Samsung had more US patents approved than any other company, with more than 7,500 utility patents granted before the end of the year. Further in 2017, Samsung was given governmental permission to start testing a self-driving car. (lovemoney.com, 2019)

Samsung's corporate mission and vision statements focus on innovation for a society that will progress through their technological products. The corporate mission was made public in the early 90's when the company went through a rapid global expansion launching new innovative products therefore aligning to the newly mission and vision. Drawing from their corporate mission, we can see that Samsung focuses on the human and technological resources; on the superiority of the products they make and on a measurable improvement of the society at a global level (Samsung, 2020). But how exactly they implement this? Focusing on their human resources is done through maintaining a highly competitive compensation package and a continuous programme of training and development for their workforce, having at its core Samsung's corporate culture. Maintaining a superior quality in their products maintains the customers satisfaction demonstrating the high value chain and achieving their value position through their quality consumer electronics. Samsung's vision statement focuses on some of the core components of their operations: global inspiration, innovation, improvement in the lives of people for a future prosperity. (Panmore Institute, 2019)

Looking at the other major competitors we wonder how does Samsung maintain their innovation and continuous progression. We know that Google uses disruptive innovation projects while Apple puts their teams compete against each other to bring out the best ideas. What makes Samsung different is their methodical, cultural appropriate systematic approach to innovation using the geographical advantages of being close to the Russian scientific institutes where they can buy cheap Russian scientific expertise. Another innovative approach is the formation of a creative elite trained and developed in Samsung's headquarters for their own benefit. We can see from *Figure 1* below the relation between different models used for

professional formation of the future leaders that will form Samsung's creative elite (Shaughnessy, 2013). Their training model also involves a specific method i.e. TRIZ. TRIZ is a theory of the resolution of invention-related tasks and it involves problem-solving, analysis and forecasting using a tool derived from the study of patterns of invention in the global patent literature. In English the name is typically rendered as "the theory of inventive problem solving and occasionally goes by the English acronym TIPS. TRIZ presents a systematic approach for understanding and defining challenging problems: difficult problems require an inventive solution, and TRIZ provides a range of strategies and tools for finding these inventive solutions. In 2003 TRIZ led to 50 new patents for Samsung and in 2004 one project alone, a DVD pick-up innovation, saved Samsung over \$100 million. TRIZ is now used as an obligatory skill set for their employees if they wish promotion within Samsung (Hua, Z. et al, 2006).

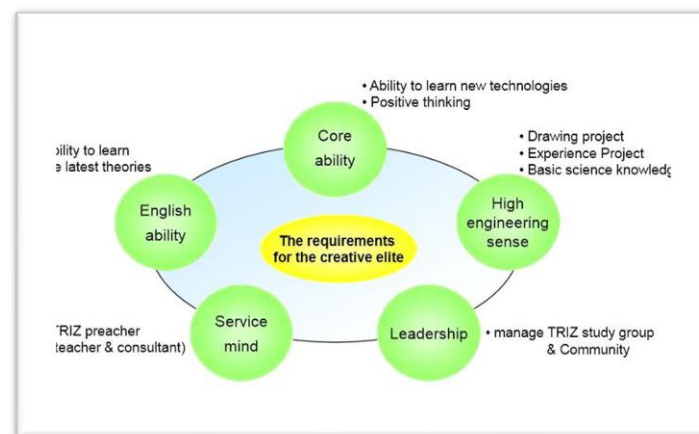


Figure 1 -

Goals and objectives

It is very easy to confuse the terms goals and objectives and to use them incorrectly.

Although related in the sense they represent the outcomes and results that a company wants to achieve, the difference between them is significant and so are the implications for the company. They are different by timeframe, how specific they are, how we measure them and the impact they have on the organization.

Goals determine the objectives to be achieved by a company in the long-term. They will help determine the direction of the business plan and the position of the organisation in the future. Goals are usually used in the yearly and quarterly strategies, positioning, mission statement, company culture guide and other business documents. The proper goals will coincide with the company's vision, purpose and aspirations. They are usually very large in size and usually

impossible to reach and so they are hard to measure. Goals do not have a specific timeframe and no details, steps that help you to get to them.

That is why we need objectives. They represent the actions and measurable steps that a company must take in order to achieve its goals. They explain in detail the specific tasks or projects that need to be completed to get closer to the set goals. Goals and objectives, although different concepts, work together to help a company achieve the proposed result and maximize productivity. Without clear objectives goals will never be accomplished. To make goals more manageable they must be broken down into objectives and performance indicators.

A lot of companies, including Samsung, use the S.M.A.R.T. goal setting method. It is an acronym for: **S**pecific – values and deadlines are well set; **M**easurable – objectives need to be tracked with the help of a performance indicator; **A**ttainable – every objective must be realistic, it does not help to set impossible goals; **R**elevant – objectives must be related to the long-term goal and coincide with the company's vision; **T**ime-bound – objectives need to have a concrete deadline (Range, 2020).

The importance of setting goals and objectives cannot be overstated. They provide focus, making the priorities very clear for everyone in the organisation. Setting goals helps employees to understand what they need to focus on, which in turn helps them to prioritize their tasks. It helps the managers to decide the major project that they need to focus on and how to divide the work between employees. Goals also help to keep everybody motivated. Especially in times when they do not feel like putting in much work. The promise of a reward after achieving the goals will help keep everybody involved. In the same time goals encourage people to work together, as a team. Having to achieve a common goal makes people more willing to work together as well as setting group rewards, since they cannot earn the reward on their own. Finally, goals improve morale. Without any goals and long-term strategy people start to wear down emotionally. Goals help workers with ownership and pride in their work. Achieving a goal makes them feel good and that motivation improves the workplace morale (Edkent Media, 2020).

One very important part of the whole goal setting process, and often overlooked, is rewarding the employees who worked to achieve the goals. This is not necessarily a financial incentive. Without reward the motivation will very soon start to disappear (Bos, 2010).

As a successful company, Samsung's goals are tightly connected with their vision. The goals set by the company to be achieved by 2020 were inspired by the company's vision 'Inspire the world, Create the future'. The company's mission was set to inspire the world with innovative technologies, products and designs that enrich people's lives and contribute to a socially responsible, sustainable future. The set of specific objectives incorporated in the company's vision are related to both quantitative and qualitative goals and include achieving annual sales of USD 400 billion, first place in the global IT industry, to five in global companies, innovative and respectable company, top ten world's best workplaces, global enterprise that attracts world's best talents. To help with these objectives the company has three strategic pillars that are part of culture, business operation and management: Creativity, Partnership and Great people (Samsung, 2020).

Samsung is very determined to achieve its goals, proven by publishing them on the official website. The goals are approved by their CEO and are reasonable enough to be accomplished. To help with this the company laid out six strategies. First, it will foster its first position in the market of memory chips, LCDs, TVs and mobile phones while strengthening six other industries including home appliances, computers and printers. Second, it will begin a new undertaking in the fields of bio chips, medical appliances, u-health service and solar cells manufacturing. Third, it will strengthen the analysis of customer groups and lifestyles, easing the application of diversified marketing strategies. Fourth, it will pursue an 'open innovation', through which outward assistance is welcomed, R&D partnership are established and new collaboration channels will be opened. Fifth, it will build mature symbiotic relations with its collaborators, strengthen its corporate social responsibility and seek environment-friendly business management. Last, it will create a sound work environment by employing a creative performance evaluation system and an advanced personnel management (Samsung Blog, 2020).

Leadership and management behaviour of Samsung

The leaders of Samsung are very much aware of the goals and objectives of the organisation and most importantly, they are working as a team in the company. For that reason, they have to utilise some theories for the betterment of the company. Some leaders are trying to take the opinion of the group members before executing any project in the workplace. This style of leadership is known as democratic leadership. This kind of leaders is trying to share all the information with the employees and provide the responsibilities to achieve the target of the

organisation. Since Samsung is providing a wide range of product, it is very important for the leaders to make the group members aware of their responsibilities in the team. The members of the team can share their personal opinion for the further improvement of the business. This style of leadership is very much effective to increase the team spirit and all the employees are helping each other to achieve the target of the team. It allows the employees to increase their creativity and help the employees to grow further (Atashfaraz & Abadi, 2016).

The leader of Samsung has utilised the affiliative style of leadership. Here, the leader gets up close with the team members and most importantly they can support the emotional requirements of the people. This style of leadership is very much effective to make a strong relationship between the group members and the leaders (Parashakti & Ekhsan, 2020). Apart from that, this style of leadership helps to minimise the conflict situation between the employees and the leaders are reassuring that the group members will get enough time to relax. The leaders are also increasing the contingency theory which has been developed by Fiedler (Steinbach, et al., 2017). The leader only concentrates on the effectivity of the employees. As a result, all the team members are working very dedicatedly to achieve the goals and objectives of the company. Samsung is playing an important role to function this style of leadership. Nature and type of organisation is very much influential to the practice of leadership. As a result, the team members are starting to focus on their work only without thinking about the effect of their action in the company.

It is the responsibility of the management department of Samsung is to take care of the employees who are working under this company and make sure that they are working under this company for a long time. The managers are checking all the activities of the people. It helps to keep a track on the staffs of Samsung and they have to make some decisions for the betterment of the business. As it is discussed earlier that Samsung has produced a wide range of products to expand its business further, so it becomes very important to stay updated by implementing the new technologies in the workplace. For that reason, it becomes necessary for the management of the organisation to implement some styles. The managers are taking full control over the employees by taking the help of persuasive style of management. Here, the managers are taking the time to invite relevant questions instead of ordering policy. When the management department come to a conclusion, they want to discuss it with the employees for the process of decision making. As a result, the employees are becoming very much committed to the task by different persuasive techniques instead of rewards and penalties (Shafiee, et al., 2019).

The managers are also implementing the consultative style where the policy, as well as decision making, is depending on the managers of Samsung. The managers are believing in maintaining communication between the employees since they believe that it is a great platform to clear all the doubts of the employees regarding their responsibilities in the workplace. Moreover, this kind of managers can hold their decisions with the team members to hear their opinion and making the input to finalize the decision. It is an effective way for the manager to make the employees involved in all the activities of the company. Sometimes, the leaders are taking more time to make their decisions which will delay the changes in the company (Samsung Newsroom, 2020).

When the situation becomes very complex in Samsung, the owners are spreading their authority along with power throughout the organisation by representing the problems for further discussion. This style of management is known as participative style. Here, the management tries to work with the employees for making a final decision. The managers are promoting the employee empowerment since it gets the team members active in making the proper direction of the project. The managers are encouraging the team members to find direction and motivate the employees. This style has been adopted by the managers of Samsung since the skills along with the abilities of the employees are similar to each other. This style of management allows the business to drift. When the organisation does not have an overall direction, the management takes the help of the employees to provide the proper direction to achieve the objectives of the company.

Group and team behaviours

The Samsung company is committed to the people. Therefore, their top priority is the health and safety of they're employees. They take pride in offering the people the right tools, and suitable conditions for the employees to perform their jobs accordingly and their roles come with it.

They establish safety rules, and regular assessments are being carried out at a specific amount of time unless there is a situation where an inspection is required sooner.

The Equal Opportunities Act is enforcing to ensure that companies treat employees the same way, regardless their sex, race, disability, religion or belief and age, and Samsung is aiming to fulfill these rights by implementing an ethical management system by respecting and protecting human rights taking positive action such as:

- Eliminating discrimination on unlawful or unjustifiable grounds, irrespective of the form taken
- Encouraging staff to take positive steps towards equality of opportunity in employment
- Identifying and changing practices which have the effect of unjustly restricting equality of opportunity
- Monitoring the composition of the workplace and assessing areas in need of further action in securing an integrated workforce.

Samsung company has a strategic human resources management, which is an approach to making decisions on the intentions of the plans of the organizations in the shape of the policies, programs, and practices concerning the employment relationship, resourcing, learning and development, performance, reward and employee relations. With this in the plan, Samsung is ensuring that the employees have the skills, are committed, and well-motivated in order to sustain the competitive advantage with the competitors. Samsung company is valuing and investing in people, keeping them satisfied by:

- Achievement: recognized and praised;
- Recognition: monitor their work, creating a co-operative atmosphere;
- Feelings of personal growth: providing training, stretching staff skills;
- Responsibility for worthwhile activities: encouraging new ideas from employees, increasing individual responsibilities;
- Promotions.

Samsung Electronics applies this theory to motivate their workers. Good relationships between the employees affect how they perform their job. In McClelland's approach, it's called affiliation. Affiliation is about the relationship between the employees. From the comments that Samsung receives, most say only good things and how colleagues have an excellent culture. All colleagues have a good working relationship and get along feeling motivated in the workplace.

Based on McClelland's affiliation theory, Samsung has achieved many achievements over the course of 20 years in the electronics industry. They have won many awards such as CES Eco-Design in January 2012 as well as many others. this thing motivates employees and makes them proud to come to work.

A large company like Samsung offers opportunities for promotion for each employee, the purpose of the promotion is to motivate, and it works very well. Promotion is one example of the application of power. Samsung offers equal opportunities for men, women, and people with disabilities. In the last two years, 329 female sex employees have been promoted as a section manager. Samsung offers opportunities for all those who want to fully showcase their skills.

Make staff feel valued by:

- Monitoring their work
- Creating a co-operative atmosphere
- Making everyone feel and important part of the team.

Provide development opportunities by:

- Setting standards and targets
- Providing training
- Stretching staff skills.

Recognize achievements by:

- Praising success
- Reporting the business's results and achievements

Provide a challenge by:

- Increasing individual responsibilities
- Encouraging new ideas from staff.

"Under our philosophy of 'People First,' Samsung continued to hire great people around the globe who are the best and brightest in their field. Samsung took a variety of measures to make itself a world-class workplace" – Oh-Hyun Kwon, Vice-Chairman, and CEO of Samsung Electronics Co. (Performance Magazine, written by Adelina Chelniciuc on September 25, 2013; posted in Articles, Organisational Performance)

The total number of employees is currently around 235.868, and contact at the individual levels is not always appropriate or possible. There may be occasions when meetings of the whole workforce or groups are necessary, especially when employees need to be informed simultaneously. This can also save management time, which is why some information is best passed on to employees in writing, particularly where it is unlikely to be changed for a long time or where a detailed explanation is required.

Distributions methods include:

- A company or employee's handbook' – a simple reference document can be issued to each employee containing information about the organization. For example, it may include details of amenities, terms, and conditions of employment and company rules.
- Notice boards – if well situated and kept up-to-date, they can quickly and easily provide a workforce with access to information.
- Pay packet notification – putting information either in the pay packet or with payment notification can be a simple way of ensuring it is received.
- Events.

Information flows both ways – listening to the employees' views before taking action. Consulting employees not only shows that their views are important but can also:

- Provide the organization with informed opinions based on its employee's experience
- Improve the commitment and morale of the company.

The appraisal system helps people to summaries past performance, identify strengths and weaknesses, become more effective in their work, and plan future career development. The procedure is applied with common sense and flexibility. The appraisal is not a mechanical

process, and it is not seen as a substitute for informal day to day communication, coaching, and constructive criticism. It is continuous and immediate. Also, the poor performance it is treated the same. Through regular appraisal, it is possible to establish a rapport while improving morale and communication.

The purpose of an appraisal is to give employees an opportunity to:

- Review overall performance over a period of time
- Ensure a shared understanding of the job, and its requirements
- Establish the employee's goals and aspirations
- Evaluate current performance by looking at strengths and weakness
- Establish an open and fair relationship based on trust. The aim of the appraisal is to develop not mar this relationship
- Provide both parties with a basis for determining how to improve performance. Agree on an action plan or a set of goals over an agreed time period.

Motivation and Perception

Having highly motivated employees is one of the major factors that influence the performance of an organization in the market. Companies strive to become the best employers in the market by putting in place many strategies and initiatives to ensure their employees are always motivated. Many organizations recognize that human capital is important to the success and growth of an organization. This essay provides an analysis of the behavior of employees and the top management at Samsung focusing on the motivation and perception of employees within the company. An analysis of the strategies used by the managers to motivate employees and the perception of employees is provided.

One of the best ways to motivate employees is to ensure their needs are met. This is one of the biggest strategies that Samsung applies to ensure its employees are motivated. Through the application of McClelland's Motivational Need Theory, Samsung's top management focuses on making workers enjoy working within the company. Based on this theory, employees have the need for power, affiliation, and achievement and one of these needs acts as the main driving motivator among individuals (Nelson and Quick, 2011). Samsung

ensures to fulfill these needs as a way of motivating its employees. This enables employees to give their best effort in completing their tasks which has highly contributed to the success and growth of the company worldwide. The managers of Samsung recognize the need of motivating their employees and thus, one of the ways they achieve this is applying McClelland's Motivational Needs Theory by developing good relations between employees and the top managers which affect how they perform (Samsung, 2018a). The managers ensure the employees' need for affiliation is met by maintaining good relations with them which makes them feel appreciated by the managers within the company. It also enables employees to feel accepted without feeling that the managers are much better than them. This is because managers provide an opportunity for employees to freely interact with them. The company also provides an excellent work environment as managers perceive this as a good way of making employees feel comfortable working within the company which is projected to positively impact their performance (Samsung, 2018a). This makes the employees motivated to go to work. This had led to many achievements within the company including winning the 2010 IEEE Corporate Innovation Recognition and also the CES Eco-Design Award in 2012. This makes the employees feel proud of themselves as they consider the achievements as having contributed to something good to the world (Samsung, 2018a).

Samsung also motivates its employees through the provision of excellent promotion activities, flexible benefits, performance evaluation, and also talent management. As part of its sustainability, the company indicates that its people are one of its greatest values and thus it offers its employees a full range of promotional activities to reach their full potential (Samsung, 2015). The company focuses on ensuring that its employees enjoy working at the company and thus the top managers fairly evaluate and reward employees for great performance. The company offers very competitive compensation as well as benefits as a way of ensuring its employees remain motivated. This is because the managers believe "motivated people are the company." As part of its approach, top managers at Samsung conduct an evaluation aimed at motivating employees to maximize their performance as well as work expertise. They gather information and suggestions from employees and the information is used to determine compensation, development, promotion, and career roadmap (Samsung, 2015). Promotions within the company are competency-based which is aimed at motivating employees to work to their best potential. The top management considers competency-based promotions as a way of nurturing leaders of the next generation. Therefore, this allows employees to individually contribute to corporate performance and they are rewarded for it which highly motivates them (Samsung, 2015).

In addition, Samsung offers highly flexible employee benefits to the extent that is allowed by local laws. The program of flexible benefits is aimed at improving individual lives and ensuring each employee feel included within the company irrespective of their location. For instance, the company provides employees with social insurance including health insurance, national pension, employment insurance, and also occupational health and safety insurance (Samsung, 2015). The company also supports physical examination, pays for medical expenses and family events with expenditure to reward employees increasing each year. In addition, Samsung fairly incentivizes each employee to deliver their best through a highly effective performance-based talent management program. The company conducts a wide range of reward programs that are based on performance that motivate employees to demonstrate their ability and maximize their performance. For instance, the company uses a performance-based annual salary system which enables employees who perform better receive higher bonuses (Samsung, 2015). Based on the Expectancy Theory of Motivation, people are motivated to reach a certain goal if they believe it is worth it and that they will receive good outcomes from their efforts (Miner, 2015). Thus, employees at Samsung are motivated by believing they will receive rewards due to their efforts which motivates them to put their best efforts into their work (Samsung, 2015). For instance, most employees on Glassdoor praise the rewards and benefits offered by the company as one of the things that motivate them to work for Samsung. One employee stated that “I worked at Electronics full-time for more than 3 years, rewarding, market-leading, and drives personal growth through challenge.” Another employee indicated that “I worked at Samsung Electronics full-time for more than 10 years, good benefits for permanent staff... friendly colleagues and learn lots. Good career progression if you are a graduate.” This demonstrates how the company uses benefits to motivate its employees (Glassdoor, 2020).

Creating a creative culture is also another way that managers at Samsung motivate employees. Through its business conduct guidelines, top managers within Samsung focus on providing a creative culture and an excellent work environment for the employees to enjoy working it. This includes developing a responsible workplace, listening to the employees, and putting into consideration their perceptions, respecting human rights, respecting diversity, and promoting employees' health and safety (Rani et al., 2016). The managers within the company give employees the freedom to be creative as one way of developing and nurturing them which highly motivates employees. The company provides its employees with the resources, opportunities, and rewards to help them reach their full potential and also promotes an ethical

work culture that guarantees employees that things will be done right. This highly motivates employees within the company (Samsung, 2018b).

In conclusion, Samsung does a good job of keeping its employee motivated which can be well-established based on employees' reviews. The company not only recognizes that its people are the best asset it has but focuses on developing and nurturing its people to progress in their career as they nature the leaders of tomorrow. Employees within the company are motivated through the use of many strategies and initiatives including flexible benefits, performance evaluations, competency-based promotions, performance-based talent management, having a creative culture, and developing excellent work relationships between managers and employees guided by McClelland's Motivational Needs Theory.

References

Background of the organization

Bondarenko, P., (2020), *Samsung, South Korean company*, Available at:

<https://www.britannica.com/topic/Samsung-Electronics>. Accessed 27/8/20

Hua, Z. et al, (2006). *Integration TRIZ with problem-solving tools: a literature review from 1995 to 2006*. International Journal of Business Innovation and Research. 1 (1–2): 111–128. DOI:10.1504/IJBIR.2006.011091.

Lovemoney.com, (2019), *Samsung's incredible success story: from grocery store to tech titans*, Available at: <https://www.lovemoney.com/gallerylist/80663/samsungs-incredible-success-story-from-grocery-store-to-tech-titans>. Accessed 29/8/20

Panmore Institute, (2019), *Samsung's Mission Statement & Vision Statement (An Analysis)*, Available at: <http://panmore.com/samsung-corporate-vision-statement-corporate-mission-statement-analysis>, Accessed 29/8/20

Shaughnessy, H., (2013), *What Makes Samsung Such An Innovative Company?* Available at: <https://www.forbes.com/sites/haydnshaughnessy/2013/03/07/why-is-samsung-such-an-innovative-company/#226f6cf2ad7e>, Accessed 04/9/20

Samsung, (2020). *About us*. Available at

<https://www.samsung.com/uk/aboutsamsung/vision/philosophy/samsung-spirit/>. Accessed 21 August 2020

Goals and objectives

Bos P.V. (2010), *How to set goals*. Available at:

<https://www.inc.com/guides/2010/06/setting-business-goals.html> (Accessed: 19 August 2020).

Edkent Media (2020), *Why is goal setting important in business*. Available at:

<https://edkentmedia.com/why-is-goal-setting-important-in-business/#:~:text=Goals%20Provide%20Focus,able%20to%20prioritize%20their%20tasks>. (Accessed: 22 August 2020).

Range (2020), *Goals vs objective and why you got it wrong*. Available at:

<https://www.range.co/blog/difference-between-goals-and-objectives> (Accessed: 18 August 2020).

Samsung (2020), *Vision 2020*. Available at:
<https://www.samsung.com/uk/aboutsamsung.html/aboutsamsung/> (Accessed: 28 August 2020).

Samsung Blog (2020), *Planning*. Available at:
<https://mysamsungmylife.wordpress.com/planning/> (Accessed: 16 August 2020).

Leadership and management behaviours

Atashfaraz, M. & Abadi, M., 2016. Impact of E-Service Innovation on Brand Equality and Customer Loyalty in Samsung International Corporation.. *Procedia Economics and Finance*, Volume 36, pp. 327-335..

Parashakti, R. & Ekhsan, M., 2020. The Effect of Discipline and Motivation on Employee Performance in PT Samsung Elektronik Indonesia.. *Journal of Business, Management, & Accounting*, 2(3), pp. 653-660..

Samsung Newsroom, 2020. *Samsung Innovation*. [Online]
Available at: <https://news.samsung.com/us/a-look-at-our-process-quality-control/>

Shafiee, M., Haghighizade, R. & Rahimzadeh, S., 2019. The effect of experiential marketing on brand equity: study of a home appliances manufacturing group.. *International Journal of Business Innovation and Research*, 20(2), pp. 233-252..

Steinbach, A. et al., 2017. Top management team incentive heterogeneity, strategic investment behavior, and performance: A contingency theory of incentive alignment.. *Strategic Management Journal*, 38(8), pp. 1701-1720..

Group and team behaviours

Samsung - Life Companion (2020) , Available at:
<https://mysamsungmylife.wordpress.com/motivation/>, Accessed 4/9/20

Chelniciuc, A. (2013), *How is Samsung doing? Good practices on Performance Management*, Available at: <https://www.performancemagazine.org/how-is-samsung-doing-it-good-practices-on-performance-management/>, Accessed 3/9/20

Adeoeye, O. (2019), *Fighting Inequality – Samsung’s Equal Training Opportunities*, Available at: <https://www.today.ng/business/transport/fighting-inequality-samsungs-equal-training-opportunities-221462>, Accessed 4/9/20

Motivation and perception

Glassdoor. 2020. Samsung Electronics Reviews. [Online]. Available at <https://www.glassdoor.co.uk/Reviews/Samsung-Electronics-Reviews-E3363.htm> [Accessed 11th August 2020].

Miner, J.B. 2015. Organizational behavior 1: Essential theories of motivation and leadership. Routledge Publishers.

Nelson, D.L. and Quick, J.C. 2011. Organizational behavior: Science, the real world, and you. Mason, OH, South-Western Cengage Learning.

Rani, H.M., Zuber, F., Yussof, S.M., Zamziba, M.N., and Toriry, S.A. 2016. Managing cross-cultural environment in Samsung company: Strategy in global business. International Journal of Academic Research in Business and Social Sciences, Vol. 6, No. 11, pp. 605-613.

Samsung. 2018a. Samsung-Life companion. [Online]. Word Press. Available at <https://mysamsungmylife.wordpress.com/motivation/> [Accessed 11th August 2020].

Samsung. 2018b. Samsung Electronics Co. Ltd. 2018 business report. [Online]. Available at https://images.samsung.com/is/content/samsung/p5/global/ir/docs/2018_Business_Report_vF.pdf [Accessed 11th August 2020].

Samsung. 2015. Sustainability report 2015. [Online]. Available at <https://images.samsung.com/is/content/samsung/p5/uk/aboutsamsung/2017/pdf/about-us-sustainability-report-and-policy-sustainability-report-2015-en.pdf> [Accessed 11th August 2020].

LCBB4003 - Introducing the Modern Workplace -
ASSIGNMENT 2
GROUP PRESENTATION - GROUP 5

'SAMSUNG' ORGANISATION

- ▣ Level 4 BA BUSINESS MANAGEMENT - WEEKEND
- ▣ Lecturer: Dr Molly Jack

Group members:
Raluca - Elena Bretea
Dragos Stirbu
Bogdan Ciurea
Alexandra Ciurcanu
Lucian Marinescu

Samsung history and development

Started as a small grocery store, with only 40 employees, in March 1938, in Taegu, Korea.
Founder is Lee Byung-Chull



The business transformed considerably over the decades with some important to mention milestones:

- ▣ After the Korean war, the business adapts by trading textiles and opening the largest woolen mill; they also join the country's goal of redeveloping after the war; this brings another opportunity for them:
- ▣ They will benefit of the new protectionist policies adopted by the Korean government, aiming to help large domestic conglomerates (chaebol) by shielding them from competition and providing them easy financing
- ▣ During the 1970s new subsidiaries such as Samsung Heavy Industries, Samsung Shipbuilding, and Samsung Precision Company (Samsung Techwin) were established

- ▣ During late 1970s and early '80s there is a rapid expansion of Samsung's technology businesses. Separate semiconductor and electronics branches were established, and in 1978 an aerospace division was created. This period coincides with a major change in Samsung's leadership
- ▣ In 1987, founder Lee Byung-chul passed away, and his son, Lee Kun-hee, assumed control of Samsung. The new merged organization (Samsung Semiconductor and Telecommunications merged with Samsung Electronics) focused on home appliances, telecommunications, and semiconductors
- ▣ Samsung Data Systems (now Samsung SDS) was established in 1985 to serve businesses' growing need for systems development. That helped Samsung quickly become a leader in information technology services. In 1998, Samsung created the world's first digital TV
- ▣ The 2000s witnessed the birth of Samsung's Galaxy smartphone series, which quickly not only became the company's most-praised product but also frequently topped annual lists of the best-selling smartphones in the world.

Samsung's Vision & Values

Philosophy: What we promised

Our promise to perform responsibly as a leading, global company

Samsung is committed to complying with local laws and regulations as well as applying a strict global code of conduct to all employees. It believes that ethical management is not only a tool for responding to the rapid changes in the global business environment, but also a vehicle for building trust with its various stakeholders including customers, shareholders, employees, business partners and local communities.

The values that define Samsung's spirit:

People: Quite simply, a company is its people. Samsung is dedicated to giving its people a wealth of opportunities to reach their full potential.

Excellence: Everything Samsung does is driven by an unyielding passion for excellence and an unfaltering commitment to develop the best products and services on the market.

Change: Since their foundation, Samsung set sights on the future, anticipating market needs and demands so they can steer the company toward long-term success.

Integrity: Operating in an ethical way is the foundation of the business. Everything they do is guided by a moral compass that ensures fairness, respect for all stakeholders and complete transparency.

Co-prosperity: Samsung is committed to becoming a socially and environmentally responsible corporate citizen in all of its communities worldwide.



Esa Riutta/Shutterstock

GOALS AND OBJECTIVES

- Objectives are the actions and measurable steps a company must take to reach its goal
- Although different concepts they work together to help you reach the desired result
- Without clear objectives a goal will never get accomplished



	GOAL	OBJECTIVE
DEFINITION	The direction and overall declaration of your company that helps you realize your vision	The exact actions and steps your company must take to reach its goals
SPECIFICITY	General intention or direction	Specific, precise
PLAN	Broad in scope	Narrow in scope
SIZE	Large in size, the whole	Small chunks, part of the whole
EXAMPLE	Increase international customer base	Acquire 28% more customers from the UK, Australia, and Germany in next 8 months
ACTIONS	A general outcome	Specific actions and measurable steps
MEASUREMENT	Difficult, goals are usually intangible and may not be strictly measurable	Easy; it must be measurable and tangible
TIMEFRAME	Long-term	Medium- to short-term

- To make goals achievable they must be broken down into objectives and performance indicators

(Range, 2020; Photo reference range.co)

WHY THEY ARE IMPORTANT AND HOW THEY ARE ESTABLISHED

According to Locke and Latham, goals:

- direct action and effort towards goal related activities
- energize employees
- affects persistence
- motivate employees

Importance of objectives

1. Objectives help to define the organization in its environment
2. Objectives help in coordinating decisions and decision-maker
3. Objectives help in formulating strategies
4. Objectives provide standards for assessing organizational performance



There are different methods to establish goals:

- review the company's mission statement
- ACES method
- consider each of the categories (day to day work goals, problem solving goals, development goals, innovation goals and profitability goals)

(Feliciano, 2008 ; Bos, 2010; Photo reference Getty Images)

SAMSUNG GOALS AND OBJECTIVES

Using the SMART theory, part of the theory of planning, Samsung has set the following goals by 2020:

- 400 billion USD annual sales
- overall brand value among the global top 5
- have ready 5G network



To show how determined they are to achieve their goals they make them public, by publishing them on the official website, and they are approved by their CEO.

(Mysamsungmylife, 2020; Photo reference Samsung blog)

LEADERSHIP AND MANAGEMENT BEHAVIOUR

- The leaders of Samsung are very much aware of the goals and objectives of the organization and most importantly, they are working as a team in the company. For that reason, they must utilize some theories for the betterment of the company. Some leaders are trying to take the opinion of the group members before executing any project in the workplace. This style of leadership is known as democratic leadership. This kind of leaders are trying to share all the information with the employees and provide the responsibilities to achieve the target of the organisation. Since Samsung is providing a wide range of product, it is very important for the leaders to make the group members aware of their responsibilities in the team

The managers are also implementing the consultative style where the policy, as well as decision making, is depending on the managers of Samsung. The managers are believing in maintaining communication between the employees since they believe that it is a great platform to clear all the doubts of the employees regarding their responsibilities in the workplace.

GROUP AND TEAM BEHAVIOURS

- Samsung vision 2020: "Inspiration for a future society, the creation of a new future".
- The Samsung company is committed to the people. Therefore, they're top priority it is health and safety of they're employees. They take pride in offering the people the right tools and the right condition in order for the employees to perform their jobs accordingly along with the responsibilities that their roles come with. They establish safety rules and regularly assessments are being carried out at a specific amount of time, unless there are situation where an assessment is required sooner.

The Equal Opportunities Act is enforced to ensure that companies treat employees the same way, regardless their sex, race, disability, religion or belief and age, and Samsung is aiming to fulfil these rights by implementing ethical management system by respecting and protecting human rights taking positive action such as:

- Eliminating discrimination on unlawful or unjustifiable grounds, irrespective of the form taken
- Encouraging staff to take positive steps towards equality of opportunity in employment
- Identifying and changing practices which have the effect of unjustly restricting equality of opportunity
- Monitoring the composition of the workplace and assessing areas in need of further action in securing an integrated workforce.

Samsung company have a strategic human resources management which it is an approach to making decisions on the intentions of the plans of the organisations in the shape of the policies, programs and practices concerning the employment relationship, resourcing, learning and development, performance , reward and employee relations. With this in plan, Samsung is ensuring that the employees have the skills, are committed and well-motivated in order to sustain the competitive advantage with the competitors. Samsung company is valuing and investing in people, keeping them satisfied by:

- Achievement: recognised and praised;
- Recognition: monitor their work, creating co-operative atmosphere;
- Feelings of personal growth: providing training, stretching staff skills;
- Responsibility for worthwhile activities: encouraging new ideas from employees, increasing individual responsibilities;
- Promotions.

MOTIVATION AND PERCEPTION AT SAMSUNG

- At Samsung, its people are the most important asset
- The company provides a full range of opportunities for employees to reach their full potential
- Motivating employees is among the priorities of the top management



C-Lab Fair

- Samsung's top management promotes a creative culture as a way of motivating employees
- This makes employees feel appreciated.
- They enjoy taking part in programs like the C-lab fair.

(Samsung, 2018)

MOTIVATION STRATEGIES AND INITIATIVES

- Flexible employee benefits
- Competency-based promotion
- Excellent talent management
- Favorable working environment
- Performance evaluation aimed at motivating employees to maximize their performance.



(Samsung, 2015)

APPLICATION OF MOTIVATION THEORIES

- Samsung focuses on ensuring its employees enjoy working in their company
- The company ensures excellent work relationships between top management and employees.
- Top managers ensure employees feel as part of the company fulfilling the need for affiliation.
- Employees within the company are also motivated by the outcomes and benefits they expect

McClelland's Motivational Needs



Expectancy Theory

- Three major factors that determine a person's motivation.



(Miner, 2015; Nelson and Quick, 2011).

REFERENCES

Atashfaraz, M. & Abadi, M., 2016. Impact of E-Service Innovation on Brand Equality and Customer Loyalty in Samsung International Corporation.. *Procedia Economics and Finance*, Volume 36, pp. 327-335.

<http://docshare01.docshare.tips/files/9601/96015414.pdf>

<https://www.samsungengineering.com/sustainability/hse/health/suView>

https://images.samsung.com/is/content/samsung/p5/uk/aboutsamsung/SAMSUNG_SUSTAINABILITY_REPORT_2016_ENG-PEOPLE.pdf#:~:text=Samsung%20also%20respects%20employee%20diversity%20and%20places%20a,political%20inclinations%2C%20union%20membership%2C%20nationality%20or%20marital%20status.

Bos P.V. (2010). *How to set business goals*. Available at: <https://www.inc.com/guides/2010/06/setting-business-goals.html> (Accessed: 18 August 2020).

Feliciano, D. (2008) *Why are goals and objectives important?*. Available at: <https://www.fastcompany.com/795028/why-are-goals-and-objectives-important> (Accessed: 16 August 2020).

REFERENCES

- Parashakti, R. & Ekhsan, M., 2020. The Effect of Discipline and Motivation on Employee Performance in PT Samsung Elektronik Indonesia.. *Journal of Business, Management, & Accounting*, 2(3), pp. 653-660.
- Range (2020) *Goals vs objectives and why you got it wrong*. Available at: <https://www.range.co/blog/difference-between-goals-and-objectives> (Accessed: 18 August 2020)
- Samsung Newsroom, 2020. *Samsung Innovation*. [Online] Available at: <https://news.samsung.com/us/a-look-at-our-process-quality-control/>
- Shafiee, M., Haghighizade, R. & Rahimzadeh, S., 2019. The effect of experiential marketing on brand equity: study of a home appliances manufacturing group.. *International Journal of Business Innovation and Research*, 20(2), pp. 233-252..
- Steinbach, A. et al., 2017. Top management team incentive heterogeneity, strategic investment behavior, and performance: A contingency theory of incentive alignment.. *Strategic Management Journal*, 38(8), pp. 1701-1720.
- Mysamsungmylife (2020) *Planning*. Available at: <https://mysamsungmylife.wordpress.com/planning/> (Accessed: 16 August 2020)

REFERENCES

- Miner, J.B. 2015, *Organizational behavior 1: Essential theories of motivation and leadership*. Routledge Publishers.
- Nelson, D.L., and Quick, J.C. 2011. *Organization behavior: Science, the real world, and you*. Mason, OH, South-Western Cengage Learning.
- Samsung. 2018. *Samsung-Life Companion*. [Online]. Available at <https://mysamsungmylife.wordpress.com/motivation/> [Accessed 11th August 2020].
- Samsung. 2020. About us. Available at <https://www.samsung.com/uk/aboutsamsung/vision/philosophy/samsung-spirit/> [Accessed 21 August 2020]
- Samsung. 2015. Sustainability report 2015. [Online]. Available at <https://images.samsung.com/is/content/samsung/p5/uk/aboutsamsung/2017/pdf/about-us-sustainability-report-and-policy-sustainability-report-2015-en.pdf> [Accessed 11th August 2020].